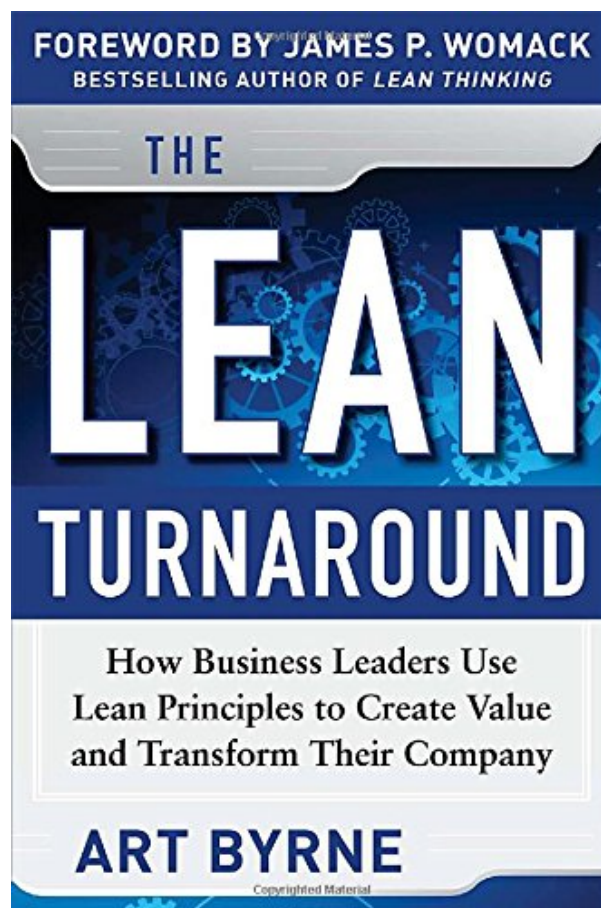


THE LEAN TURNAROUND: HOW BUSINESS LEADERS USE LEAN PRINCIPLES TO CREATE VALUE AND TRANSFORM THEIR COMPANY BY ART BYRNE, JAMES P. WOMACK



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FOREWORD BY JAMES P. WOMACK
BESTSELLING AUTHOR OF *LEAN THINKING*

THE

LEAN

TURNAROUND

How Business Leaders Use
Lean Principles to Create Value
and Transform Their Company

ART BYRNE

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About the Author

Art Byrne has been implementing Lean strategy in various U.S.-based manufacturing and service companies, such as Danaher Corporation, for more than 30 years, including The Wiremold Company, which he ran for 11 years. He now serves as Operating Partner at the private equity firm J. W. Childs Associates L.P.

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As recognized, book *The Lean Turnaround: How Business Leaders Use Lean Principles To Create Value And Transform Their Company By Art Byrne, James P. Womack* is popular as the home window to open up the world, the life, and also brand-new point. This is just what individuals currently require a lot. Even there are many individuals which don't like reading; it can be a choice as reference. When you truly require the ways to create the next motivations, book The Lean Turnaround: How Business Leaders Use Lean Principles To Create Value And Transform Their Company By Art Byrne, James P. Womack will really lead you to the way. Additionally this The Lean Turnaround: How Business Leaders Use Lean Principles To Create Value And Transform Their Company By Art Byrne, James P. Womack, you will have no regret to obtain it.

