

LEAN PROGRESS

Ideas for helping your company transition to lean effectively and rapidly.

LEAN LEARNING CENTER

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Sustainable Lean

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By Jamie Flinchbaugh

It seems like everyone is doing something about lean transformation these days. In fact, surveys have shown that almost 75 percent of industrial companies (manufacturing, food, utilities, etc.) have lean efforts going, which is consistent with my own experience. Any company can get started. Whether they hire an individual from another company, hire a consultant, go to a class or read a book, a company can start lean. The barriers to entry have dropped dramatically and companies get started every day. What does getting started look like? Unfortunately, most companies do start poorly. While I don't want to dampen enthusiasm, throwing a training program or a 5S tool at the organization won't get you where you want to go.

Of all these companies that launch, very few result in what would be considered "wildly successful." Not being "wildly successful" probably does not mean that you get worse, but instead you only improved a little or maybe you reached a plateau. In either case, that's not why you begin a lean journey.

Fundamentally, the overarching solution to the sustainability challenge is,

as we've written about for years, getting the thinking right. That means building common principles. Our principles drive our behaviors; our behaviors determine what action we take; our actions create the results we experience. Anyone can take a new action and get a new result. But to do that in a sustainable way we need to change the underlying principles. New actions can then be made to each subsequent event. Changing the culture, of course, is really hard work.

In support of that, I suggest four efforts that will support this drive towards sustainable lean:

1. Change the work of leaders
2. Manage, don't just lead
3. Work on what's important
4. Make the work visible and observe

Change the work of leaders

One of the most common questions I get is how to measure lean. There are many easy measures, such as how many people you've trained or how many events you've done. Those might be worth tracking but they are ultimately useless as measures. They do not indicate change. They only indicate



activity. So what would be a better measure?

I believe one of the best metrics, although difficult, is the rate of change of a leader's own work. What percentage of a leader's job is changed each quarter or year, whether it changes in content or method. My hypothesis is this. For the change to be sustainable, leaders must internalize lean principles if they are to continuously reinforce them and have others follow. If a leader truly internalizes lean principles, they will have to improve their own work as much as those around them. And if a leader has truly internalized lean principles, they will do what it takes to lead a successful and sustainable journey. With this in mind, please do not ask executives to submit a form reporting what he or she changed



LEAN IS A VEHICLE TO HELP YOU REACH YOUR GOALS. IT IS NOT THE GOAL ITSELF. EVEN EARLY IN YOUR JOURNEY, YOU MUST CONNECT LEAN EFFORTS TO YOUR BUSINESS NEEDS, WHETHER THAT IS A SMALL SPECIFIC ACTIVITY OR THE

and how they changed it in an effort to “roll-up” this kind of metric.

Start with your own work methods, how do you execute the work you currently do? Develop a different set of questions to ask on your next operations review. Use the 5 whys for problems that you own. Turn the 1-hour-a-week project team you’re leading into a focused kaizen. Develop standard work for how you manage email. Begin to hold your meetings at the point of activity instead of the conference room.

And here is the all-important success factor in making an impact: make your changes visible. If others don’t see the changes that you’ve made, others cannot learn from them and follow your lead. If this requires telling people, then do it.

Manage, don’t just lead

Leading is about attraction. We engage people. We create a vision and get people excited. Change happens. This is exciting, and everyone wants to be a leader. But management is what creates sustainability. If someone doesn’t want to come to work when everyone starts, that’s not OK. If someone doesn’t wear the proper personal protection equipment, that’s not OK. When we develop a new way of working through engagement and experimentation and everyone agrees, why don’t we assume the same level of accountability? Accountability is the hard part of management. We have to coach, investigate, preach, teach and ultimately be willing to make the decision to dismiss.

We can’t have people coming to work late, because work can’t start and waste is generated. After all, everyone else has to be on time. But if someone decides to ignore the rules of the pull system, the same problems occur. Waste is generated. Other people’s work is wasted. The only difference between those two examples is that an individual will often have legitimate causes for not following internal systems. Our job as managers is to engage in and remove those barriers, which is a big part of managing accountability. Without the full spectrum of managers doing the dirty hands-on work of managing accountability, sustainability is sure to suffer.

