



# Global Kata: Success Through the Lean Business System Reference Model (Business Books)

By Terence T. Burton

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## Global Kata: Success Through the Lean Business System Reference Model (Business Books) By Terence T. Burton

**The book that reinvents Lean for a new generation, a new global culture, and a new benchmark of success**

*Global Kata: Success Through the Lean Business System Reference Model™* sets a new benchmark for the evolution of Lean and strategic improvement. The book and the reference model provide a detailed road map for leading, designing, architecting, implementing, and sustaining a holistic, organization-centric and culturally grounded Lean Business System. The Lean Business System Reference Model™ provides the larger scale blueprint for a higher order, best-in-class, adaptive systematic process of improvement.

The reference model incorporates the leadership factors, design guidelines, systematic process architecture, best practices, and performance criteria for building a connected Lean Business System with a higher standard of behavioral alignment and cultural excellence (kata). The author provides both the advanced thought leadership and detailed implementation guidance for a higher order, enterprise-wide process of adaptive systematic improvement while integrating new Lean principles about leadership, evolving technology, innovation, transactional processes, and behavioral alignment and cultural development to create the right improvement kata thinking throughout any organization and in any country.

The author provides an excellent perspective on the current state of Lean with its focus on manufacturing tools and principles, and leads the reader through the rethinking, understanding, and integrating of all of the visible and invisible requirements for a successful adaptive systematic and sustainable management process of improvement. The Lean Business System Reference Model™ provides an innovative guide for organizations to advance Lean thinking and execution far beyond the production floor, and to a new level that enables the reinvention of global supply chains, new product development, cash-to-cash, acquisition integration, and other core business processes in a highly complex

and technology-enabled enterprise.

A major objective of the reference model and this book is to guide organizations away from the superficial mimicking and success-limiting scope of Lean manufacturing principles and tools from other successful organizations -- and to think, innovate, expand boundaries, and become the next global Toyota organization in their own way.

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### **Editorial Review**

From the Back Cover

"This is the first advanced Lean book that takes a practical and realistic view of what is required to reinvent global supply chains and other professional core enterprise processes. It's apparent that the author has real-world experience and has been successful doing authentic, lasting work in building highly interconnected and complex transactional processes. Where most fall short is in deployment, in *Global Kata*, it is obvious that the goal is to help enterprises – not only build the processes – but also to effectively deploy non-traditional and sustainable approaches to improvement."

**Keith Forcinito,**  
**VP Supply Chain Solutions,**  
**Actuant Corporation**

"Terry and his firm have always positioned themselves as improvement visionaries, implementing innovative approaches to Lean, Six Sigma, and operational improvement in a diverse spectrum of clients. *Global Kata* is testimony to this innovative thinking, presented in an organized, comprehensive Lean Business System Reference Model™ for other organizations to follow and achieve new breakthroughs in their enterprise-wide supply chain and other strategic improvement initiatives."

**Paul A Matthews,**  
**Executive Vice President,**  
**Chief Supply Chain Officer,**  
**Topco Associates LLC**

"*Global Kata: Success Through the Lean Business System Reference Model*™ takes Lean to the next level with innovative yet pragmatic and detailed guidance for implementation. Using real examples and a how-to emphasis on leadership, behaviors, enabling technology, and culture, the book goes far beyond traditional factory-floor Lean to provide guidance in dealing with the higher order dynamic and complex transactional processes in global organizations. I highly recommend the book for those who are looking for an adaptive, systematic, practical guide to enterprise performance excellence."

**Sherry R. Gordon,**  
**President,**  
**Value Chain Group LLC**

"*Global Kata* brings the power of Lean, leadership and organizational alignment together in a practical way that all business leaders can get their head around. It is clear that in the Lean Business System Reference Model™, Terry has fine-tuned and created a higher order approach for Lean, continuous improvement and cultural change . . . a transformative process that he helped us with throughout our global operations over the years. These are systems and behaviors that run deep and not only survived, but thrived through highly competitive market shifts, economic challenges, and organizational change. I am once again inspired by my *Global Kata* coach and mentor on our business excellence journey."

**Matt Bush,**  
**Global Vice President, Operations,**  
**HARMAN International**

"*Global Kata* takes Lean, Six Sigma, and other continuous improvement initiatives to new heights by recognizing the urgent need for enterprise-wide adaptive systematic improvement. The book builds upon the basic fundamentals of the past, and addresses how to succeed with the next evolution Lean Business System being driven by complexity, fierce competition, uncertainty, emerging technologies, and the sheer speed of change."

