



# Real Numbers: Management Accounting in a Lean Organization

*Jean E. Cunningham, Orest Fiume*

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**Real Numbers: Management Accounting in a Lean Organization** Jean E. Cunningham, Orest Fiume  
Are your accounting data and reports providing a true and timely picture of your company's performance?  
Are your lean operations personnel complaining that the numbers "lie"?

This explosive issue and its implications are fully explored in "Real Numbers." The authors, each a former chief financial executive, describe how management accounting evolved to this point and how simplicity and clarity can be restored -- particularly in a lean organization. The management accounting model illustrated in "Real Numbers" points the way to unlocking the true profit potential of lean.

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