Work on what’s important



I may never have uttered a more obvious phrase. However, in the majority of unsuccessful lean efforts, this is severely lacking. As a clear indicator for me, the majority of lean efforts start with 5S. There are many reasons for this. 5S is simple. It engages everyone. The change is very visible. And it helps reduce the problems that frustrate people. These are great change management reasons, but it misses a critical factor for change.

It becomes very difficult to gain ongoing support if the changes do not create a positive performance impact. 5S certainly can have a significant impact if it helps solve very specific problems. Are

there significant losses for not being able to find materials or tools? Is damage caused to materials from using the wrong tools or having unsuitable storage areas? Do people get injured from the environment they work in? 5S can help just about any organization, but it should be solving significant problems to justify that type of an investment. By my estimation, no more than half of organizations should start with 5S. There would be better places for them to begin.

Lean is a vehicle to help you reach your goals. It is not the goal itself. Even early in your journey, you must connect lean efforts to your business needs, whether that is a small specific activity or the journey itself. The biggest challenge to working on what’s important in a new way is fear. If lean is new to me, and it requires learning, do I want to learn on something that critical to success? That fear can be paralyzing, but that’s the balance we must manage to make the efforts sustainable.

Manage work visible and observe

Half the battle of sustaining something is knowing when it’s off track. If we don’t know when and where we got off track, the problem becomes much bigger until we hardly know where to start. By making the work highly visible, we can see the smallest instance of deviation before it affects others. If we were to walk into a room and it was disorganized, there was writing on the boards, material was left out and trash wasn’t discarded, we certainly aren’t compelled to clear it all up. After all, no one else is doing so. But if the standard is maintained, most people are happy to help keep it that way, particularly if we

make it easy to do so. If we make breakdowns and problems visible as they occur, then they can be fixed *before* they become big problems.

Most big problems start off as small problems, at least in terms of a problem being a deviation from a standard or an abnormal condition. If we can develop the systems and the skills to spot the small problems early, then it is much faster, easier and cheaper to solve them. Consider what pull, or just-in-time does for you. We reduce inventory and better connect one step to the next process step. That inventory was there to protect us from problems. Now, with the inventory diminished, problems will impact us much sooner, making our process more fragile. Not many peo-

ple would consciously sign up for a more fragile process. So why is this a good practice? Because by being more fragile, those small problems come to the surface much faster. This will help us, in fact force us, to engage in those problems as they occur and while they are much smaller.

The key skill that supports this is the ability to observe. By going to the process, or to the problem, to directly observe what the current reality is, not just what you assume it is, you drastically raise your chances of making effective improvements. This is perhaps one of the more elusive and challenging skills of a true lean leader. It is more than just going to the point of activity. It requires a process and

framework to digest what you are seeing.

These four elements are not a recipe for success, but if you do them well, your chances at sustainable lean will improve dramatically. After all, what would be the point of making drastic changes if they are not going to be sustained? Any of these factors does not require organizational commitment to start. All it requires is your commitment. You can apply each one of them to your own work. After all, lean begins with you.



SINGLE POINT LESSONS CAN BE CUSTOMIZED TO INCLUDE COMPANY LOGOS OR CONTAIN SPECIFIC VOCABULARY AND EXAMPLES PERTINENT TO YOUR ORGANIZATION

Single Point Lessons

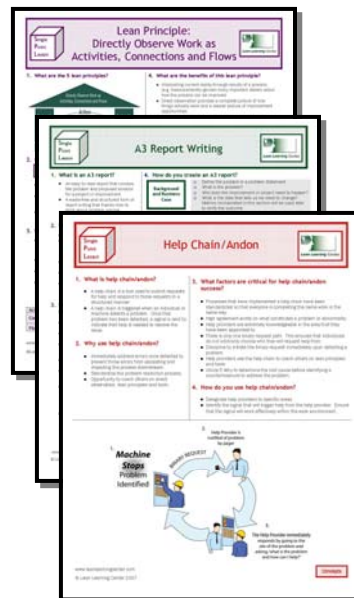
- Do you struggle to bring people out of the process and into the classroom?
- Do the specific how-to lessons get lost before someone gets a chance to apply them?
- Do your lean experts spend time coaching in the aisle, hallway or offices?
- Are your front-line managers prepared to answer questions and engage people on lean topics?

