

Recommended Reading

(in addition to the usual texts)

These books have all extended and influenced our thinking, some profoundly, some less so. Every one deals with the problem of collecting and understanding the right information so that the outcome of management decisions becomes predictable; why change if not for improvement?

Listed in alphabetical order, no one title being more worthy than another, the whole is indeed greater than the sum of the parts...

“Beyond Negotiation: Redeeming Customer-Supplier Relationships”, John Carlisle and Robert Parker, Wiley, 1989

- Out of print but available secondhand through Alibris, this book shows how cooperation between customer and supplier is a far superior approach for mutual long term success than any adversarial technique yet devised...

“Deming and Goldratt: The Theory of Constraints and The System of Profound Knowledge”, Domenico Lepore and Oded Cohen, The North River Press, 1999

- A great summary showing how Deming's *“Theory of Profound Knowledge”* and Goldratt's *“Theory of Constraints”* buttress each other in the premise that to *manage effectively we must be able to predict the outcome of our management decisions!*

“Freedom from Command and Control: Rethinking Management for Lean Service”, John Seddon, Productivity Press, 2005

- The Toyota Production System (TPS) re-thought for service organisations. Shows the importance of shifting from activity-based decision-making (budgets, standards, targets) to management based on purpose-related measures (improving customer service).

“Kaizen and The Art of Creative Thinking: The Scientific Thinking Mechanism”, Shigeo Shingo, 1959 (translated 2007) Enna Products Ltd

- The thinking behind “lean” manufacturing. Shows the difference between Taylor's *“Scientific Management”*, which underpins most of Western management, and the philosophy of the Toyota Production System. Written by the architect of SMED.

“Lean Thinking: Banish Waste and Create Wealth in Your Corporation”, James Womack and Daniel Jones, Simon and Schuster, 2003

- Extends *“The Machine that Changed the World”* (also by Womack and Jones) to other manufacturing industries and shows how the ideas of Ford (mass production), Sloan (financial control) and Welch (strategic dominance) have reached their limits.

“Out of the Crisis”, W Edwards Deming, MIT Press, 2000

- Originally published in 1982, this work argues for a fundamental shift in our management paradigm. Heavy-going at times it is a great “thinking” book and deserves to be on every manager's bookshelf...

"Systems Thinking in the Public Sector", John Seddon, Triarchy Press, 2008

- More examples of how to re-think the TPS for service organisations with particular emphasis on public-sector organisations. Kafka-esque in its descriptions of public services in the UK (belief in targets, incentives, economies of scale and "deliverology"). A warning for New Zealand of what to expect if we fail to think for ourselves...

"The Developing Organisation", B.C.J. Lievehoed, 1969, (translated 1980) Tavistock Publications

- Very thorough and quite dense book based on twenty years of organisational consulting in the Netherlands. Out of print and difficult to find, it was one of the first to observe the phases of organisational development and the different structures appropriate to each.

"The Discipline of Market Leaders", Michael Treacy and Fred Wiersema, Perseus Publishing, 1995

- All value is not equal. This book distinguishes between customer value based on best total cost, best product and best total solution and develops the operating models necessary to deliver on these: operational excellence, product leadership and customer intimacy.

"The Enterprise of the Future: Moral Intuition in Leadership and Organisational Development", Friedrich Glasl, Hawthorn Press, 1997

- Expands the work of *"The Developing Organisation"* to encompass the findings of "lean" manufacturing and the TPS. Also challenges the theoretical models that underpin today's holistic systems thinking. Fascinating insights from an Austrian management consultant.

"The Goal: A Process of Ongoing Improvement", Eliyahu (Eli) Goldratt, The North River Press, 2004

- The business novel that introduced the world to the *Theory of Constraints*, Goldratt's framework for improving a manufacturing system. An easy introduction to the ideas of flow and bottlenecks but not, as yet, well-adapted to service organisations. Complete it with Taiichi Ohno's work and, of course, Deming, Wheeler and Seddon.

"Toyota Production System: Beyond Large-Scale Production", Taiichi Ohno, 1978, (translated 1988), Productivity Press

- Taiichi Ohno's approach to business can be summarised as "reduce the timeline by removing waste". Fascinatingly simple, the "pull" thinking behind the TPS is revealed by its architect with such grace that you'll wonder why so few are following his example.

"Understanding Variation: The Key to Managing Chaos", Donald Wheeler, SPC Press, 2000

- Highly recommended. A layman's entry to SPC and the importance of managing variation. Read this first, then tackle *"Understanding Statistical Process Control"* by the same author, a statistician highly regarded by Deming. Wheeler uses simple language to help overcome *numerical naiveté* and expressed SPC as "a way of thinking that happens to have some tools attached". Compare this with the tools-first approach of "lean/six sigma/TQM/ABC..."

"Workplace Management", Taiichi Ohno, 1982 (translated 2007), Gemba Press

- Nuggets from the man who transformed a company and introduced to the world an alternative way of managing production. Chapters include: "The Wise Mend Their Ways", "Wasted Motion is not Work", "Shut the Machines Off" and 35 others...

Contact us for advice on where to begin for your particular circumstances...