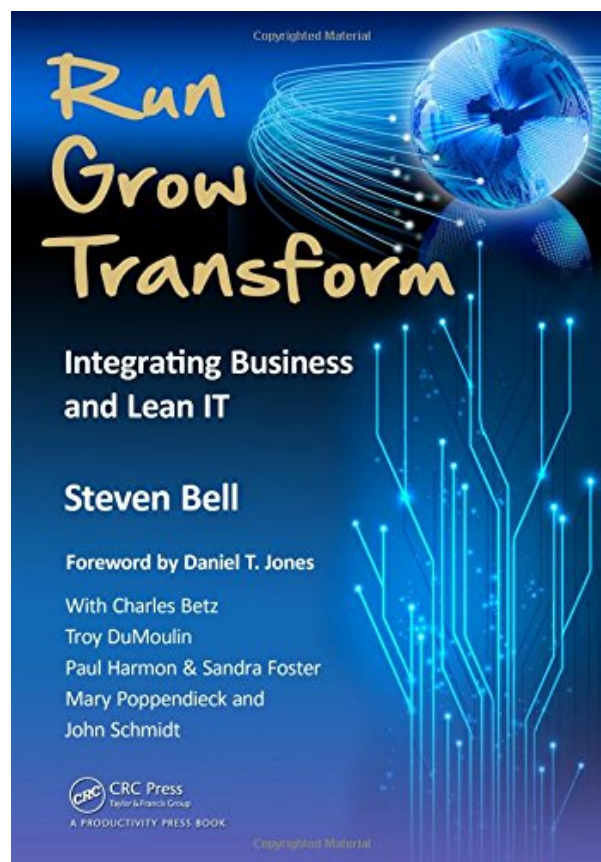
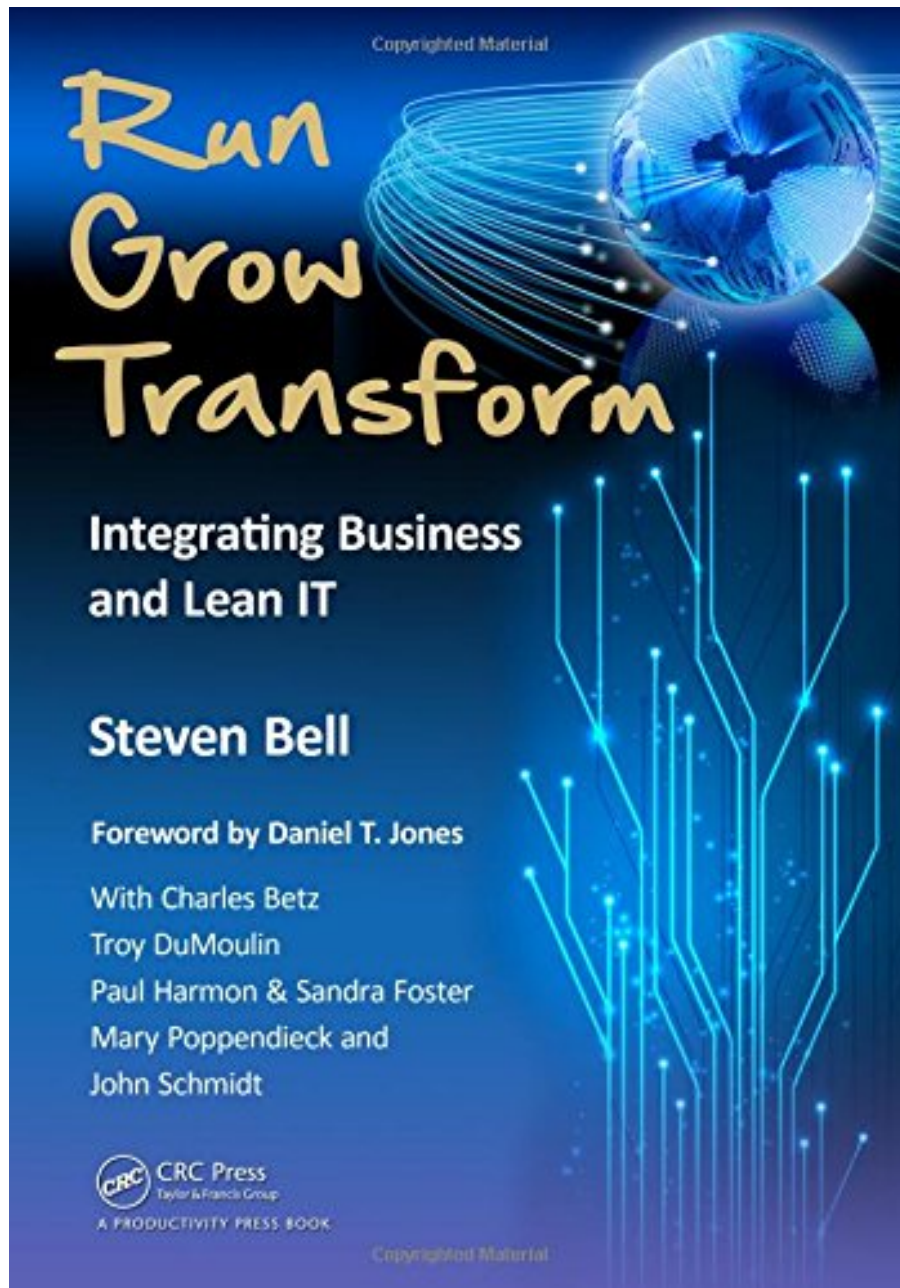


