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Jez Humble, Joanne Molesky, Barry O'Reilly

Learning to See Mike Rother, John Shook, 2003 Lean production is the gold standard in production systems, but has proven famously difficult to implement in North America. Mass production relies on large inventories, uses push processes and struggles with long lead times. Moving towards a system that eliminates muda (waste) caused by overproduction, while challenging, proves necessary for improved efficiency. Often overlooked, value stream mapping is the essential planning stage for any Lean transformation. In Mike Rother and John Shook's essential guide, you follow the value stream mapping undertaken for Acme Stamping, for its current and future state. Fully illustrated and well-organized, Learning to See is a must-see for the value stream manager.

Lean Lexicon John Shook, Chet Marchwinski, 2014-01-21 With 14 new definitions touching on management, healthcare, startups, manufacturing, and service, the 5th edition of the Lean Lexicon, is the most comprehensive edition yet of the handy and practical glossary for lean thinkers. The latest Lexicon, updated in 2014, contains 60+ graphics and 207 terms from A3 Report to Yokoten. The Lexicon covers such key lean terms as andon, jidoka, kaizen, lean consumption, lean logistics, pull, plan-for- every-part, standardized work, takt time, value-stream mapping, and many more. The new terms are: • Basic Stability • Coaching • Gemba Walk • Huddle • Kamishibai Board • Kata • Leader Standard Work • Lean Management • Lean Management Accounting • Lean Startup • Problem Solving • Service Level Agreement • Training Within Industry (TWI) • Value-stream Improvement Unlike most other business glossaries in print or online, the Lexicon, introduced in January 2003, is focused exclusively on lean thinking and practice. Like the past four, the fifth edition of the Lean Lexicon incorporates terms and improvement ideas from our customers. We continue to welcome suggestions from the growing lean community in its traditional industries and beyond.

Lean Thinking James P. Womack, Daniel T. Jones, 2013-09-26 Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

The Power of Process Matthew Zayko, Eric Ethington, 2021-10-28 Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves \$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

Lean Product and Process Development, 2nd Edition Allen C. Ward, Durward K. Sobek II, 2014-03-05 The P-51 Mustang—perhaps the finest piston engine fighter ever built—was designed and put into flight in just a few months. Specifications were finalized on March 15, 1940; the airfoil prototype was complete on September 9; and the aircraft made its maiden flight on October 26. Now that is a lean development process! —Allen Ward and Durward Sobek, commenting on the development of the P-51 Mustang and its exemplary use of trade-off curves. Shingo Research and Professional Publication Award recipient, 2008 Despite attempts to interpret and apply lean product development techniques, companies still struggle with design quality problems, long lead times, and high development costs. To be successful, lean product development must go beyond techniques, technologies, conventional concurrent engineering methods, standardized engineering work, and heavyweight project managers. Allen Ward showed the way. In a truly groundbreaking first edition of Lean Product and Process Development, Ward delivered -- with passion and penetrating insights that cannot be found elsewhere -- a comprehensive view of lean principles for developing and sustaining product and process development. In the second edition, Durward Sobek, professor of Mechanical and Industrial Engineering at Montana State University—and one of Ward's premier students—edits and reorganizes the original text to make it more accessible and actionable. This new edition builds on the first one by: Adding five in-depth and inspiring case studies. Including insightful new examples and illustrations. Updating concepts and tools based on recent developments in product development. Expanding the discussion around the critical concept of set-based concurrent engineering. Adding a more detailed table of contents and an index to make the book more accessible and user-friendly. The True Purpose of Product Development Ward's core thesis is that the very aim of the product development process is to create profitable operational value streams, and that the key to doing so predictably, efficiently, and effectively is to create useable knowledge. Creating useable knowledge requires learning, so Ward also creates a basic learning model for development. But Ward not only describes the technical tools needed to make lean product and process development actually work. He also delineates the management system, management behaviors, and mental models needed. In this breakthrough text, Ward: Asks fundamental questions about the purpose and "value added" in product development so you gain a crystal clear understanding of essential issues. Shows you how to find the most common forms of "knowledge waste" that plagues product development. Identifies four "cornerstones" of lean product development gleaned from the practices of successful companies like Toyota and its partners, and explains how they differ from conventional practices. Gives you specific, practical recommendations for establishing your own lean development processes. Melds observations of effective teamwork from his military background, engineering fundamentals from his education and personal experience, design methodology from his research, and theories about management and learning from his study of history and experiences with customers. Changes your thinking forever about product development.

