

***We are indebted:*** To the gifted writer **Debra Jobe** who made significant literary contributions to this book.

For priceless contributions to our work and our careers, **we are indebted to: Candice Somers**, who believed in us, and presented Jim with a major consulting assignment at McDonnell-Douglas

Lean pioneer and visionary, **Norman Bodek**, encouraged Jim to write. Lean pioneer, **Ron Gill**, gave Jim the opportunity to study the Toyota production system in Japan in the late '70's.

**Lee Sage** gave Jim his 1st major consulting opportunity at Arthur Young in 1985.

**Al Mataliano** gave Jim his 2nd major consulting opportunity at Hughes in 1986.

**Laura Louis and Jovita Vanover** pioneered value stream mapping for us in 1986

**John L. Mariotti** taught us so much.

**Ken Blanchard** took an interest in the book.

**Tom Endres and Tom Stevens** gave Jim a great consulting opportunity at Cadillac in 1987.

**Ernie Paskell, Frank Jaumot, and Frank Stein** who nominated Jim for a fellowship to study with John Bardeen.

**Paul Everett** gave Jim a great consulting opportunity at Simpson Timber in 1990 and he made brilliant contributions to our thinking.

**Tom Stevens, Parviz Daneshgari, and Ed Koerner** gave us great consulting opportunities at GM Powertrain in 1991,

**Don Fox** gave Joe, Greg, and Jim the chance to make a difference.

**Jennifer Marx** gave us many important conceptual insights.

**David Kasey, and Katie Enright** inspired us.

**Joe Benvenuto** demonstrated a basic principle of leadership for us.

**John Jones** was our friend, our mentor, and our supporter.

**Joe Strock** taught us a lot.

**Khristen Sohacki** for her great advice at a critical point in our journey

**Gary Brown** for promoting our cause.

**Ralph Olsen** for an education in good leadership.

Jack Feller, General James McCarthy, Al Corrigan, Bill Waddell, Bruce Baggelly, Ory Fiume, Kathleen M. Swartz, Will Danesi, Joe Fragala, Evie Milliken-Coss, Tom Antczak, Vic Bach, Larry Edgar, Marge Garcia, Mike Fojtik, Vickie Sabatino, Marty Hynes, Christy Hofherr, Dan Vidusek, Dave Kouwe, Bob Whittier, Greg and Bryan Vrablik, Joe Strock, Ted Butterfield, Wayne Simon, Roger Nielsen, John Vaca, Doug Cluts, Chris DeHut, John Franco, Sal Garcia, Dale Lorenz, Kathy Errichiello, Susan Jennings, Frank Bramsen, Frank Raimondi, Frank Proano, Dominic Pelletier, Joe Ruelas, Larry Edgar, Janie Hutchins, Jim Rossum, Jim Rossum, Kevin Kaiser, Bob Adams, Jerry Hagers, Jerry Ferraza, Dave Smith, the other Jim Swartz, Sheri Law, Keith Hammer, Sam Manfre, John Williams, Ashley Andrew, Jane Miles, Marcia Moses,

Lisa Hoffert, Jan and Terry Nathan, Tim McClung, Jack Mandru, John Mirante, Tom Terpening, Michelle Thenin, Sue Mitchel, Tom Nguyen, Ray Noceda, Ron Olson, Karl Pasker, Linus Roy, Sam Sasry, Yelana Savchenko, Rudi Schick, Karen McGinnis, Judy Semon, Jim Simon, Russ Opre, James Neumann, Marcia Moses, Cynthia and Al Wosar.

Julie Thorpe thanks: Ralph Thorpe, Earl Strong, Carol Nealley, Susan Dunlap, Mary Collins Frank, Steve Kling, Jack Mandru, Kay Swartz, Laura Louis, Jovita Vanover, Conna Tigges, Stella Elting, and all the working mothers in my life.

Greg thanks: Jeff Settano, John K. Solheim, John A. Solheim, Doug Hawken, Kevin Point, Andrew Wert, Scott Fredrick, Mike Matusek, Scott Pflueger, Joseph Bruno, Dwayne Overstreet, Dave Forrester

Joe thanks: Julie Swartz, John Feller, Chuck Dietzen, Terry Munson, Heather Woodward, Tom Pearson, Paul Strange, Keith Jewell, Bob Brody, Alice Toth, Scott Whitlock, Dwayne Butcher, Jason Toschlog, Jim Huntzinger, John LeBlanc, Nik Janek, Marty Luffy, Paul Mezacapa, Tony Hoyet, George A. Pender, Bob Jarrett, Carl Rothenbacher, Jeff Sponaugle, Josh Overton, Jeff Kimbell, Deanna Suskovich, Thomas Eppel, and Richard Plapp.

