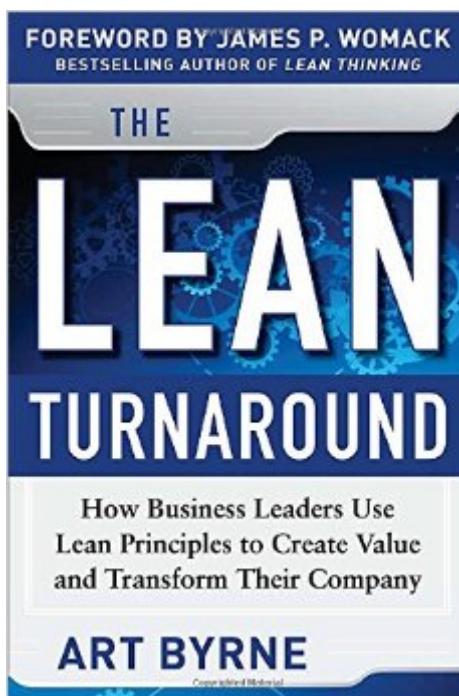


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# The Lean Turnaround: How Business Leaders Use Lean Principles To Create Value And Transform Their Company



## Synopsis

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." -- MASAAKI 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.

## **Book Information**

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## **Customer Reviews**

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.

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:<sup>\*</sup> Learn Lean principles and practices to gain proficiency vs. watch others do it.<sup>\*</sup> Get personally involved vs. delegate.<sup>\*</sup> Think and do vs. only do.<sup>\*</sup> Work with lower-level people vs.

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