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THE C-LEVEL GUIDE TO SUCCEEDING WITH LEAN

"With 30 years of accumulated experience, Art Byrne is one of the rare few people who can speak with authority about the pitfalls of financial measurement systems, the importance of respect for people, the power of Lean in the marketplace, and the leverage from organizing people around value streams. When he writes 'Go to the Gemba and Run Your Kaizen,' we must take heed." -- MASA AKI IMAI, bestselling author of Kaizen and Gemba Kaizen

"In this wonderful and important book, Byrne shows us that Lean management, understood and practiced correctly, consistently delivers spectacular results." -- BOB EMILIANI, author, Better Thinking, Better Results, and Professor, Connecticut State University

"A compelling picture of how Lean techniques and attitudes enable CEOs and senior executives to create a culture for transforming a company and putting it on a highperformance path." -- JERRY J. JASINOWSKI, former President of the National Association of Manufacturers

"Art Byrne provides real-world examples of how he exhibited the wisdom and courage to do the right thing, improving work practices at all levels of the organization to deliver the right results for all stakeholders. Which comes first, the wisdom or the courage? Read The Lean Turnaround to find out." -- JOHN SHOOK, Chairman and CEO, Lean Enterprise Institute

"Lean is the closest thing to magic I have experienced in my 40 years in business. I recommend Lean and this book to everyone responsible for the performance of a business, particularly those in private equity like me, where leverage magnifies the importance of cash." -- JOHN CHILDS, founder and CEO, of J. W. Childs Associates L.P.

"A must-read for any leader interested in understanding the strategic advantages from focusing on activities that add value to the customer experience." -- GARY S. KAPLAN, MD, Chairman and CEO of the Virginia Mason Health System

Lean isn't just for manufacturing anymore . . .

Few business leaders in the world have applied Lean strategy as successfully as Art Byrne has--and none has the ability to explain how to do it with such succinctness and clarity.

Famous for turning around the wire management company Wiremold, where he rethought every aspect of operations from the customer's standpoint--and got everyone else in the company to do likewise--Byrne has successfully implemented Lean strategies in more than 30 companies in 14 different countries.

In The Lean Turnaround, this legendary business leader shares everything he has learned during his

remarkable career and shows how anyone can achieve similar results. His primary message is this: Lean strategy isn't just for manufacturing. In fact, Byrne is using this very approach in his present position at a private equity firm.

Whatever type of company you run, Lean can be used to improve virtually every aspect of operations, from training and leading employees to accounting and payroll issues. The Lean Turnaround explains all the ins and outs of applying Lean strategy to:

- Eliminate waste in every value-added operation
- Deliver consistent value to customers
- Stimulate growth and add jobs
- Increase wealth for all your stakeholders
- Build a company culture of continuous improvement (kaizen)

Instead of attempting to get customers to conform to your way of doing things--which is, sadly, what most managers are taught to do--you need to configure your company to be responsive to the customers. This is at the core of Byrne's method--and it always works.

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- Used Book in Good Condition

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Most helpful customer reviews

11 of 11 people found the following review helpful.

A must-read for Lean implementers

By Michel Baudin

While most business books read like a 10-page article diluted over 200+ pages, Art Byrne's, instead, reads like 600-pages condensed to 200. This is the right length to be read by business people on airplanes. A longer book could have given more details, but at the cost of losing the audience. As it is, behind every sentence, you sense that there is personal experience you would like to dig further into.

In the Acknowledgments, Byrne claims not to be a good writer. Either it is false modesty or his editor indeed did a great job. The book has a visible structure, the sequence of topics makes sense, and the sentences are

clear and free of jargon.

This book is a must-read because of the author's credentials. Art Byrne has been Theodore Roosevelt's "man in the arena," directly leading A to Z Lean transformations as company CEO. His advice to other CEOs, in the same words, would not carry the same weight if they had been written by anyone without his experience.

The book starts with Art Byrne's personal history, from his first steps at implementing Lean at Danaher, through his experience as CEO of Wiremold, and his work in private equity, using Lean in his firm's portfolio companies.

Byrne devotes several chapters to the strategic nature of Lean, the need for top management to get personally involved, and the differences between Lean leadership and the management style he experienced at the beginning of his career. And this leads into recommendations for CEOs on starting and leading their own Lean transformation, including pointers on compensation policies.