These are challenges that most companies face throughout a lean journey, but few solutions exist to overcome them. Single Point Lessons can

help. Single Point Lessons are a volume of one-page structured teaching tools. Each one covers a different lean principle, tool, or concept clearly and succinctly. Each one of the more than 60 Single Point Lessons covers the four primary questions: what is it, why would you use it, how does it work, and what factors are critical to be successful? By following this standardized approach, you will deliver a consistent jargon-free message that is actionable and answers the key questions that people might have regarding the lesson.

To learn more about Single Point Lessons and how they can be used for

your lean program, visit the product section of the Lean Learning Center website: www.leanlearningcenter.com





Lean Thinking from Benjamin Franklin



By Debra S. Levantrosser

Toyota is often hailed as *the* lean organization to benchmark. In kind, Taiichi Ohno is often considered the ‘founder’ of lean. However in the true spirit of lean, there are others worthy of benchmarking and many of them came before Toyota.

Benjamin Franklin was a pioneer in the field of lean thinking and has much to teach us about how to use lean thinking principles in life. Franklin’s thoughts are a good reminder of how to live according to lean principles not only at work but in life as well.

Franklin was born in 1706 and died in 1790. He lived in Boston and Philadelphia and lived a middle class upbringing. He believed virtues, which could also be referred to as principles in lean terms, should drive our behavior and support a holistic, principle-centered life. These 13 virtues should be used in business and to continuously improve the individual. His philosophy was if we concentrate on the individual, society would benefit because it would be comprised of individuals living by the same core principles and using them to run their businesses as well. He did not distinguish between how you act at work and how you act when you are not at work. He intended to improve his business and himself as a person. This is at the heart of the lean philosophy.

Franklin was a toiler and in

today’s terms may have even been called a workaholic. Franklin may have worked hard but also had a family and time to read and reflect every day. The concept of leadership standard work did not officially exist in the early 1700s; however in Franklin’s autobiography, he presents his very own daily, weekly and annual leadership standard work. Even though he created this standard work for himself, he also allowed flexibility within the standard. For example from 8 a.m. to noon he ‘worked’ and did not detail those hours. See table 2 below.

Table 1 shows a comparison of Franklin’s 13 virtues to lean principles. It is odd but there is much more similarity than difference. Seeing that Franklin and the US were such a success at that time, perhaps lean is something we should take seriously.

Implementing The Virtues

In addition to these 13 virtues, Franklin lived other lean principles. Innovation and experimentation, servant-leader mentality, communication, customer-service orientation, striving for perfection and supporting small, incremental changes were central to the implementation of his virtues.

Regarding innovation, he experimented with ideas until he found something that was successful and met a customer need and was often many steps ahead of his customers’ thinking giving them more than they even thought possible. He finally created a new street lamp to keep the streets successfully lit all night and that could be repaired

easily if broken. This may sound like an inconsequential improvement but going from little or no light to full light had a direct positive impact on crime and business performance.

Servant-Leader mentality was clear in his implementation of virtues. Servant-leader mentality is described by the Greenleaf Institute as “a practical philosophy which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions” the servant-leader makes “sure that other people’s highest priority needs are being served first”. Franklin’s mission was to make sure the men working his printing presses were trained, trusted and contributed ideas for continuous improvement. Additionally his act of donating his entire salary as Postmaster General to the wounded soldiers of the Revolution was perhaps one of the strongest examples of servant-leadership. Of course being in *gemba* is one of the main parts of servant-leadership in that being in *gemba* allows the leader to know the needs of the people. When Franklin was Postmaster-General, his *gemba* was the post offices. “No other man in America had seen so much of the country...he had visited every post office”...in hopes of finding the most ingenious men to form the American Philosophical Society. Franklin went to *gemba* to find the most ingenious minds of the

