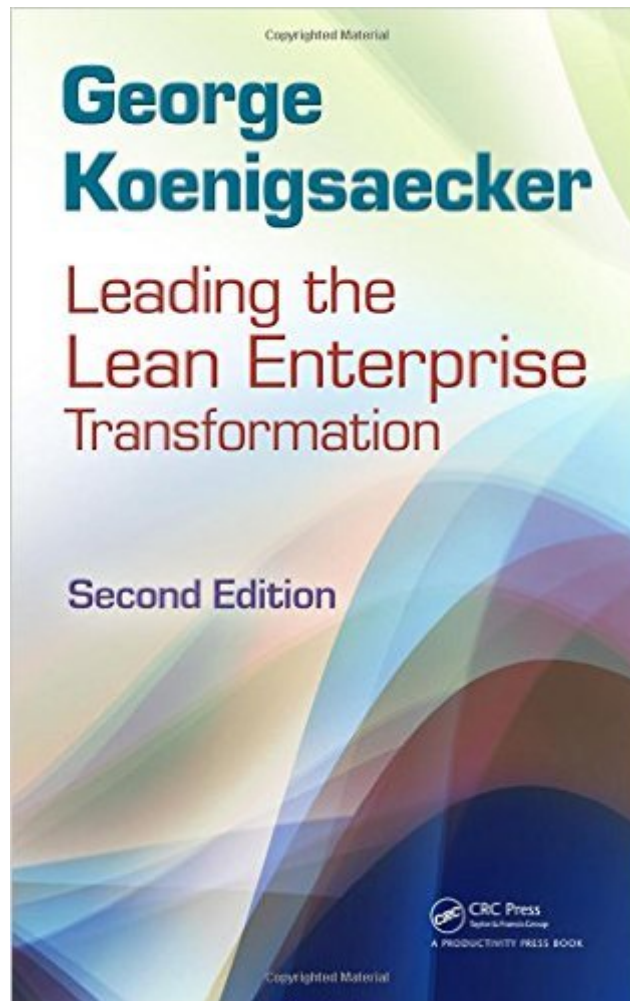


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# Leading The Lean Enterprise Transformation, Second Edition



## Synopsis

Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best Managed Firms." The book not only introduces powerful leadership tools including strategy deployment, transformation value stream analysis, and transformation plan of care but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

## Book Information

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## **Customer Reviews**

This book is the one I have been looking for. It doesn't get bogged down in describing what Lean is; this book describes how to implement in an existing non-lean company that is financial focused and hard-nosed. Koenigsaecher is no academic; this is the story of multiple successful lean transformations with real multi-national companies and multiple locations. The only book of its kind.

My professional career is coaching and mentoring organizations on "Best Practices" and over the many years I have been focusing on enterprise wide Lean Thinking/Continuous improvement. I found unfortunately that many business owners and executives look at this journey as a project to delegate downward. It almost appears that they feel threatened by the concept. This well written results story from an executive perspective is one of the best I've read. I recommend it to all the executives that are searching for how their organizations can compete in a globalized world. Doug Maki

If you think your company is doing Lean, read this book, take a step back, and ask yourself again if you are. It's not a Lean training guide, but is a great review of how to ensure that the foundation for success exists.

This book brings out elements of Lean Leadership and Lean Culture that you don't find in "How To" books. I was at The HON Company and working as a Quality Engineer/Road Warrior during the time The HON Company made their transformation, led by George Koenigsaecker. From what I read about The HON Company, his writing does not deal in theory or speculation but in experience and the history of having made this journey multiple times. I highly recommend this book, have read it twice, highlighted portions, written in the margins and will read it multiple times in the future.

Organizations jump in the deep end and find themselves floundering around for the things that will save them. Sometimes they possess the skills to save themselves and need management to refocus them to grab on to the lean life raft and to pull themselves out of it. Management should be the lifeguard at the end of the rope coaching and encouraging them to success. And an engaged and focused management should ensure they jump in the deep end only after they are deemed ready!

This is by far the most valuable book I have come across on Lean business strategy. It clearly explains many aspects of Lean with quantified examples of how they impact business performance. I recommend this to anyone at the Senior Executive level to see how Lean connects and drives financial measures. I read the 1st edition and purchased the 2nd immediately when it became available.

Book is a high-value discussion on the topic, however the diagrams/figures throughout the book appear to be a low-quality scan, leading to difficulty in reading and blurry resizing (or complete illegibility: figure D.1). Appears that I will need to buy the paper version of the book to get the full benefit in this case.

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