**Phil Pegg,**  
**Vice President, Business,**  
**Management Office,**  
**Americas Marketing,**  
**SAP**

"*Global Kata* provides a fresh and creative perspective on the topics of Lean and continuous improvement. Unlike other books about Lean that tend to focus on manufacturing and limited tools and principles, the author takes a deeper dive into the leadership, behavioral alignment, cultural development, and technology to create a solid reference model of Lean with a total enterprise scope. The author provides many tactical and daily best practices for architecting, implementing, and nurturing the successful Kata-driven improvement system to effectively deploy Lean in any type of business or culture."

**Steven Boeder,**  
**Director of Operations,**  
**The Vollrath Company**

"The most enlightening yet straight-shooting book on Lean and continuous improvement in recent times. The author not only provides a "new evolution" reference model for enterprise-wide adaptive systemic improvement but also detailed implementation guidance for sustainable success."

**Mike Gastonguay,**  
**President, Americas,**  
**Isola Group**

Far beyond the ordinary tools-based imitations, this book provides an excellent guide for all organizations to architect and implement a technology-enabled Lean Business System their own way, fit for their own particular improvement Kata culture. Thank you Terry Burton!"

**Patricia E. Moody,**  
**IdeaXChangeXpert,**  
**Industry Week**

"The scope and ambition of *Global Kata* is extraordinary. It succeeds in providing the definitive text book on the subject, and concisely addresses some of the toughest aspects of conceiving, developing, implementing and leading Lean and continuous improvement throughout an organization. It is clear from this book that the author is more than a recognized thought leader and highly experienced practitioner. He is also a fine writer of compelling business books with an inspirational and illustrative style. I intend to use it as my reference book for the next organization I lead through transformation."

**Stephen Roe,**  
**Chief Executive Officer,**  
**Advanced Microwave Technologies Ltd.**

"Terry's latest book, *Global Kata*, goes far beyond the typical focus on Lean tools and principles of TPS, and guides organizations to recognize and realize their true potential through Lean innovation, technology, and true cultural transformation. There is a wealth of "hands-on" experience, creative thought leadership and extensive implementation advice in the Lean Business System Reference Model and throughout this book."

**Jeff Sams,**  
**Vice President, Lean & Quality Systems,**  
**CAP-CON Automotive**

“*Global Kata* provides an excellent, spot-on reference model for implementing advanced Lean thinking in global supply chains and other complex, professional and technology-based transactional process networks. It is clear from the guidance, best practices, and examples provided throughout the book that the author understands and has extensive experience with strategic improvement in critical core business processes in a wide spectrum of organizations and cultures.”

**Stephen McCusker,**  
**Senior Director, Global Supply Chain,**  
**Hologic - Diagnostics Division**

“*Global Kata* is a landmark contribution in the evolution of Lean to a holistic and adaptive systematic approach to enterprise transformation. The Lean Business System Reference Model™ provides extensive leadership guidance for innovative breakthroughs across the extended enterprise.

**Dr. Deborah J. Nightingale,**  
**Professor and Director of the Sociotechnical,**  
**Systems Research Center,**  
**Massachusetts Institute of Technology (MIT)**

“*Global Kata* includes a wealth of thought leadership and practical advice about developing an overall Business System grounded in advanced Lean thinking. The book addresses the current topics of globalization, technology, innovation, and culture - and how to integrate and adapt those elements into a cohesive framework to drive strategic improvement regardless of industry.”

**Eric Lussier,**  
**Vice President – Operational Excellence,**  
**Handy & Harman Ltd.**

“*Global Kata* is intriguing, illuminating and insightful . . . reflecting the committed creativity, passion and real world successful experiences of the author. The Lean Business System Reference Model™ is a creative, constructive, credible, and thorough guide to lead and inspire any organization to create a total enterprise-wide Lean Business System. The book paves the way for the enlightened development of Lean tailored to the individuality of a business, and how it must permeate throughout an organization - touching, understanding and developing its culture, behavior and individual ‘raison d’etre’ .”

**Nigel Beaumont, Senior Vice President, The Music Group, LTD.**

#### About the Author

**Terence T. Burton** is President and CEO of The Center for Excellence in Operations, Inc., a management consulting firm headquartered in Bedford, New Hampshire with offices in Munich. A certified Six Sigma Black Belt, he has worked with over 300 clients in his thirty years of experience, and written eight previous books on Lean, Six Sigma, and other business subjects.

## **Users Review**

### **From reader reviews:**

#### **Lewis Wood:**

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