

# Lean System Management for Leaders

A New Performance Management  
Toolset

By  
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 Routledge  
Taylor & Francis Group

A PRODUCTIVITY PRESS BOOK

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# About the Author

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**Richard E. Mallory** has had a career focused on implementing quality science in the public sector. He is a certified project management professional (PMP) and has a Master of Arts in Management (MM). He has served for almost ten years as a senior executive in federal and state governments and as a consultant and trainer in quality practice for almost 20 years. He served as chair of the American Society for Quality Government Division in 2013–2014 and is currently a principal consultant for CPS HR Consulting in Sacramento, California. He is also the author of *Quality Standards for Highly Effective Government* (Second Edition, Taylor & Francis, 2018) and *Management Strategy: Creating Excellent Organizations* (Trafford Publishing, 2002). He is a seven-time examiner for the U.S. and California Baldrige Quality Awards and a career-long practitioner of quality in government.

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# Introduction

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When Dr. W. Edwards Deming wrote *Out of the Crisis* in 1982, he said that the aim of his book was the transformation of management, because traditional management had failed. His book is often recognized as the first clarion call for what is today regarded as *quality management*, outlining the practices and need for excellence in delivered products and services. Today, we might better describe his insight as the branch of management science focused on superior performance, and its goal as the sustained and predictable delivery of excellent products and services—the science of value creation. This book introduces the science of value creation with system science as its foundation. It both unifies and supplants the pre-existing notions of quality management.

It provides new analytic skills for leaders of all kinds to define a best known management, a best achievable practice, and an operational plan to accomplish superior results.