Managing to Learn John Shook,2008 The process by which a company identifies, frames, acts and reviews progress on problems, projects and proposals can be found in the structure of the A3 process ... follow the story of a manager ... and his report ... which will reveal how the A3 can be used as a management process to create a standard method for innovating, planning, problem-solving, and building structures for a broader and deeper form of thinking - a practical and repeatable approach to organizational learning--Publisher's description.

Lean Enterprise Value E. Murman, T. Allen, K. Bozdogan, J. Cutcher-Gershenfeld, H. McManus, D. Nightingale, E. Rebentisch, Tom Shields, Fred Stahl, Myles Walton, Joyce Warmkessel, Stanley Weiss, Sheila Widnall, 2016-01-06 Lean Production transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a

new agenda and bold vision for the aerospace industry to take it out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises.

Creating Level Pull Art Smalley,2004 The Creating Level Pull workbook shows you how to advance a lean transformation from a focus on isolated improvements to improving the entire plantwide production system by implementing a lean production control system. The workbook is unique because it is a step-by-step case study on how to implement a level, pull-based production control system, said author Art Smalley. This is a new step towards 'system kaizen that is not yet well understood outside of Toyota. The lean efforts at most companies focus on point kaizen (e.g., reducing set up times, implementing 5S, etc.) that improves a small portion of the value stream running from raw materials to finished products. Or they focus on flow kaizen that improves the entire value stream for one product family. Creating Level Pull shows how companies can make the leap to system kaizen by introducing a lean production control system that ties together the flows of information and materials supporting every product family in a facility. With this system in place, each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the plant. [Source : 4e de couv.].

Lean Enterprise Systems Steve Bell,2005-10-27 Learn how Lean IT can help companies deliver better customerservice and value Lean Enterprise Systems effectively demonstrates how the techniquesderived from Lean Manufacturing, combined with the thoughtfulapplication of information technology, can help all enterprisesimprove business performance and add significant value for their customers. The author also demonstrates how the basic concepts of Lean Manufacturing can be applied to create agile and responsive Lean IT. The book is divided into three parts that collectively explore howpeople, processes, and technology combine forces to facilitate continuous improvement: *Part One: Building Blocks of the Lean Enterprise sets forth the essentials of Lean. Readers discover where, when, and how Lean ITadds substantial value to the Lean Enterprise through integrated processes of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. *Part Two: Building Blocks of Information Systems explores the primary components of an enterprise information system and how these components may be integrated to improve the flow of information supporting value streams. Readers learn how information system help organize and deliver knowledge when and where it's needed. *Part Three: Managing Change with IT demonstrates how the skillful combination of process and information technology improvements empowers people to continuously improve the Lean Enterprise. Readers develop the skills to exploit emerging information technology tools and change management methods, crafting a Lean IT framework-reducing waste, complexity, and lead time-while adding measurable value. Executives, managers, and improvement teams across a broad range of industries, as well as IT professionals, can apply the techniques described in this publication to improve performance, add value, and create competitive advantage. The book's clear style and practical focus also makes it an excellent textbook for upper-levelundergraduate

