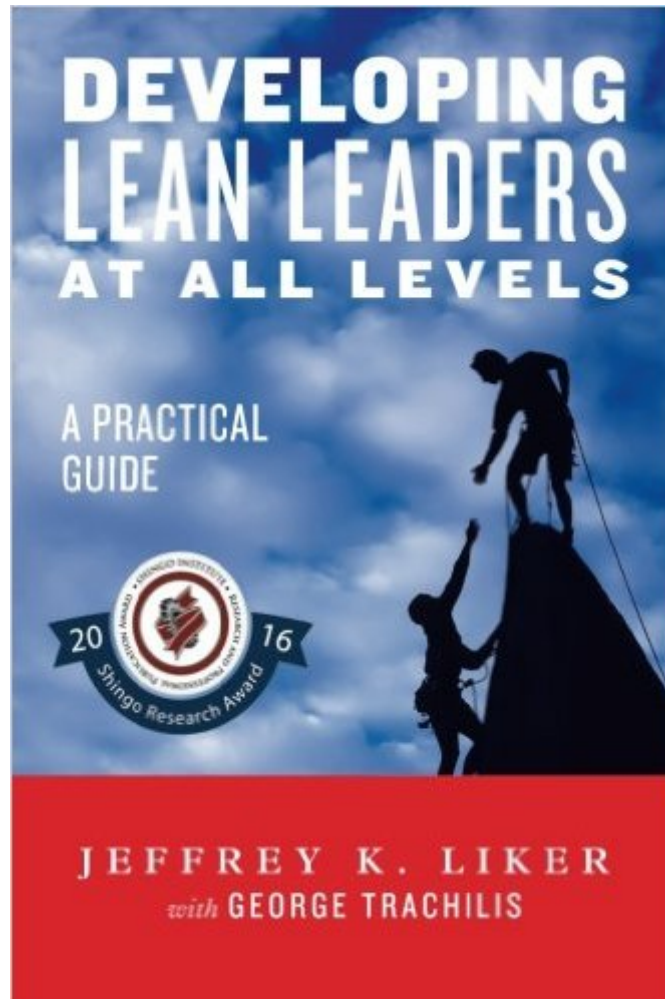


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# Developing Lean Leaders At All Levels: A Practical Guide



## Synopsis

2016 winner of the SHINGO RESEARCH AND PROFESSIONAL PUBLICATION AWARD, *Developing Lean Leaders at all Levels: A Practical Guide* is a management Must Read. The Lean Leadership Development Model (LLDM) presented in this book is intuitive and aligns well with accepted principles of operational excellence. It expands significantly on the elements of Lean, structuring them in a more specific way that can be operationalized by lean practitioners. You can learn everything you want about the Toyota Way; you can implement the tools they have created, but if you do not have the behaviors established within your culture, it will not be successful for long-term sustainment of operational excellence. Leadership must walk the talk of true north in every aspect of the Lean Leadership Development Model (LLDM) as conveyed in detail by Dr. Liker in this recent Shingo Award Winning Book. In *Developing Lean Leaders at all Levels*, we build on the theory in the original book, *The Toyota Way to Lean Leadership*, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader? How can I spread this learning to all parts of the organization? What critical tools are needed to turn the theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

## Book Information

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## Customer Reviews

After reading *The Toyota Way*, *The Toyota Way to Lean Leadership*, as well as part of the Toyota

Way to Continuous Improvement, it really helped me understand this book. It truly gets into the heart of what it takes to be a lean leader to coach, mentor, and challenge people to self-develop everyday. I finally finished the book and I like the detail that it goes into with illustration in regards to Gary Convis's Warranty project using the 8 steps in the PDCA cycle. I also enjoyed the walk-thru of the A3 process(es). I can see why Toyota is so successful and how they can push themselves to improve, even during the recession of 2008/2009. Lastly, I like the illustration and in-depth explanation of the 4 step Lean Leadership Model focusing as well on the 5 key "True North Values". I read through these each day. And the topic again of Gary dealing with Dana Corp; going to the extremes of a company in a severe crisis. A company that was given a second chance behind some amazing lean leadership. And finally a nice breakdown of Management by Objects (MBO) vs Hoshin...I've never been a fan of MBO (how disconnected it is) and I can see how integrated and powerful Hoshin can be to a company's success. I commend the commentary on Page 170 where Akio Toyoda shares his experiences with Mr. Liker on the power of people development and the gap in knowledge between a sensei and a student. I can see why it is so hard for companies to get beyond the "tools/action list/technique" focus of attacking processes to getting into the "developing leaders by coaching & mentoring them into a solid problem solvers". It takes a lot of patience, the ability to slow down, to think long-term, and to understand the gembu; challenge, experiment, learn, and adapt everyday.

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