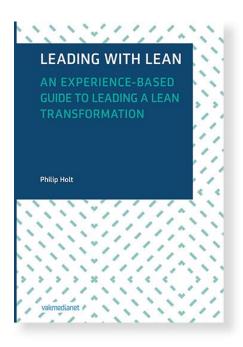


Philip Holt - Leading With Lean

An experience-based guide to leading a Lean transformation

LEADERSHIP



Philip Holt is Head of Operational Excellence and Accounting Operations at Philips, and explains exactly what his model of Lean Leadership is, how we can learn to apply it and how you can convince the workplace never to settle for anything less than excellence. We also learn how to redefine our leadership style and how to identify and eliminate wasteful activities within the company. This way you can recognize, realize and retain the ideal state. In Leading with Lean, Philip Holt shows us the best ways to arrange a high-performance organization, and gives us simple tools and insights for each leader to aspire to greatness, for themselves and for their teams.

Published in November 2016 | Hardcover | 264 pages | ca. 65,000 words

- Full English manuscript available
- Longlisted for Management Book of the Year
- English and Dutch editions published by Management Impact



ABOUT THE AUTHOR

Philip is currently Senior Vice President, Global Transformation at GKN Aerospace, the world's leading multi-technology tier 1 aerospace supplier. He was formerly Vice President, Continuous Improvement at Travelport, a leading Travel Commerce Platform, and prior to that held a number of senior Lean Leadership roles with Royal Philips, most notably Head of Continuous Improvement for Philips, Head of Continuous Improvement for the Consumer

Lifestyle sector, and Head of Operational Excellence, Accounting Operations. Philip was the lead author of the Philips Lean Excellence Model.

Philip has over 30 years of business experience in leadership roles spanning the customer value chain, in Industry Leading Companies such as GKN Aerospace, Philips, Gillette, and Travelport. During this time he has built up an impressive reputation in Lean Leadership practice and is a regular speaker at industry conferences. He studied at Manchester Metropolitan University, Warwick Business School, and the University of Pennsylvania (Wharton School).



RECOMMENDATIONS

'Philip has written a clear and practical guide for Lean champions and existing Lean leaders, which provides an end-to-end guide on designing and sustaining a Lean transformation. If you are looking to build a culture of continuous improvement, whether at one or a multi-site level, this provides some real gems of practical 'know why' and 'know how' for Lean leaders everywhere.'

Jon Tudor, president of the Association for Manufacturing Excellence UK

'In *Leading With Lean*, Philip Holt has ably mapped out the benefits, challenges and effective approaches for leading a

Lean transformation. Leading with Lean draws on lessons that the author learned from the trenches through to the executive level, while helping to guide a decade-long Lean journey at a global multinational corporation. The book will appeal both to the executive searching for a comprehensive framework for leading with Lean, and to the Lean expert who must speak a common language to gain buy-in and behavior change from the leaders in their organization. Packed with practical wisdom, the reader will no doubt be compelled to put the book down and take action many times before turning the final page.'

Jon Miller, partner at the Gemba Academy

'Philip Holt provides the reader with more than an in-depth look at *Leading With Lean*, he provides a process along with insightful new concepts to grab the reader and bring them many revelations on leading the Lean journey. Concepts such as Leadership Activism, Mosquito leadership, and many others provide a straight forward and practical understanding of leading a Lean journey. If you are leading a Lean transformation, it is a must read for your leadership team.'

Kevin J. Duggan, President of Duggan Associates

'Although Lean has been around for some time, it continues to make defining inroads both in new industries and in office environments. I can't think of anybody better placed than Philip to share his reflections and experiences accumulated over more than 25 years leading change with Lean in both manufacturing and services. I recommend this book to all, as its practical insights will help us to lead the change we want to see.'

Mathieu Verger, Head of Accounting Operations, Philips Lighting

TABLE OF CONTENTS

1. Introduction

Part I - Planning to Lead

- 2. What is Lean?
- 3. Beginning the Change
- 4. Building Capability
- 5. Building the Transformation Model

Part II - Learning to Lead

- 6. Hoshin Kanri
- 7. Leadership Activism
- 8. Discipline as a Competitive Advantage
- 9. Visible Leadership

Part III - Leading at Scale

- 10. Learning from Success
- 11. Going Viral Mosquito Leadership
- 12. Coaching Leadership
- 13. The Business Excellence Competition

Part IV - Leading Excellence

- 14. Creating the Lean Enterprise
- 15. Breaking the Mediocrity Barrier
- 16. Making the Business Excellence team excellent
- 17. Reconciling the Value Stream with Local Autonomy

Part V - Leading With Lean

- 18. Making the new way of working the Culture
- 19. Lean: A Lifetime of Journeys
- 20. Stamina, Stamina, Stamina
- 21. Leading with Lean

Notes

Glossary of Lean Terms