RUN GROW TRANSFORM: INTEGRATING BUSINESS AND LEAN IT BY STEVEN C BELL, CHARLES T. BETZ, JOHN G. SCHMIDT



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Review

Today's customers want it all and they want it now: innovation, speed, agility, and value. How can you drive operational excellence, stimulate growth, and accelerate idea-to-value innovation throughout your enterprise? Shingo Prize-winning author Steve Bell, joined by other thought leaders, offers useful insights and examples you can start using now. Run Grow Transform takes the next logical step to driving enterprise value. This could be the game-changing playbook for IT 3.0.

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A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business.

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The consistent application of the practices described in this book has enabled Embraer to reap huge gains. I recommend this book as a desktop companion.

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A must read for any organization that is pursuing continuous improvement. In today's world, real business improvement cannot be achieved without the IT factor; this book will help any organization achieve the improvement that they are seeking.
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Precise, concise, and entertaining, this book provides the reader with crucial tips on how IT can help enterprises survive and thrive in a fast-paced technological and economic environment. This is mandatory reading not only for businesses and IT organizations, but also for universities and policy makers.
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Steve Bell began his career in the early 1980s as an accountant, where he learned to appreciate the underlying information and systems needed to run a business. When IBM introduced the first PC, he joined the world of IT at the very beginning of the ERP industry evolution.

He first became acquainted with Lean principles and practices in the early 1990s, when he quickly realized that the key to creating effective IT systems was engaging employees in the simplification and continuous improvement of business processes before investing in information systems. He applied this philosophy to ERP and software development projects, which led to his first book, *Lean Enterprise Systems* (Wiley, 2006).

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In addition to his work leading Lean IT transformation, Steve and his wife Karen are actively involved in the non-profit and nongovernmental organization (NGO) community. As founders of Lean4NGO (<http://www.Lean4NGO.org>), their mission is to bring Lean practices to humanitarian aid organizations, improving operational efficiency (use of scarce resources) and effectiveness (improved outcomes) to benefit the three billion people living at the bottom of the pyramid on less than \$2 a day.

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Your customers want innovation and value, and they want it now. How can you apply Lean principles and practices throughout your enterprise to drive operational excellence, reduce costs while improving quality, enable efficient growth, and accelerate idea-to-value innovation?

Shingo Prize-winning author Steve Bell and other thought leaders show you how?guiding you to more effectively align people and purpose, promote enterprise agility, and leverage transformative IT capabilities to create market-differentiating value for your customers. Combining research and insight with practical examples and in-depth case studies that can be put to immediate use, Run Grow Transform: Integrating Business and Lean IT is a must read for leaders and senior managers from all disciplines, showing you how to:

- Drive enterprise outcomes and strategy through adaptive Business/IT learning
- Maximize collaboration, leverage the knowledge and skills of your teams
- Overcome enterprise-wide obstacles commonly encountered by Agile development teams
- Improve infrastructure reliability and cost, learn how to get the best results from operations frameworks including ITIL, COBIT and ISO 20000
- Apply Lean principles to Enterprise Architecture and Business Process Management disciplines
- Make informed, value-based choices about outsourcing
- Tap into big data and social media to listen to and interact with the virtual voice of your customers
- Streamline management, collaboration, and communication systems
- Identify and measure the right things that lead to customer value

What readers are saying:

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- Used Book in Good Condition

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Steve may be reached through his website at <http://www.LeanITStrategies.com>.

Most helpful customer reviews

0 of 0 people found the following review helpful.

Steve Bell's "Run Grow Transform" - More than just Lean IT

By J. Winther

The best book available about Lean IT! I suggest that anyone interested in the topic reads this book because it adds that often missing dimension to it: how is the organization actually going to make this work?