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TABLE 1: COMPARISON OF FRANKLIN'S 13 VIRTUES TO THE LEAN PRINCIPLES



Franklin's Virtue	Lean Principle
<u>Temperance</u> : e.g. eat not to dullness, drink not to elevation.	Take reasonable risks. Make a change but not something too radical or too inconsequential.
<u>Silence</u> : Speak not but what may benefit others or yourself; avoid trifling conversation.	Hansei, self-reflection, listening before reacting to statements by others, be open minded to new ideas (silently ponder), use silence as part of problem solving.
<u>Order</u> : Let all your things have their places; let each part of your business have its time. Franklin believed that even if you didn't completely achieve order, you would be a better person for having tried than not.	5S. A place for everything and everything in its place. Standard Work. Visual Workplace. Structure every act.
<u>Resolution</u> : Resolve to perform what you ought; perform without fail what you re-	Be proactive about change, follow policy deployment and hoshin-kanri
<u>Frugality</u> : Make no expense but to do good to others or yourself; that is, waste nothing . Franklin believed that frugality should always prevail but especially in hard times would it make a business survive.	The 8 wastes: Motion, Transportation, Talent, Over-processing, Overproduction, Defects, Inventory, Waiting. Value Stream Mapping.
<u>Industry</u> : Lose no time; be always employed in something useful; cut off all unnecessary actions.	Relentless focus on waste elimination and focus on value-add activities, flow, value stream mapping, ensure profitability
<u>Sincerity</u> : Use no hurtful deceit; think innocently and justly; and, if you speak, speak accordingly.	Providing honest coaching support, deliver on time, with right product or service and with the highest quality according to what you promised, JIT
<u>Justice</u> : Wrong none by doing injuries.	Safety metrics, ethical conduct, respect for the individual
<u>Moderation</u> : Avoid extremes, forbear resenting injuries so much as you think they deserve.	Do not be too reactive; use problem solving and data however do not wait for 100% of the data before making a decision. Be careful not to standardize too much of the work nor be too rigid, use flexible standardization. Ensure min/max levels are appropriate—not too low or unnecessarily high.
<u>Cleanliness</u> : Tolerate no uncleanness in body, clothes or habitation.	The 'shine' part of 5S
<u>Tranquility</u> : Be not disturbed at trifles, or at accidents common or unavoidable.	Hansei; leadership standard work—set aside quiet time; learn lessons from mistakes, know which red metrics are truly systemic issues.
<u>Chastity</u> .	No direct link. Although one could say that we should be true to these principles and not waver.
<u>Humility</u> : Imitate Jesus and Socrates	Servant-leader mentality, be open minded to others' ideas and learn from them.

IN ADDITION TO THESE 13 VIRTUES, FRANKLIN LIVED OTHER LEAN PRINCIPLES. INNOVATION AND EXPERIMENTATION, SERVANT-LEADER MENTALITY, COMMUNICATION, CUSTOMER-SERVICE ORIENTATION, STRIVING FOR PERFECTION AND SUPPORTING SMALL, INCREMENTAL CHANGES WERE CENTRAL TO THE IMPLEMENTATION OF HIS VIRTUES.



WHEN FRANKLIN WAS POSTMASTER-GENERAL, HIS GEMBA WAS THE POST OFFICES. “NO OTHER MAN IN AMERICA HAD SEEN SO MUCH OF THE COUNTRY...HE HAD VISITED EVERY POST OFFICE” ...IN HOPES OF FINDING THE MOST INGENIOUS MEN TO FORM THE AMERICAN PHILOSOPHICAL SOCIETY.

colonies! Something we should all aspire to do.

Communication was a central tool, if not the most central tool, in Franklin’s toolbox for implementation of the lean philosophy. If you believe Kotter (1996) that during change we often undercommunicate by a factor of 10, then Franklin should be seen as a role model on how to overcome this obstacle. Franklin used speeches, pamphlets, newspapers, his personal journal, Poor Richard’s Almanac, essays, letters, everyday conversations, schooling to learn other languages and his philosophy club to spread the word; truly a remarkable example of using a variety of forms of communication to spread the philosophy. Without the use of computers or the internet, in the colonies Franklin was able to spread the word to at least one in 100 people (the number of people who subscribed to Poor Richard’s Almanac) which doesn’t take into account the other methods of communication above. In France, it was estimated he reached almost 100% of the population.

