

## Praise for *Gemba Kaizen*

It's exciting to see an updated version of a classic book, *Gemba Kaizen*, which shares a wealth of new healthcare examples and case studies from around the world. A true *sensei* and master of *kaizen*, Mr. Imai shares sage and timeless advice on engaging all team members in process improvements and radical redesigns which are deeply meaningful to all stakeholders. The methods in this book will help you improve quality and safety, reduce waiting times, and improve the long-term financial position of your organization. Highly recommended!

—Mark Graban, author of *Lean Hospitals*  
and co-author of *Healthcare Kaizen*

Every business faces the iron triangle of quality, cost, and delivery. Conventional thinking claims you cannot have all three. Not only does Mr. Imai turn that thinking on its head, but he shows you in *Gemba Kaizen* exactly how to do it.

—Matthew E. May, author of *The Elegant Solution*  
and *The Laws of Subtraction*

Masaaki Imai has done it again. The second edition of his famous book *Gemba Kaizen* not only describes all the tools necessary for any type of business to implement a lean strategy but also includes a large number of excellent case studies. These show how *kaizen* can be used to improve hospitals, supermarkets, airport management, a bus line, and even software development. This is a must-read for the leadership of any business.

My first exposure to lean [the term hadn't been invented yet, we called it Just-in-Time or the Toyota Production System] was at the beginning of 1982, during my first General Manager job at the General Electric Company. We created a simple *kanban* system between one of my plants and one of my suppliers. We dropped raw material inventory from 40 days to 3 days and got a lot of unexpected side benefits in the areas of productivity, quality, freed up space, 5S improvements, etc. Professor Schoenburger later did a story on this where he said that this was the first real lean activity at The General Electric Company. In late 1985 I joined the Danaher Company as one of two Group Executives. One of my company presidents, George Koenigsaecker, and I began introducing lean to Danaher in 1986. One of

# Praise For Gemba Kaizen Engineering

**Roman Wölfel**



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