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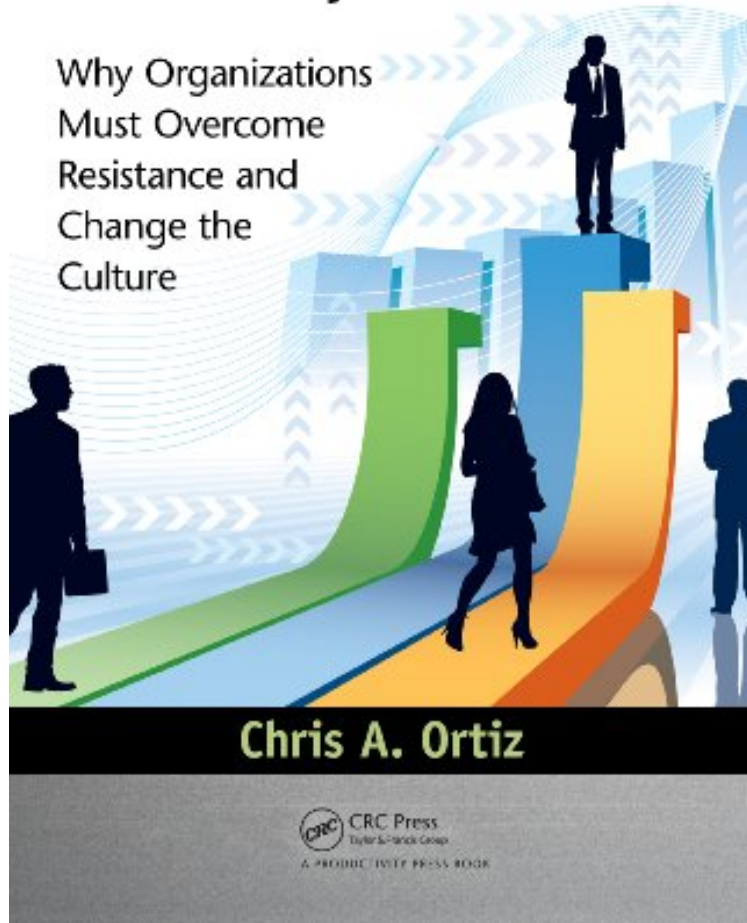
# The Psychology of Lean Improvements: Why Organizations Must Overcome Resistance and Change the Culture

Chris A. Ortiz

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## The Psychology of Lean Improvements

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Must Overcome  
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I so good.... ... AT ALL!

Fear of change; we all experience it. Some accept change immediately, some gradually adapt, while others may never get there. Whether it's poor leadership, the inability to change, or pure ego, this Shingo Prize-winning book explores this perplexing commitment to inefficiency. Winner of a 2013 Shingo Prize! *The Psychology of Lean Improvements: Why Organizations Must Overcome Resistance and Change the Culture* examines the psychology behind why businesses avoid Lean transformations. It investigates why businesses cling to the eight deadly wastes and why they still find ways to place continuous improvement on the back burner. Frequently sought out for his expertise in Lean manufacturing, Chris Ortiz has been featured in a number of trade publications and on the television show *Inside Business* with Fred Thompson. In this book, Mr. Ortiz breaks down the fear of change within executives and organizational leaders. He examines the psychology of dysfunction, provides insight into why so many businesses fall short in creating visions for growth and prosperity, and identifies tools that can help you address resistance to change. Detailing implementation techniques with a proven track record for success, the book considers specific strategies that can be helpful towards improving your company and changing its culture; including cellular manufacturing, total productive maintenance, setup reduction, Kanban, visual communication, and in-line production. It explains how to get started on your Lean transformation, describes why an economic downturn might be a good time to embrace Lean, and warns of the dangers behind failing to do so. Chris A. Ortiz is the founder and president of Kaizen Assembly, a Lean manufacturing training and implementation firm in Bellingham, Washington. Watch Chris has been interviewed on *Inside Business* with Fred Thompson on CNN Headline News. (<http://www.youtube.com/watch?v=LMm3fVsbPtM>)

About the Author Chris A. Ortiz is the founder and president of Kaizen Assembly, a Lean manufacturing training and implementation firm in Bellingham, Washington. Chris has been featured on *Inside Business* (<http://www.youtube.com/watch?v=LMm3fVsbPtM>) with Fred Thompson on CNN Headline News. He is the author of five books on Lean manufacturing, (see list below). Chris has been featured in dozens of publications including *Assembly Magazine*, *Industrial Engineer*, *Industrial Management*, *Metal Finishes*, *Plant Engineer*, *Auto Body News*, and *Collision Repair Magazine* to name a few. Chris Ortiz is a frequent presenter and keynote speaker at conferences such as the IIE Annual Conference and the NACE Automotive Exposition. He has also been interviewed on KGMI radio, and has written numerous articles on Lean manufacturing and business improvement for various regional and national publications. Chris also was recently on the national radio show *the American Innovator*. He is invited to speak at a few international business and manufacturing conference in Europe every year. Kaizen Assembly's clients include industry leaders in aerospace, composites, processing industries, automotive, rope manufacturing, restoration equipment, food processing, and fish processing. Mr. Ortiz has been trained by the John Costanza Institute of Technology in "Demand Flow Technology" and by the Georgia Institute of Technology for ISO 9001: 2000 Internal Quality Auditing. He is also a member of the Institute of Industrial Engineers and the Society of Manufacturing Engineers. He is the creator of the LEAN Marketplace ([www.leanmarketplace.com](http://www.leanmarketplace.com)). Chris Ortiz is considered to be an expert in the field in lean manufacturing implementation. He is the author of: *Kaizen Assembly: Designing, Constructing, and Managing a Lean Assembly Line* (Taylor and Francis, 2006). Now in its second print. *Lesson from a Lean Consultant: Avoiding Lean Implementation Failure on the Shop Floor* (Prentice Hall, 2008) *Kaizen and Kaizen Event Implementation* (Prentice Hall, 2009). Translated into Portuguese *Lean Auto Body* (Kaizen Assembly, 2009) *Visual Controls: Applying Visual Management to the Factory* (Taylor and Francis/Productivity Press, December 2010).