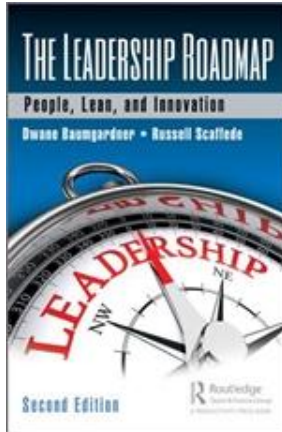# PM WORLD BOOK REVIEW

Book Title: **The Leadership Roadmap: People, Lean and Innovation (2nd Ed.)**

Author: **Dwane Baumgardner, Russell Scaffede**

Publisher: Routledge

List Price: $34.95   Format: Hard cover, 190 pages

Publication Date: July 2019   ISBN: 978-1-138-31504-4

Reviewer: **Amey Kulkarni**

Review Date: December 2019

Introduction

The Leadership Roadmap: People, Lean and Innovation is a practical source for being an excellent leader. It combines philosophies of employee engagement and Lean into one system. Leaders would be able to make organization even more successful and elevate employee satisfaction. This book provides framework for success and more importantly a step-by-step guide and shows the ropes for overall success.

This book has two authors – Dwane and Russ. Both of them are renowned leaders in the industry with rich experience in leading organizations. Dwane Baumgardner has been with Donnelly Corporation for 44 yrs including 24 yrs as chairman/CEO and 7 yrs as president/CEO. Russell 'Russ' Scaffede is one of the America's most knowledgeable and successful leaders in manufacturing industry. He has been former Toyota execuuive, chief operating architect for Donnelly Corporation and Tiara Yachts, former chairman of the Shingo Prize board of directors. With their experience and insights combined; this book has been a truly valuable resource for anyone who is willing to step up their game to fill in the void and initiate a positive change.

Overview of Book's Structure

This book is primarily divided in 3 chapters and appendices with various tools. The book takes readers from one step to the next as the thoughts flow from concept to implementation steps.

Chapter 1 talks about authors philosophy and sets stage for framework of _The Leadership Roadmap._ You will see overview of People, Lean Enterprise and Innovation in this chapter.

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Chapter 2 drills down into nuts and bolts of all 6 immutable realities that constitute the framework. You will see the framework details and discussions around its components.

Chapter 3 sheds light on how to use this framework and make it work for you. This chapter provides step by step navigation through the processes.

Appendix section is quite rich in information and provides various tools and examples that are useful in real life scenarios.

Highlights

Chapter 1

Authors go over the central criteria for organizational success and provide their insights for each of those based off of their experience. You will get to see high level view of how best value can be derived in business world. Authors have used simple equation forms to explain the concepts in a very lucid way. People, being source of all social and intellectual capital, are primary drivers of lean and innovation. Authors explain the importance of developing people participation system. You will also read about how lean approach would help reduce the waste and how innovation would enhance the product offering, hence increase company bottom-line.

Overview of People, Lean Enterprise and Innovation is discussed in this chapter which provides us an insight in their connection to organization's success. This chapter is brief as compared to other two chapters and lays the foundation of the framework which comes in following chapter.

Chapter 2

In this chapter, you will get to see The Leadership Roadmap. You will learn about six immutable realities in the business world. These six realities dictate the organization's success and if applied well, would lead to total organization's success. Based off of Frost Scanlon Principles, authors have expanded on the six immutable realities as:

1. Participation
2. Identity
3. Equity
4. Competence
5. People
6. Lean enterprise and innovation(combined)

These set the foundation for customer satisfaction, value creation, competitive advantage, growth, profitability, employee security and shareholder value.

While defining the leadership roadmap, the authors go over each of the immutable realities one by one and explains *what each of the reality is? Why it is necessary?*

How to practice it? These explanations are well written with examples and additional help using appendices. For each reality, there is a succinct section as 'Discussion Point' that provides you real life suggestions on the next steps.

Chapter 3

In this chapter, you will find detailed steps on how to navigate through The Leadership Roadmap.

Navigation Processes:

- Driving Directions- 10 step process
- People Systems – 6 step process
- Lean Systems – 7 step process
- Lean Implementation: Ideal Roadmap – 13 step process
- Innovation Systems – 7 step process

For each navigation process, first, author provides a high level steps for navigation and then takes a closer look at each step with example. The processes are written acknowledging that different leaders and organizations may use a different timeline. That said, the master timeline mentioned in the book is provided as a suggestion as a tool for guidance.

Highlights: What I liked!

Ample Examples: Authors have provided with excellent examples along with the concepts. These examples help you quickly understand the idea. Well, they do more than that. You could turn those examples into questions to ask in real life. Great work by Dwane and Russ in providing guidance.

Well Structured Content: Right from the first chapter, I liked the way the content is presented. Authors have used simple and easy to read formula to concisely and clearly deliver the concepts to the reader. You will see that the content is divided into *what, why* and *how* for clear understanding in second and third chapters. This structure also guides the flow of thoughts from concepts to steps.

Discussion Points: Specially in chapter 2, after going over the details, author has provided discussion points for each of the immutable realities. These discussion points are great way to understand practical implementation and are food for thought.

Who might benefit from the Book?

This book provides framework for leadership roadmap and insights provided by authors that will be helpful to its readers depending on their level from responsibility right from team members who aspire to be a future leader, managers of a small team to CXOs and executives.

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- **Board of Directors**: Someone who shapes policies and lays foundation for organization's success. For a member of board of directors, this book will help create and preserve long-term shareholder value and growth of shareholder assets.

- **CEO/CFO/Executives**: Someone who develops strategic plans and annual directions for the company. If you are a CEO or executive leader, this book will increase your effectiveness to develop plan for success.

- **Manager / Assistant Manager / First Line Supervisor**: Someone who manages a team and looking for ways to eliminate waste, create climate for openness, trust and support for your team members. This book is not just for executives. As a manager, you can benefit from the tools given in this book to cultivate efficient teams and enable you ask important questions to your supervisors and leadership.

- **Aspiring Future Leader / Team Member:** Someone who is a team member and wants to position for future leadership roles by influencing a positive change. If you want to position yourself as next leader/manager, this book will provide you with valuable insights to propel yourself.

Conclusion

The Leadership Roadmap: People, Lean and Innovation is surely one of the must-have books on the desk of any profestional; in my view. This book shows an integrated approach for leadership of people, lean enterprise and innovation systems. It provides overall plan for success which would be relevant for all industries and companies with various sizes.

Professionals at various levels in any mid-to-large organization will get benefits from this book specific to their level of responsibility. I am sure that readers, irrespective of their role, would benefit from authors' insights. I would highly recommend *The Leadership Roadmap* who is currently a leader or aspiring to be one in coming future.

For more about this book, go to: https://www.routledge.com/The-Leadership-Roadmap-People-Lean-and-Innovation-Second-Edition-1st/Baumgardner-Scaffede/p/book/9781138315044

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Amey Kulkarni, PMP is a professional with over eight years of experience in CRM consulting and technical project management. He has enabled customers to leverage CRM capabilities and provided IT-business alignment. Amey has led enterprise level projects in fortune 8 company in the United States (2019) and implemented CRM solutions considering scalability and long-term vision.

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