Creating Continuous Flow Mike Rother, Rick Harris, 2001-12 This workbook explains in simple, step-by-step terms how to introduce and sustain lean flows of material and information in pacemaker cells and lines, a prerequisite for achieving a lean value stream. A sight we frequently encounter when touring plants is the relocation of processing steps from departments (process villages) to product-family work cells, but too often these cells produce only intermittent and erratic flow. Output gyrates from hour to hour and small piles of inventory accumulate between each operation so that few of the benefits of cellularization are actually being realized; and, if the cell is located upstream from the pacemaker process, none of the benefits may ever reach the customer. This seguel to Learning to See (which focused on plant level operations) provides simple step-by-step instructions for eliminating waste and creating continuous flow at the process level. This isn't a workbook you will read once then relegate to the bookshelf. It's an action guide for managers, engineers, and production associates that you will use to improve flow each and every day. Creating Continuous Flow takes you to the next level in work cell design where you'll achieve even greater cost and lead time savings. You'll learn: where to focus your continuous flow efforts, how to create much more efficient work cells and lines, how to operate a pacemaker process so that a lean value stream is possible, how to sustain the gains, and keep improving. Creating Continuous Flow is the next logical step after Learning to See. The value-stream mapping process defined the pacemaker process and the overall flow of products and information in the plant. The next step is to shift your focus from the plant to the process level by zeroing in on the pacemaker process, which sets the production rhythm for the plant or value stream, and apply the principles of continuous flow. Every production facility has at least one pacemaker process. The pacemaker processes is usually where products take their final form before going to external customers. It's called the pacemaker because how you operate here determines both how well you can serve the customer and what the demand pattern is like for your upstream supplying processes. How the pacemaker process operates is critically important. A steady and consistently flowing pacemaker places steady and consistent demands on the rest of the value stream. The continuous flow processing that results allows companies to create leaner value streams. [Source: 4e de couv.]

Lean IT Steven C Bell, Michael A Orzen, 2016-04-19 Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

<u>Upstream</u> Dan Heath,2020-03-03 Wall Street Journal Bestseller New York Times bestselling author Dan Heath explores how to prevent problems before they happen, drawing on insights from hundreds of interviews with unconventional problem solvers. So often in life, we get stuck in a cycle of response. We put out fires. We deal with emergencies. We stay downstream, handling one problem after another, but we never make our way upstream to fix the systems that caused the problems. Cops chase robbers, doctors treat patients with chronic illnesses, and call-center reps address customer complaints. But many crimes, chronic illnesses, and customer complaints are preventable. So why do our efforts skew so heavily toward reaction rather than prevention? Upstream probes the psychological forces that push us downstream—including "problem blindness," which can leave us oblivious to serious problems in our midst. And Heath introduces us to the thinkers who have overcome these obstacles and scored massive victories by switching to an upstream mindset. One online travel website prevented twenty million customer service calls every year by making some simple tweaks to its booking system. A major urban school district cut its dropout rate in half after it figured out that it could predict which students would drop out—as early as the ninth grade. A European nation almost eliminated teenage alcohol and drug abuse by deliberately changing the nation's culture. And one EMS system accelerated the emergency-response time of its ambulances by using data to predict where 911 calls would emerge—and forward-deploying its ambulances to stand by in those areas. Upstream delivers practical solutions for preventing problems rather than reacting to them. How many problems in our lives and in society are we tolerating simply because we've forgotten that we can fix them?

Everything I Know about Lean I Learned in First Grade Robert Martichenko,2012 Every lean practitioner occasionally wishes for a simple, fun, and quick-read introduction to lean thinking to give acquaintances, associates, and family members -- even to our kids. If lean thinking often entails unlearning a plethora of bad habits, wouldn't it better if we learned better thinking -- and habits -- from the beginning? Everything I Know About Lean I Learned in First Grade is just that sort of book. It brings lean back to its original simplicity by showing how lean is alive in a first grade classroom. The book connects common lean tools to the broader lean journey, shows how to identify and eliminate waste, and aids the reader in seeing lean for what it truly is: a way to create a learning and problem- solving culture. Written to educate the entire organization on the

fundamentals of lean thinking, this is the perfect source to engage all team members at all levels of an organization. Originally self-published in 2008, LEI is proud to re-issue this book and make it available to the broader lean community.