While most other books on Lean stop at the effect it has on delivery, lead time, productivity and quality, Byrne goes one vital step further into the specifics of how Lean enables a company to gain market share, withstand downturns, and accumulate the resources to take over competitors. He describes it in the case of Wiremold in the 1990s, as I have seen it in other companies.

I have a few minor quibbles with the book. The discussion on implementation overemphasizes kaizen events, to the point a reader might assume that it is all there is to Lean. Also, because he feels that Lean is not limited to manufacturing, whenever he introduces a manufacturing concept, Byrne feels compelled to explain, in parentheses, what the equivalent would be outside of manufacturing, which I find it distracting. Finally, he makes the unusual choice of recommending specific consultants at the end of the book. This not usual in business books, and for good reasons. First, it conflicts with readers' expectations of non-commercialism; second, it will make the many consultants who are not on the list think twice about recommending the book to their clients.

After thinking twice, even though the consultants on Byrne's list by definition can't hold a candle to my colleagues and me, I still recommend his book.

15 of 17 people found the following review helpful.

Essential Teachings for C-Level Leaders from the Leading Lean Practitioner

By Bob Emiliani

Many people remain skeptical of Lean management or think that it is nothing more than a passing fad. Art Byrne, a serial Lean turnaround executive, decisively shows how wrong those views are. Byrne shares with us his proven method for turning around businesses that have long used conventional management. The results that Art and his management teams achieved far surpassed what the former leaders of the businesses sought to achieve using conventional management.

Developed over many decades, Lean has evolved into a comprehensive system of management for any business or organization. Byrne gives numerous manufacturing and service business examples that describe how Lean works in each environment. The same method can be applied to non-profit and non-governmental organizations as well. Importantly, Byrne shows Lean is a human-centered management system that, done right, yields great outcomes for all key stakeholders: employees, customers, suppliers, investors, and communities. Byrne makes clear the importance of employees in Lean management and their role as enablers of time-based competitiveness.

Art presents facts on what Lean does, not theory on what Lean can do, and carefully outlines the common pitfalls for all to learn. Byrne forcefully stresses the importance of the CEOs personal engagement in the

daily application of Lean principles and practices, and offers comprehensive supporting arguments. Byrne exhorts CEOs to understand the value-creating processes in their organizations. To do that, they must learn to think and do things differently, including:

- * Learn Lean principles and practices to gain proficiency vs. watch others do it.
- * Get personally involved vs. delegate.
- * Think and do vs. only do.
- * Work with lower-level people vs. insulate yourself from them.
- * Focus on all stakeholders vs. only shareholders.

Many leaders have lost confidence in Lean management because their Lean turnaround did not achieve the results they expected to achieve. There is a reason for that: leaders did not understand Lean management and did not practice it correctly. Byrne emphasizes there is a right and wrong way to do a Lean turnaround, and that C-level leaders must closely adhere to the right way. To do that, they need to acquire new knowledge and skills. As Art says: "Everything must change."

Byrne also tells readers that Lean management, done right, is a lot of fun. People learn new things, improve processes, and achieve results they never thought possible. The Lean Turnaround is an uplifting story of the many great human, financial, and non-financial outcomes can be achieved. It will inspire people to deepen their understanding of Lean management and put into practice what they learn from this wonderful and important book.

While The Lean Turnaround is intended for the C-level, I recommend it to people at all levels so that they can grasp the true meaning and potential of Lean management.

7 of 7 people found the following review helpful.

Excellent description of what it takes to implement Lean

By Renaud ANJORAN

Top five reasons why I give five stars to this book:

- It comes from a manager with close to 30 years of experience applying Lean in American companies.
- It lists the most common obstacles that kill 93-95% of lean turnarounds, along with solutions to avoid/reduce them.
- It explains Lean in very simple terms, with many supporting examples. It even provides checklists to follow!
- It describes the virtues of improving processes, rather than managing the numbers at the end of each month.
- It insists on the strategic nature of Lean, which reduces costs but also raises the top line.

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