Regarding the value placed on the customer, he was a strong believer that providing goods on time to customers and payment on time to suppliers were the keys to a successfully performing business. He wrote, “The character of observing such a conduct is the most powerful of all recommendations to new employments and increase of business”. He also applied this thinking to the US Postal Service. In his role as Postmaster General,

he cut delivery time of mail in half partially because of his customer service view for the citizens (he didn’t want them to have to wait) but also due to making small incremental changes that added up to a 50% reduction in delivery time!

In aiming for perfection, this lean goal was central to his philosophy club and in fact the question posed to the group of 12 was ‘can a man arrive at perfection or is this impossible?’. The club determined that while it might not be possible, it should be attempted everyday. He and his club wrote a plan for moral perfection, planning never to commit any kind of fault. In Franklin’s own words “..though I never arrived at the perfection I had been so ambitious of obtaining, but fell far short of it, yet I was, by the endeavor, a better and happier man than I otherwise should have been if I had not attempted it”.

Finally, using small incremental change to implement his philosophy was evident in many arenas. One of the most striking examples of this thought process is the street cleaning process in London. For much of the daytime hours businesses stayed closed due to dust flying in the air and clouding up the windows. Instead of just accept-

ing this as the way it was, he was proactive. Franklin calculated the lost business from these closures and devised a simple plan to sweep the dust daily (instead of only when rain came in, soaked the dirt and then dried the next day in the sun), which meant businesses could stay open. He even admitted that at first he and most townspeople did not see the need to sweep daily but when he convinced them to try it (thereby imposing standard work), all businesses reported an increase in performance... All due to the simple act of sweeping in real time, as the dust dropped.

Parting Thoughts

Franklin lived a principle-centered, philosophically lean life. From his direct support of the troops on the ground (gemba) to his support of experimentation and his use of various communication methods with which to share his philosophy, his passion for lean thinking is clear. The quotes below are indicative of this and given his success in life and on two continents, perhaps we should revisit some of his inspiring words.

“He that cannot obey cannot command”. Lean Perspective: servant-leadership mentality.



TABLE 2.: FRANKLIN’S DAILY LEADERSHIP STANDARD WORK (OR AS HE REFERRED TO IT, HIS “SCHEME”). EVERYDAY HE FOCUSED ON A DIFFERENT VIRTUE AND DOCUMENTED THE DAYS HE DID FAULTED IN THAT VIRTUE. THIS WAS PART OF HIS METHOD TO ACHIEVE PERFECTION.

Morning	5am	Rise
Ask the question: What good shall I do this day? And which virtue am I focusing on today?	6am	Wash and address the Powerful Goodness! Contrive day’s business and take the resolution of the day.
	7am	Prosecute the present study and eat
	8am	Work
	9am	Work
	10am	Work
	11am	Work
Noon	12pm	Read, review business progress, eat
	1pm	
Afternoon	2pm	Work
	3pm	Work
	4pm	Work
	5pm	Work
Evening	6pm	Put things in their places.
Ask the question: What good have I done today? How did I perform according to the daily virtue?	7pm	Supper
	8pm	Music or diversion or conversation
	9pm	Examination of the day
Night	10pm	Sleep
	11pm	
	12am	
	1am	
	2am	
	3am	
	4am	

“Don’t think to hunt two hares with one dog”. Lean Perspective: specify the path of action and determine the best flow.

“Consider then, when you are tempted to buy any unnecessary householdstuff, or any superfluous thing, whether you will be willing to pay interest and interest upon interest for it as long as you live, and more if it grows worse by using”. Lean Perspective: make sure to specify the value before spending and clearly connect the item’s

usefulness to the customer needs. It also refers to the waste of inventory and not to increase it unnecessarily.

“Learn of the skillful: he that teaches himself hath a fool for his master”. Lean Perspective: go to gemba, learn from those who know the process the best.

And finally, “The ancients tell us what is best, but we must learn of the moderns what is fittest”. This is a good reminder that even though lean principles may

have been perfected in the automotive industry 100 years ago, we have additional challenges today that may require customization of the implementation in different industries and cultures.