Lean Enterprise Jez Humble, Joanne Molesky, Barry O'Reilly, 2020-07-20 How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

The Toyota Way of Dantotsu Radical Quality Improvement Sadao Nomura, 2021-06-11 In this book, author Sadao Nomura taps into his decades of experience leading and advising Toyota operations in a wide variety of operations to tell the story of radical improvement at Toyota Logistics & Forklift (TL&F). This book tells in great detail what the author did with TL&F, how they did it, and the dramatic results that ensued. TL&F has long been a global leader in its industry. TL&F is part of Toyota Industries Corporation, which was founded by Toyota Group founder Sakichi Toyoda almost 100 years ago. Sakichi Toyoda is legendary in the Lean community as the originator of the all-important JIDOKA pillar of TPS, which ensures 1) built-in quality and 2) respect for people through ensuring that technology works for people rather than the other way around. Although TL&F seemed to be performing well, insiders knew that, as the founding company of the Toyota group, it needed to do better, especially in the quality performance of its global subsidiary operations. But improvement would not be easy in a company that already prided itself in its history as an exemplar in providing highest quality products and services. In 2006, TL&F requested assistance from Sadao Nomura. The initial request was for Mr. Nomura to support quality improvement in three global operations that had become part of TL&F through acquisition: US, Sweden, and France. Improvement was expected at these affiliates, but the dramatic nature of the improvement was not. Further, the improvement activities were so powerful that they were also instituted at the parent operations in Japan. Over a period of almost ten years, the company with the name most associated with product quality experienced quality improvement unparalleled in its history. Dantotsu means extreme, radical, or unparalleled.

Leading the Lean Enterprise Transformation, Second Edition George Koenigsaecker, 2016-04-19 Updated with new information, illustrations, and leadership tools, Leading the Lean Enterprise Transformation, Second Edition describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the World's 100 Best Managed Firms. The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

The Lean Strategy: Using Lean to Create Competitive Advantage, Unleash Innovation, and Deliver Sustainable Growth Michael Balle, Daniel Jones, Jacques Chaize, Orest Fiume, 2017-03-23 A groundbreaking and revolutionary book that will transform how lean is understood, practiced, and used within organizations A lean strategy is about gaining a competitive edge by offering better quality products at competitive prices and making a sustainable profit by eliminating waste through engaging employees in discovering deeper ways to think about their own jobs and smarter ways of working together. In its current form, lean has been radically effective, but its true powers have yet to be harnessed. Lean Strategy harnesses that power and delivers a new way of creating value from lean. Leading lean experts address popular misconceptions about the basics of lean/TPS, showing the true purpose of tools, methods, and attitudes that leverage the intelligence of every employee doing the work. You'll learn how to think—and then act—differently, tapping the power of every person in your organization in a disciplined manner that generates unparalleled, sustainable success that is responsive to today's most pressing challenges

Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results Mike Rother, 2009-09-04 Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture. —Jeffrey K. Liker, bestselling author of The Toyota Way [Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking. —The Systems Thinker How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way. —James P. Womack, Chairman and Founder, Lean Enterprise Institute Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization. —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata-that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

Getting the Right Things Done Pascal Dennis, 2006 ... Pascal will illustrate the method by telling the story of the imaginary (but very real) Atlas Industries as it switches from traditional planning methods to rigorous strategy deployment. He will explain in detail how you and your organization can get the right things done by applying the method consistently--P. vii, foreword.

<u>Toyota Kaizen Methods</u> Isao Kato,Art Smalley,2017-07-26 Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

several preferred authors. If you want to droll books, lots of novels, tale, jokes, and more fictions collections are as well as launched, from best seller to one of the most current released.

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