So it is not a book about the main ideas of Lean - or IT. Steve obviously assumed that most people by now have an understanding of Lean Thinking and that the readers most likely already know something (enough) about IT. Therefore (I guess), he decided to tell you about how to make use of this knowledge.

Maybe I should mention that this review has been on the way for a long time. But this is such a book where I feel that it deserves a carefully written review, making clear for everyone what makes this book special - and good.

THE SCOPE

I am happy to see that Steve is not painting up the usual "three steps to heaven" or "10 things to do as a leader", as is common for books about management philosophies.

Steve actually points out right away, in the first few lines of the book: There is no "IT Value" separate from business value. And there is limited business value separate from IT.

As simple as that! The remaining book is dedicated to teaching you what that means for your way of dealing with IT in your organization. How you can make it work.

And who are you? You are a leader or manager, but not just for IT, you could be any kind of leader anywhere in your organization - which in turn could be any organization, but maybe mostly one of those which are not the smallest. After all, small companies usually find their own ways of doing things and will be less tempted to follow the guidelines of a business coach.

But if you are, for instance, the IT manager or any line manager or senior manager of a small company, I suggest that you read the book anyway, as it will give you a lot of inspiration for constructing your way of doing things, based on a modern paradigm.

Larger companies often need this inspiration more, because each leader or manager there, next to dealing with his/her own areas of responsibility, also needs to understand and deal with the big whole - and the inspiration from a coach who have seen how many other companies have done that will provide them with years of added experience in the time it takes to read a book.

THE CONCEPT

First of all, processes and value streams run across the organisation, so in order to make them work well, you should arrange cross-organizational teams for analyzing and improving the value streams. And for the IT topics to improve, combined developer and operator teams, DevOps, will do the effort better and easier.

So we speak about cooperation across former silos internally in the IT department and across silos in the organisation.

Steve provides a lot of good comments and guidelines on how to do this, and he has generously added real life stories all the way through the book, illustrating various important points.

He gets into topics like leadership and management style, how and what to measure, and the importance of people and learning.

In order to bring you closer to a starting point for you specific Lean IT journey, the book also has a number of chapters about specific topics, skillfully written by some of the main experts in each respective area:

?Lean Enterprise Architecture

?Lean and Business Process Management

?Lean IT Service Management

?Lean ERP

?Lean Software Development

?Lean Data Management

?Lean Business Intelligence

THE VALUE

The main differences from a typical book about Lean is its experience based realism - the fact that you start working with Lean IT will not over-night change your organization into one that is four times better. But various advantages can be found in the different steps you can take: you can improve the way things work, give better service, get faster to market with new services, etc., by learning from this experience-packed book.

It will get you started, but it will not fool you into believing that by simply reading one book you are done will all the work.

If you are willing to start a personal journey of understanding what it takes to get the benefit of Lean in relations to IT - how to utilize ideas, tools, and techniques in combination with a better understanding of the effects different actions across the organization have on the combined outcome for all customers on the way, including the end customer - then start with this book.

But be prepared to spend a little more time than what is usual for management books. Steve Bell is both an experienced expert and a skilled coach, so he delivers both knowledge by example and... questions! There are many things for you to consider while reading the book, and this will bring you out on the other side with a renewed understanding of your own knowledge and the real needs of your organization.

Recommended?

Recommended!

0 of 0 people found the following review helpful.

A Grab Bag of Many Useful Ideas on Lean and IT Management

By Bradford L. Power

This is a wide-ranging examination of a variety of topics related to the intersection of Lean Thinking and IT Management:

- What is Lean: a useful summary of the latest thinking and practices of "Lean" (Author Steve Bell is a learner, and he shares best practices in the evolving body of knowledge in Lean and related management frameworks, tools, and techniques.)

- How does Lean thinking and practice apply to IT management: software development (a process), data management, IT operations management (Several other authors who are experts in these IT management fields share views on how Lean relates to them. Steve Bell introduces the book's title theme: Run, Grow, Transform - how IT should be looking at its activities to enable the business's mission.)
- How can IT play in Lean transformation and Lean Management: a future vision of a more integrated role for the IT function in the delivery of products and service to customers. (An explanation of value streams and IT's increasingly important role.)

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Run Grow Transform - How IT can better drive better business results using Lean principles

By David P. Soule

Lean management practices have been very successful in manufacturing and more recently in financial services and health care. Steven Bell's book does a great job of applying Lean principles to IT to drive business results that count.

Steve provides a concise and clear review of Lean principles with IT related examples and then offers more detailed discussions on how these may be applied to the IT value chain. Additional contributors give impactful examples of using Lean principles in specific areas including code development, running the IT engine, and data management.

