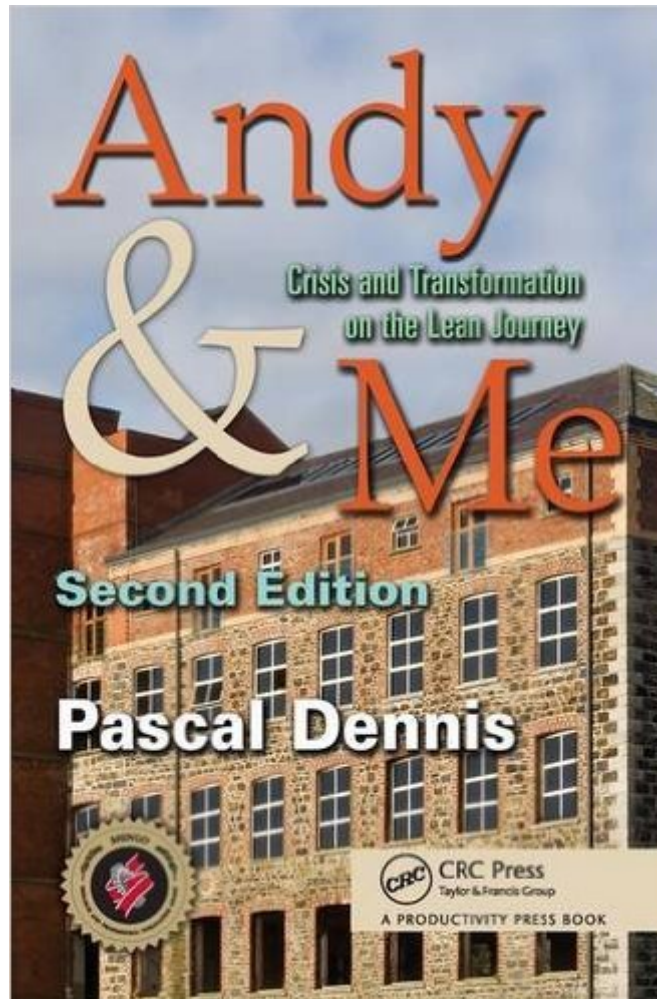


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# Andy & Me, Second Edition: Crisis & Transformation On The Lean Journey



## Synopsis

Second Edition of a Shingo Prize Winner Based on the author's personal experience with Toyota's master teachers and with companies in the midst of great change, *Andy & Me: Crisis & Transformation on the Lean Journey*, now in its second edition, is a business novel set in a failing New Jersey auto plant focusing on the tribulations of Tom Pappas, the plant manager. The situations, characters, and plant politics will ring true with many readers. In a cool, readable style, this highly popular work follows Tom's relationship with Andy Saito, a reclusive retired Toyota guru whom Tom persuades to help save his plant through the teaching of the legendary Toyota Production System (TPS). On this journey, the reader learns that TPS is more than just a collection of tools; it entails a new way of thinking and behaving. Though Tom finds success both in his plant and in his personal life he learns from Andy that successful improvement is endless and eternal. This edition includes study questions after each chapter to support your learning and help you tell some of your own stories. Pascal Dennis discusses the 2nd edition of his Shingo Prize-winning book *Andy & Me*.

## Book Information

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## Customer Reviews

I do not usually like "business novels" because the story gets in the way of the ideas. "Andy & Me" is the exception. This short and readable book does a wonderful job of explaining the transformation of a production plant to the Toyota approach to lean manufacturing. Reading this you will learn about a number of the lean "tools" but the book is not about lean tools, it is about why those tools

are needed and why they work. It is also good to see a lean manufacturing book that recognizes the issues and problems of traditional cost accounting. I recommend this excellent book to anyone on the lean journey.

YES read "Andy & Me" for a quick overview and high-level understanding of the LEAN process. The book will not tell you how to create the LEAN process but will give you a basic understanding to build on and insight into the questions you may need to ask for your particular situation.

Excellent book for teaching beginner minds (like mine). Perhaps the final chapter "needs more work," hence the sequel (The Remedy), which I will start reading now :) Thank you, Pascal, for writing this book for us. It is a gift to us all.

Highly recommended. I just received this and tore through it. The book is a quick and light read, although you'll want to stop and let some of the TPS concepts sink in and re-read certain sections and illustrations. The story in this business novel is about on par with "The Goal", but it's easy enough to skip over the storyline (divorced Plant Manager fighting to see his kids, etc.) to read the real meat of the story -- insights and real day to day examples of PDCA and leadership models of lean/TPS. This book focuses on Hoshin planning and day-to-day leadership of a plant going through the lean transformation. The only reasons I give this 4 stars instead of 5 are A) the storyline in business novels like this always seem a bit forced and B) the book tends to shortchange the change management challenges -- people in the book tend to jump on board with the TPS immediately, testament I guess to the leadership of the Plant Manager and the Toyota Sensei, but not typical of all lean implementations. Details such as "I had to get rid of some people" are somewhat glossed over and could have been fleshed out in more detail (this is a short book). Still, this is a good complement to The Toyota Way and other detailed books on lean tools and practices.

This is a good book once you get over the similarities to 'The Goal'. Very much of it starts and tracks too much of the same scenario, but this time using the 'Lean' approach. With that aside, it does a good job tracking the emotions, excitement, frustrations, challenges and success of a lean journey in a manufacturing and assembly business. Not many lean tools are really described aside of the root cause and corrective action approach, but it provides a pretty realistic look at what happens inside a larger plant once the journey begins and people engage themselves. Andy and Me is a quick read and good for the novice or someone needing to 'whet their whistle' on the lean approach.

Terrific book that everybody should read. I'm currently spreading this book around the office trying to get our company into the 21st century, since it is a great introduction into lean management. Highly recommend!

It's the story of a plant trying to implement TPS/A3/PDCA, but if you don't already have some training in these methodologies, you'll be a little bit in the dark. The story is along the same lines as The Goal. I enjoyed The Goal a lot more. I basically skipped over the sections where the hero was in divorce court/dating/eating Greek food. With fast-forwarding, I finished the book in a couple of hours, so it's not like a huge amount of time was wasted. Overall, it's OK but not great.

Nice overview of a lean journey just kicking off. Lots of good example of lean methods, just not the same old kanban Mistake proofing, SMED materials. One lean method that really stood out was the example of Policy Deployment and how it was tied to daily management (A3 Sheets). I also like how it showed the leaders involvement from the standpoint of taking responsibility for providing training and stability. Too bad it was a spin of the Goal.

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