

## Why Create *The Lean Champion Resource Guide*?

The research from which the lean model was developed was undertaken to enable businesses worldwide to advance the prosperity of their host countries and better the work life of industry employees (Womack, Jones, and Roos, D., 1991). It sought to uncover the more competitive approaches implemented by companies like the Toyota Motor Corporation and make them available to others worldwide. The application of the lean model can indeed enable businesses to become high-performing organizations (Vitalo, Byron, Bierley, and Holmberg, 2008). Such enterprises generate extraordinary results that benefit all stakeholders inclusively. They become agents and models of constructive innovation; create places where people can learn, achieve, and grow; and provide the communities in which they operate with opportunities to prosper. But this outcome is only possible if the implementation is *successful*. Many implementations are not. One major gap undermining success is the absence of a practical guide to leading a lean initiative. As Womack pointed out, we need to “package lean knowledge in an easy-to-use form that guides managers step-by-step down the path to implementation of lean thinking in every value-creating activity” (Womack, 2005). *The Lean Champion Resource Guide* is intended to narrow this gap. Its focus is on leading a full-adoption lean initiative. This means the transformation of a traditional business into a lean enterprise. We direct this book to you, the lean champion, as you must support your company through learning, adopting, using, and improving lean thinking to achieve business success.

While the book is intended to help implement a lean initiative, the knowledge, tasks, and tools it contains enable success in accomplishing any change initiative. By extension, therefore, we also see the book as a change maker’s guide that every manager and executive should embrace. For what is their role as a leader if it is not to envision new purposes, introduce better ways to accomplish them, and enable people to implement them successfully?

## Organization of *The Lean Champion Resource Guide*

This book is organized into two sections. Section I describes the lean approach to commerce and provides guidance on how to implement a full-adoption lean initiative. Section II contains detailed guidance on how to implement the 10 tasks critical to successfully accomplishing a lean initiative. How well you perform these tasks will determine whether you succeed in your role as a lean champion.

### Section I – Critical Knowledge

- **Lean Enterprise Model** – explains the lean approach to commerce and describes in detail how different a lean enterprise is from a traditional producer-focused, profit-driven business.
- **The Fundamentals of Change Making** – explains the importance of knowledge about change making to succeeding in implementing your lean initiative and provides the basic knowledge you need to apply to succeed in making change.

- **Executing a Lean Initiative** – explains the different ways businesses use lean thinking and provides guidance on how to implement a full-adoption lean initiative.

## **Section II – Core Competencies**

- **Task 1 Focus the Lean Initiative** – guides you in defining the scope and direction of your lean initiative, assessing the feasibility of its success, and defining a path forward for accomplishing it.
- **Task 2 Involve Stakeholders** – guides you in identifying the stakeholders in your change initiative and eliciting and sustaining their positive involvement in making it succeed and sustaining its accomplishments.
- **Task 3 Understand Customer Values** – guides you in identifying a business’s customer segments and its customers’ spoken and unspoken values and using this knowledge to guide all business decision making.
- **Task 4 Lead Meetings** – guides you in planning, leading, evaluating, and following up on meetings that implement the change initiative and ensure its success.
- **Task 5 Participate in Meetings** – guides you in getting and giving information and ideas and in teaming with others to build better solutions.
- **Task 6 Solve Problems** – guides you in identifying and solving problems and realizing opportunities to advance the success of your change initiative.
- **Task 7 Make Decisions** – guides you in making choices by defining the goal of the decision, expanding alternatives, identifying the key values that a “best alternative” must satisfy, and choosing the best alternative for accomplishing the decision’s goal.
- **Task 8 Coach Performance** – guides you in facilitating people’s learning and helping them uncover and remove barriers to the successful performance of their roles.
- **Task 9 Measure Results** – guides you in understanding what a useful measurement is and how to build one, knowing what to measure in order to properly steer a business, and how to manage the system of measurements you create.
- **Task 10 Learn and Share** – guides you in extracting learning from the analysis of prior performance and using it to improve future performance and in sharing information and ideas.

## How to Use This Book

This book has the following locator aids to assist you in finding the contents you need:

- a main table of contents,
- a chapter-specific table of contents placed on the first page of each chapter in Sections I and II (see example on page 7), and
- a subunit table of contents that is placed on the first page of each new section within a chapter (see example on page 17).

The book also contains a *Glossary* that defines special terms used within it.

### E-Book Version

The e-book version of this book has bookmarks that appear on the left of the screen displaying the book. These bookmarks expand the book's table of contents by revealing the subsections and topics within each chapter. When you click on any bookmark, it will display the section or topic it identifies. In addition, each page reference in the book's main table of contents is a hyperlink. Click on the page number, and that page will appear.

You may also find any word or phrase in this book by pressing CTRL+F and entering it into the search form that appears at the top-right portion of your display. You may search for the exact word you enter or similar words based on the option you select. Adobe Acrobat Reader® will locate the first instance of a match. You may proceed to subsequent instances by pressing CTRL+G.



# Section I – Critical Knowledge



