

---

# REAL LEAN

---

STRATEGIES FOR LEAN  
MANAGEMENT SUCCESS



VOLUME FIVE

---

BOB EMILIANI

---

## *Contents*

Preface	vi
<b>1 Pay Attention to History</b>	<b>1</b>
Eighteen Principles of Flow Production	3
Toyota's British Influence	9
A Message From the Future	23
<b>2 Learn From Others</b>	<b>31</b>
The Toyota Half-Way	33
Toyota's Dénouement	39
<b>3 See Reality</b>	<b>47</b>
Lean Mash-Up	49
Making Deep Problems Visible	59
<b>4 Work Together</b>	<b>91</b>
Free Money, Free Love	93
Pulling Out Saplings	101
<b>5 Change Your World</b>	<b>109</b>
Make or Buy Lean?	111
Final Thoughts	119
Appendix I – The Growth Imperative	123
Appendix II – Lean Writing & Publishing	129
Appendix III – Lean Mind, New Art	141
About the Author	150
Index	153