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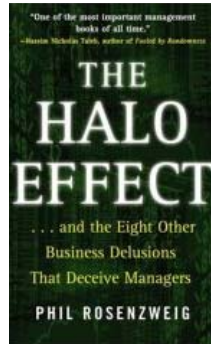
Great Non-Lean Books



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The Halo Effect...and the Eight Other Business Delusions That Deceive Managers

Author: Phil Rosenzweig



Book Description: What's the key message?

The most popular and inspiring books on business success, like “Good to Great,” “Authentic Leadership,” and “In Search of Excellence,” are based on faulty research and conclusions, says Phil Rosenzweig, formerly on the faculty of Harvard Business School and now a professor at IMD in Lausanne. He says the flawed thinking behind such books leads to delusions that won't help managers succeed.

Rosenzweig says such books, though they stand on mountains of research, are based on biased data and unscientific analysis. They perpetuate the idea, according to Rosenzweig, that just a few factors, usually vague things like “culture” and “leadership,” will give you the keys to business success.

You probably remember a couple of rules that these best sellers can violate: correlation does not equal causation, inspecting a “sample” consisting only of good parts will not yield good infor-

mation about a process, and anecdotal evidence is interesting but not acceptable as proof of a hypothesis. Yet even people with science-based engineering backgrounds fall for the arguments in these books.

So what are the eight delusions?

1. *The halo effect:* When we choose to study companies based on performance – the “best” companies, the factors we think contribute to their success are usually things we simply attribute to them. The business press loves success and publishers jump at the chance to publish more books about companies recognized as “good” ones. But this only means that we've selected only good parts to inspect, not a representative cross-section of all parts. The same companies can go downhill the next year, and the business press will reverse everything they said. The company praised for confidence is now criticized for complacency.

2. *The delusion of correlation and causality:* Whatever we ask employees or business analysts, the answers are likely to be colored by how well the company is performing at the time. People are likely to feel more satisfied or empowered, or more admiring of leaders, in a company that is doing well than one that is not. So is employee satisfaction a key to company success, or an effect of it? You cannot

conclude either one.

3. *The delusion of the single explanation:* Looking at several hypothesized causes of good performance and singling out the one that appears most highly correlated with performance metrics is not going to reveal the meaning of the universe. For one thing, it confuses correlation with causation. For another, what about the factors you didn't look at? And what about the companies that would score high on that metric, but were performing poorly at the time and weren't included in the study?

4. *The delusion of connecting the winning dots:* If we compare all the winning companies, we can connect whatever dots we want but we won't get an accurate picture unless we compare them to losers. When you search for stars, you find halos – the metaphor is a bit mixed, but the message is clear.

5. *The delusion of rigorous research:* Some authors describe the sheer volume of research material they gathered and we believe that since they worked so hard, they must have the right answers. But if hundreds of books and thousands of articles are all tainted by the halo effects they are reflecting, what happens to our data? We have quantity but not quality.

6. *The delusion of lasting success:* You'd think some of these flaws would be overcome by studying companies with good performance for many years, as "Build to Last" tried to do. How many companies on the S&P 500 in 1957 were still on it in 1997? Try 74. How many outperformed the S&P 500 over that period of time? Only 12. So does looking at a biased sample of 12 tell us something about the other 426? It might, but how much of the performance of those 12 of the 500 might have been caused by random factors that affected the whole market? Are we comparing winners and losers with enough statistical validity, or seeing what we want to see in the winners?

7. *The delusion of absolute performance:* A company may have high inventory turns, rising revenues and growing market share. That should qualify it as a winner. But if another company improves faster, it won't matter. Performance is relative, not absolute. By looking at its own absolute performance, a company can think it's winning but won't see the competitor gaining advantage.

8. *The delusion of the wrong end of the stick:* In

"Good to Great," Collins picks a stick with "focus" on one end and "pursuing many directions" on the other. Based on the companies he studies, he concludes that focus is always the right end of the stick. Yet he fails to discuss the risks inherent with focus, such as not seeing that you're on a dead-end road and that you need to take a risk on another direction.

