



# Lean Thinking: Banish Waste and Create Wealth in Your Corporation, Revised and Updated

*By James P. Womack, Daniel T. Jones*

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## **Lean Thinking: Banish Waste and Create Wealth in Your Corporation, Revised and Updated** By James P. Womack, Daniel T. Jones

The authors begin by summarizing the five inherent principles in any lean system:

1. Correctly specify value so you are providing what the customer actually wants
2. Identify the value stream for each product family and remove the wasted steps that don't create value but do create muda (waste)
3. Make the remaining value-creating steps flow continuously to drastically shorten throughput times
4. Allow the customer to pull value from your rapid-response value streams as needed (rather than pushing products toward the customer on the basis of forecasts)
5. Never relax until you reach perfection, which is the delivery of pure value instantaneously with zero muda. (The first part of Lean Thinking devotes a chapter to each of these principles.)

In the second part, the authors describe in detail how managers in a wide range of companies and industries - small, medium and large, North American, European, and Japanese - transformed their business by applying the principles of lean thinking. Chapters are devoted to Pratt & Whitney, Wiremold and Lantech in North America, Porsche in Germany, and Showa Manufacturing in Japan.

Based on these cases and many others as well, the authors summarize in the last part of Lean Thinking the necessary steps in the necessary sequence to apply lean thinking successfully in your business. They pay special attention to the need to map product-family value streams at the outset in order to identify the most important areas for improvement and to avoid wasted effort on activities that may be technically challenging but which are of little importance to your business.

Lean Thinking has sold more than 300,000 copies in the English language hardcover version alone because it's an indispensable companion for every manager making the lean journey.

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## **Editorial Review**

### **Amazon.com Review**

In the revised and updated edition of *Lean Thinking: Banish Waste and Create Wealth in Your Corporation*, authors James P. Womack and Daniel T. Jones provide a thoughtful expansion upon their value-based business system based on the Toyota model. Along the way they update their action plan in light of new research and the increasing globalization of manufacturing, and they revisit some of their key case studies (most of which still derive, however, from the automotive, aerospace, and other manufacturing industries).

The core of the lean model remains the same in the new edition. All businesses must define the "value" that they produce as the product that best suits customer needs. The leaders must then identify and clarify the "value stream," the nexus of actions to bring the product through problems solving, information management, and physical transformation tasks. Next, "lean enterprise" lines up suppliers with this value stream. "Flow" traces the product across departments. "Pull" then activates the flow as the business re-orientes towards the pull of the customer's needs. Finally, with the company reengineered towards its core value in a flow process, the business re-orientes towards "perfection," rooting out all the remaining *muda* (Japanese for "waste") in the system.

Despite the authors' claims to "actionable principles for creating lasting value in any business during any business conditions," the lean model is not demonstrated with broad applications in the service or retail industries. But those manager's whose needs resonate with those described in the *Lean Thinking* case studies will find a host of practical guidelines for streamlining their processes and achieving manufacturing efficiencies. --*Patrick O'Kelley*

### **Review**

"Fortune" A new and coherent thesis about automotive production...[the authors] back up their conclusions with unique statistical measures that are authoritative, extremely timely, and highly revealing. Think of this book as another step in the decade-long process of getting the attention of recalcitrant mass producers.

Philip Caldwell Chairman and CEO, Ford Motor Company, 1980-1985 Truly remarkable....The most comprehensive, instructive, mind-stretching and provocative analysis of any major industry I have ever known. Why pay others huge consulting fees? Just read this book.

Richard J. Schonberger Author of "World Class Manufacturing: The Next Decade" The manufacturing book of the nineties.

"Automotive News" This is a book of great understanding, and of hope. It shows how to create an industrial world in which workers share the challenges and satisfactions of the business. It's a world in which assemblers communicate with suppliers and dealers in a way that improves life for all of them. Read it.

Peter F. Drucker Author of "The Post-Capitalist Society""The Machine That Changed the World" is a very important book. I am impressed.

"Business Week" The best current book on the changes reshaping manufacturing, and the most readable, too...conveys a very human sense of managers constrained by limited resources yet trying to do better.

"Financial Times" A revealing and compellingly readable account of Japan's achievement in revolutionizing manufacturing....An eye-opener even for those who already knew Japan didn't do it all with robots.

About the Author

**James P. Womack** is the president and founder of the Lean Enterprise Institute ([www.lean.org](http://www.lean.org)), a nonprofit education and research organization based in Brookline, Massachusetts.

**Daniel T. Jones** is the chairman and founder of the Lean Enterprise Academy ([www.leanuk.org](http://www.leanuk.org)), a nonprofit education and research organization based in the UK.

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**Hallie Cathey:**

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**Jerry Linton:**

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