The discussion of Enterprise Architecture gives a new perspective that business leaders and IT architects can use to drive a more integrated approach.

This is a must read book for both IT leaders new to Lean principles and those with significant experience.

See all 16 customer reviews...

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?Tom Paider, IT Build Capability Leader, Nationwide

Steve Bell has mapped a new trajectory. I challenge any CIO to read Bell's breakthrough work and not be compelled to start this journey to become a transformative leader in the creation of real and sustainable value.

?Jeffrey Barnes, Society for Information Management (SIM), Regional Director, Advanced Practices Council

All too often the IT organization is viewed as an impediment to lean transformation, when it truly can be a catalyst. Steve's book sorts out all the noise, the jargon, and the "hero culture", guiding the reader to what is so obvious, yet so hard to see: build your culture around your customer!

?Josh Rapoza, Director of Web Strategy and Operations, Lean Enterprise Institute

Aligning Lean and IT is a great challenge with a big payoff. This book really shows how Lean and IT can create a strong enterprise; it's a great inspiration.

?Klaus Lyck Petersen, Solar A/S

A must read for any organization that is pursuing continuous improvement. In today's world, real business improvement cannot be achieved without the IT factor; this book will help any organization achieve the improvement that they are seeking.

?Barry J. Brunetto, Vice President, Information Systems, Blount International

Precise, concise, and entertaining, this book provides the reader with crucial tips on how IT can help enterprises survive and thrive in a fast-paced technological and economic environment. This is mandatory reading not only for businesses and IT organizations, but also for universities and policy makers.

?Fuat Alican, PhD, Vice President, Central American Scientific Research and Education Center

Not just for Lean Practitioners, Run Grow Transform is a must-have reference for any IT organization, regardless of size, age or industry, looking to move to the next level of performance.

?Sarah Topham, Lean Deployment Leader, Information Technology & Product Management, Paychex, Inc.

This is a long overdue book that addresses the key challenges for today's IT organization and puts Lean IT into a context that is too often lacking.

?James Finister, Tata Consultancy Services

The 'business as usual' scenario is not an option in today's economy and global challenges. A transformation in methods, tools and frameworks is needed to guide our business decisions. This book is your first step!

?Khuloud Odeh, IT Director, Grameen Foundation

Delivering beyond the helpful folk wisdom and narrow techniques and technologies found elsewhere, Steve Bell and his contributors provide practical full value stream lifecycle methods for continuous improvement using Lean in an IT and customer (business) setting.

?Martin Erb, Director of Professional Services, Pink Elephant

Run Grow Transform clarifies the eternal quest of IT: to simply "running" of the business and to create innovative solutions to grow the business and create sustainable competitive advantage to transform the way customers interact with your business, in plain, actionable advice from one who has been on the front lines.

?Tom Foco, Value Stream Solutions

About the Author

Steve Bell began his career in the early 1980s as an accountant, where he learned to appreciate the underlying information and systems needed to run a business. When IBM introduced the first PC, he joined the world of IT at the very beginning of the ERP industry evolution.

He first became acquainted with Lean principles and practices in the early 1990s, when he quickly realized that the key to creating effective IT systems was engaging employees in the simplification and continuous improvement of business processes before investing in information systems. He applied this philosophy to ERP and software development projects, which led to his first book, *Lean Enterprise Systems* (Wiley, 2006).

The success of this book led him more deeply into the practice of Lean IT, where he began facilitating kaizen events and strategy deployment initiatives, while integrating Agile software development and IT Service management with the fundamental Lean principles. This led to his second book, *Lean IT* (Productivity Press, 2010), which received the 2011 Shingo Prize for Operational Excellence research award.

Steve serves on the faculty of the Lean Enterprise Institute. He travels worldwide presenting workshops, leading gemba walks, and advising clients on applying Lean IT principles and practices to solve their daily business challenges, including fast and effective governance and portfolio management, continual IT service improvement, end-to-end application development lifecycle management, ERP agility and continuous improvement, and the design of effective measurement systems that help teams focus on the right things.

In addition to his work leading Lean IT transformation, Steve and his wife Karen are actively involved in the non-profit and nongovernmental organization (NGO) community. As founders of Lean4NGO (<http://www.Lean4NGO.org>), their mission is to bring Lean practices to humanitarian aid organizations, improving operational efficiency (use of scarce resources) and effectiveness (improved outcomes) to benefit the three billion people living at the bottom of the pyramid on less than \$2 a day.

Steve may be reached through his website at <http://www.LeanITStrategies.com>.

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