9. *The delusion of organizational physics:* Social sciences have long argued that they are just as valid as the physical sciences, and will soon figure out the immutable laws of human organizational behavior. Collins claims to be on the track. But organizational behavior is an experiment without a control. You can't take 100 identical organizations and manage 50 with version A of a single factor and version B of another. In the real world you have an incalculable number of variables, all

interacting with each other. If there are laws, it would be surprising if we were anywhere near understanding them.

Throughout the book, Rosenzweig provides data from studies that contradict the most popular, and goes to great lengths to show the flaws in that research as well. He shows some ways that meaningful research could be conducted, even if it hasn't been done before - graduate students take note.

How does it contribute to the lean knowledge base?

"The Halo Effect" is a warning to companies that think "lean" is going to cure all their ills, embark on a few superficial improvement initiatives, and get demoralized when it doesn't turn them into overnight successes. The factors in implementing lean are subtle, interactive, and cumulative. It takes finesse to apply them in the right order to the right things. A company can be doing all the "right things" and turn out like Delphi.

Are the many case studies of success without merit? It depends on how you



“THE HALO EFFECT” IS A WARNING TO COMPANIES THAT THINK “LEAN” IS GOING TO CURE ALL THEIR ILLS, EMBARK ON A FEW SUPERFICIAL IMPROVEMENT INITIATIVES, AND GET DEMORALIZED WHEN IT DOESN’T TURN THEM INTO OVERNIGHT SUCCESSSES.

Great Non-Lean Books (Continued)



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read them. If you're looking for the "immutable laws," you'll be falling into the eight delusions. Still, success stories give people hope as well as ideas, a big ingredient in the struggle for change.

What are the highlights? What works?

The book has a nice numbered list of "delusions," which makes it easier to grasp them and keep them in mind. Despite the emphasis on the scientific method and statistical rigor, the writing is lively and conversational. It's a compelling and quick read. It also has a good deal of data that supports the conclusions drawn.

What are the weaknesses? What's missing?

By picking a simple list of eight factors and attacking just a few books, Rosenzweig might be falling into his own trap. It's a short book, so it can't dig deep into the subject matter. It's up to readers to apply

Rosenzweig's challenge to business writing and draw their own conclusions. Furthermore, the most compelling conclusion is to not believe what you read. While valid, this is not a very actionable conclusion for companies. Furthermore, it does not replace those actions with new alternatives, leading some to conclude that there isn't much more to success than random events.

How should I read this to get the most out of it?

Read this short book straight through, then reread the list of delusions and reflect on how your reading and exposure to trainers and conference speakers may have planted some questionable ideas in your mind. Ask yourself questions about what you believe about business success. It doesn't mean you should give up on making your company better, just

don't look for quick fixes and keep in mind that business is about probabilities, making choices, and improving your odds.

success that you had anticipated, start by analyzing your culture's effect on your change efforts. Don't get frustrated with the results that you may find. Act upon them and enlist the help of others.

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The Lean Learning Center was founded in 2001 by manufacturing and consulting industry veterans Andy Carlino, Jamie Flinchbaugh and Dennis Pawley to address the gaps and barriers that are holding back companies from successful lean transformation. In addition to the advanced curriculum, the Center has developed a learning environment designed specifically for adult learning, utilizing techniques that include discovery simulations, case studies, personal planning and journaling. Together, with affiliate Achievement Dynamics, founded by Andy Carlino in 1991, the companies offer a complete array of lean transformation services.

Lean Learning Center Announcements

LEAN EXPERIENCE (5-DAY PROGRAM):

May 12, 2008
June 23, 2008
August 4, 2008
September 22, 2008
November 03, 2008
December 15, 2008



LEAN KAIZEN WORKSHOP (5-DAY PROGRAM):

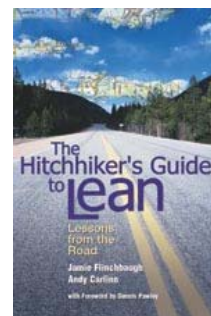
September 29, 2008

LEADING LEAN (3-DAY PROGRAM):

May 19, 2008

LEAN VALUE STREAM IMPROVEMENT (2-DAY PROGRAM):

November 10, 2008



For more information visit:

www.hitchhikersguidetolean.com