CONTENTS

	Preface	ix
	Acknowledgements	xii
	Abbreviations and acronyms	xiii
1	Understanding the Lean Automobile Industry	1
	Introduction	1
	Lean Production: the Context and the Promises	
	Lean Production for Whom?	2 8
	Objectives of the Book	13
2	The Prehistory of Lean Production: Employee Relations in the British Automobile Industry since the Second	
	World War	16
	Introduction	16
	Regimes of Control: From Piecework to Measured Day	
	Work	19
	Contemporary Contrasts and Continuities	20
	Bargaining in the Context of Conflict and the Importance	
	of the Local Agreements	22
	Wages, Unions and Conflicts in the British System	26
	Regimes of Control: Measured Day Work and the Rise of	
	Lean Production	34
3	From 'Embrace and Change' to 'Engage and Change':	
	Trade Union Renewal and New Management Strategies	38
	Introduction	38
	Industrial Relations Without Industrial Relations?	39
	Data and Method	41
	Union Responses in Each Company	43
	Rover: 'Embrace and Change'	44
	Vauxhall: 'Engage and Change'	46
	The Experience of NMTs on the Shopfloor: An Inter-	. 0
	Company Comparison	49

	The Acceptance of NMTs on the Shopfloor: An Inter-Company Comparison Concluding Remarks Appendix: Explanatory variables	56 59 62
4	Striking Smarter and Harder: The New Industrial Relations of Lean Production? The 1995–96 Vauxhall	
	Dispute	64
	Management Misjudges the Shopfloor	67
	Confronting Lean: Laying the Basis for Union Advance Conclusion	70 79
	The Fight to Control Lean Production	80
	Addendum: Data Summary	84
5	Round Table Discussion on Lean Production	90
	Introduction	90
	Lean Production	98
	Lean and Outsourcing	100
	Union, Shop Stewards and Lean: Capturing Hearts and	
	Minds	107
	Comments from Ken Murphy	120
	Comments from John Cooper	125
	Comments from Gary Lindsay	126
6	Rover-BMW: From Rover Tomorrow to the Longbridge	
	Closure and the Bitter Fruits of Lean Production	129
	Introduction The Policy of the Colin In Polic	129
	The Recent Origins of the Crisis: Lean Production and	121
	the Rise of a New Management Regime	131
	The Background to the Implementation of Rover Tomorrow	131
	Rover Tomorrow	131
	Implementation of Rover Tomorrow	139
	The 1998 Cowley Agreement	142
	The Working Time Account	143
	A New Model, the Rover 75	143
	The Longbridge Crisis, October 1998	144
	Implementation of the 1998 Agreement	146
	Crisis 2000 - What Future for Longbridge?	149
	The Demonstration for Longbridge, 1 April 2000	152
	The Union Position Changes	155

7	Lean Production: From 'Engage and Change' to Endless	
	Change	159
	Introduction	159
	Embedding Lean Production at Vauxhall-GM,	
	1989–2001	163
	GM's Project Olympia 2001, BMW and Partnership	168
	Worker Attributes	171
	Workplace Stress	184
	Conclusion	196
	Appendix: Project Olympia Framework Document	197
	Conclusion: Lean Production and the Individualisation	
	of Workplace Stress: the New Class Struggle from Above	201
	Worker and Union Responses to Lean	208
	Challenging Lean Production as a Strategy and Ideology	209
	Appendices:	
1	Survey of Car Workers by the TGWU and Cardiff	
	University Trade Union Research Unit	
	(Questionnaire 1996)	214
2	Workforce Survey on Workplace Issues	219
3	Working on the Line 'After Fordism': A Diary	223
	Notes	229
	Bibliography	240
	Index	252