Jim thanks: Ed Koerner, Dr. John Jones, Jerry Desjarlais, Louise Francesconi, Phil Larsen, Jerry Ferraza, Bill Kohley, Dave Foley, Rudi Schick, Dwight Callaway, Bob Sargent, Lee Sage, Deon Fourie, Greg Wahl, John Grom, Larry Weinberg, Jim Cameron, Bob Cameron, Don Carr, Jim Hall, Roger Dye, Melissa Glassburn, and Oliver Miller.

***Acknowledgements:*** Those who reviewed the book and generously gave us feedback, including: Greg Bobeczko who made many valuable suggestions, Sandy Lucas, Mike Gardner, C. William Hanke, M.D., Season Harper Fox, Marilee Alsip, Michelle Rock, Ralph Thorpe, Natalie Swartz, Michael Thunder, Jim Washburn, Mary Suzan Bicchichi, Debbie Grant, Carla Eley, April Fugle, Elvia Magnana, Joe Fragala, Jim Prange, Michael Neff, Connie Moore, Patty DeMeo, Mary Beth Kennedy, Mary Lou Kozak, Tim Miller, Gary Paulsen, Jamie Jodscheit, Brendan Thorpe, Tyler Tigges, Maria Willer, Karla Stouse, and Bob Epperson.

And we are grateful to Maria Smith and the staff at Thomson-Shore.

For their assistance in research, John and Jim thank:  
Dr. Rebecca Barrett, and Dr. Sajit Zachariah, University of Akron,  
Dr. Stan Bennett, University of Maryland, Dr. Walter Bennett, Sam Houston State University, Dr. Robert H. Berdan, California State University, Long Beach, Dr. David J. Bullock, Portland State University,

Dr. Richard Coffey, University of Utah, Drs. Ted Creighton, and Alice Fisher, the Leadership and Counseling Dept. Sam Houston State University, Ken Crowe, Northeastern Ohio University, Dr. David W. Dalton, Kent State University Dr. Jim Dorward, Utah State University, Dr. Thomas Fuechtmann, Loyola University, Chicago, Dr. Tom Griggs, San Jose State University. Dr. David Gullatt, Louisiana Tech University, Dr. R. Stanton Hales, College of Wooster, Dr. Larry Hannah, Cal State University Sacramento, Dr. Carl Harris Brigham Young University, Dr. Kendall Hartley, University of Nevada at Las Vegas, Dr. Mark Horney University of Oregon, Dr. Christina Hunt, Miami University of Ohio Dr. Robert C. Kanoy, University of North Carolina at Chapel Hill

Dr. Charlotte Kennemer, Stephen F. Austin State University, Dr. David Malone, Duke University, Chris Mc Williams, University of Houston, John McKay, Gustavus Adolphus College, Bonnie Mitchell, Bowling Green University, Drs. Richard Neville, and Helen Lafferty, Villanova University, Dr. John Park, North Carolina State University, Dr. Lynn Pesson, Louisiana State University, Dr. Richard Petrick, State of Ohio, Dr. Richard Pomeroy, University of California Davis, Dr. Regina Royer, Salisbury State University, Dr. Richard Rubinfeld, Eastern Michigan University. Dr. John Sanford, Wright State University, Dr. Jeff Shuckra University of New Mexico, Dr. Greg Smith, Lewis and Clark College, Portland Oregon, Dr. Michael Sofranko, Houston Community College, Dr. Al Strickland, Idaho State University, Dr. Sylvia M. Twomey Oregon State University, Dr. Robert Wagner, Ohio State University. Dr. Dante Zarlenga, USDA. Judy Williams @Ashland University.

M. J. Albacete, Canton Museum of Art, Ellen Banks, Youngstown State University Library, Rosanna O'Neil, Youngstown University. Judy Williams, Ashland University. Paul Culp, Sam Houston State University Library, Carolyn Dunlevy, ABC Washington, Carl Fisher, IBM, Barbara Hall, Hagley Museum and Library, Nancy Horlacher, Dayton and Montgomery County Public Library, Tim Johnson, Wilson Library, University of Minnesota, Thomas Keaveny, Hewlett Packard, Judi Keehnen, National Aviation Hall of Fame, Sue Hanson and Carmen Rodriguez, Case Western Reserve University Library, Jack Peet, Virginia Restoration Project, John Ring, Financial Services, Janet Stuckey, Special Collections, Miami university of Ohio, Michael Timko, Rockwell Industries, Gary Wakeford, CEO, SynchroMedical.

Diana Cornleisse, Wright Patterson Air-Force Base, Dr. Kenneth Gordon, Fellow of American Academy, Philadelphia, Jan Half, CA Technology Assistance Project, Cathy Nelson Columbus Public Schools, Candy Schneider, Clark County School District, Ted Perry, San Juan Unified School District, J. Judy Hennessey, Oakwood City Schools, Dayton, Ohio, Diane Talericho, Canton, Ohio Public Schools. Joanna Cole Whitley, Anderson County Schools, Tennessee.