Lean production, as it became known, claimed to produce world class performance and employee satisfaction. In fact all it consisted of was a management programme to replace traditional work practices with a system that cuts "waste" and tries to use every minute of the workers' time. The basis of this battle came with the shift from piecework - when workers were paid according to the amount of work they did rather than the time spent doing it - to measured day work. The politics of the book reflect years of small and large defeats in the car industry underwritten by the attacks on the conditions of car workers it describes. I learnt much, but unfortunately the book suffers severely from being badly edited and too academic. This is the story of struggles against management regimes in the car industry in Britain from the period after the Second World War until the contemporary regime of lean production. Told from the viewpoint of the workers, the book chronicles how workers responded to a variety of management and union strategies, from piece rate working, through measured day work, and eventually to lean production beginning in the late 1980s. The book focuses on two companies, Vauxhall-GM and Rover/BMW, and how they developed their approaches to managing labour relations. Worker responses to these are intimately tied to changing patterns of exploitation in the industry. The book highlights the relative success of various forms of struggle to establish safer and more humane working environments. The contributors bring together original research gathered over two decades, plus exclusive surveys of workers in four automotive final assembly plants over a ten year period. Lean production glossary. 'Just-in-time': System of delivering parts to the assembly line in a continuous flow, rather than stockpiling large volumes at the plant. Continuous improvement Process of analysing problems and solving them on a daily basis. Personal responsibility Each worker on a production line is given responsibility for each process he carries out. GM once produced one of every two cars sold in the US. Now it is down to one in four. According to GM boss Rick Wagoner, who has taken charge of North American operations, the company has already saved $9bn in costs. Supplier relationships. Another key part of the new production is the relationship with parts suppliers, who typically provide 85% of the parts that make up a car.