

# Shingo Value Stream Mba 30

Karen Martin, Mike Osterling

**Driving the Enterprise to Sustainable Excellence** Gerhard Plenert,2021-02-16 This book presents a big-picture overview of the entire Shingo improvement process. It fully discusses the needs and benefits of the Shingo process, and what is required if you seek to execute the Shingo Model in your enterprise and focuses on creating an enduring organization-wide continuous improvement process. It gives the reader a discussion of the entire Shingo experience while the most existing books on the model are course specific. There are numerous discussions, conference talks, and webinars of why the Shingo process is beneficial, and what types of improvements can be achieved, but the crucial material has not been assembled in one concise book, giving the executive, manager, or supervisor an overview and understanding of what the Shingo experience entails. The main purpose of this book. It is for the executives who want to understand their role in supporting and leading middle management with its implementation. Many executives from developing countries all over the world are seeking a concise definition of what the Shingo model is, and this book functions as the perfect primer. Even those who have attended and implemented the lessons from the Shingo Institute's courses would find this book a benefit as it serves perfectly as backup and reference material. In addition, this book helps anyone who has started their journey with the Shingo model and may be confused about what to do and expect -- It gives them a vision of what the continuing journey will look like. The Shingo process is being taught at numerous universities and this book could indeed serve as the appropriate textbook or supplemental reading. Essentially, this book teaches an innovative and extremely successful approach to continuous improvement, referred to as the Shingo process. It is based on a set of universally accepted principles that are endorsed by improvement leaders such as Covey and companies such as Toyota. This book is not a detailed review or a replacement of the Shingo workshops. It is an overview of the entire Shingo process, starting with a discussion of the challenges that many of today's enterprises are experiencing. The author, in his role as a PhD in economics, has studied industries and has worked closely with many of them attempting to understand their weaknesses. Next, this book builds upon an understanding of these weaknesses. The book discusses how the over-all Shingo methodology fits into these organizations and highlights the benefits. The next step is then to discuss what requirements are necessary for an organization to get ready for a Shingo transformation. What are the steps that the organization needs to go through, and when will it know that it is ready to begin? The book briefly reviews the Shingo Insights and Principles and explains how the Shingo courses should be best utilized to facilitate the desired transformation. It suggests some alternative plans for over-all implementation based on the current state of the enterprise. It explains why there is no "one way" for successful implementation and how the implementation sequence needs to be customized. It also discusses the length of time needed for success and how this differs depending on the current enterprise environment. Lastly the book explains how the implementation and Shingo training is never finished. It is an on-going process and success is defined by internal improvements, not by some arbitrary external benchmark. The book is intended to be educational, thought provoking, entertaining in its stories and examples, and a guideline towards the development of a plan for continuous improvement. This book is filled with stories and examples, showing successful and not so successful implementations. The stories are used to highlight many of the pitfalls that have arisen and may arise for you and which can be avoided if the reader is aware of them and knows how to watch for them.

The Complete Lean Enterprise Beau Keyte,Drew A. Locher,2015-12-23 The first edition of this book won a Shingo Prize for Excellence in Manufacturing Research, and now, following in the tradition of its bestselling predecessor, *The Complete Lean Enterprise: Value Stream Mapping for Office and Services*, Second Edition details a robust step-by-step approach for implementing Lean initiatives in the service industry and office environments. A must-read for those looking to maximize the value they provide their customers, this new edition describes how to better align value stream improvements to strategic needs. In addition, it engages the entire organization in experimentation and connects a new management system with tiered visuals in support of leader standard work. This updated edition of a Shingo Prize Winner: Features new critical steps in planning and preparing for VSM events Includes new content and examples from the service industry, including healthcare Provides a new examination of future state mapping Details methods for engaging an entire organization in continuous improvement by focusing on socialization Discusses the use of experiments to learn your way to a future state Provides examples of tiered visual management and demonstrates the principles of a lean management system Providing improved ways to involve your organization in transformation and to sustain your efforts, the book expands beyond the tools focus to challenge your organization to think and act differently in order to change the culture of your organization as you become more effective and efficient. This book details proven methods for aligning the organization for transformation, creating future state visions of improved effectiveness and efficiency, and engaging all levels of the organization in the transformation. After reading it, you will be better prepared to transform your organization to one that not only sustains improvement gains but is more adaptable to shifts in market and customer needs.

**Mapping Clinical Value Streams** Thomas L. Jackson,2013-05-20 Tens of thousands of patients die unnecessarily every year as a result of errors and defects in our healthcare processes. Those that survive often pay too much for the privilege. The value stream mapping methods described in *Mapping Clinical Value Streams* will help you achieve more efficient health care processes and will pave the way to an improved medical system with significantly reduced medical errors and other costly waste. Part of the *Lean Tools in Healthcare* series, this user-friendly book will help you understand how to use value stream mapping to provide quality, patient-centered care. Value stream mapping is a powerful tool for observing and depicting processes as they truly are—and for envisioning and reconfiguring the same processes to eliminate errors and other waste. With this book, you'll learn how to: Map current-state processes Create a future-state map with processes streamlined through flow and pull Manage the rollout of your future state with A3 project plans Presented in a highly organized and easy-to-assimilate format, the book includes examples from actual healthcare processes, plus numerous illustrations and margin assists that call your attention to key points. Value stream mapping icons make it easy to see and understand the ebb and flow of healthcare processes. Each chapter also includes a summary for quick review. Throughout the book you will be asked to reflect on questions that will help you apply these concepts and techniques to your own workplace. To be competitive in today's marketplace, you cannot afford to leave processes unexamined, or let them become haphazard. You must apply conscious, quality attention to continuously see and fix your healthcare processes. In *Mapping Clinical Value Streams*, Shingo Prize-winning author Thomas L. Jackson shows you how.

**The Lean Extended Enterprise** Terence T. Burton,Steven M. Boeder,2003-05-15 *The Lean Extended Enterprise: Moving Beyond the Four Walls to Value Stream Excellence* provides executives, managers and educators with a comprehensive implementation plan for implementing enterprise wide lean. It illustrates how to integrate lean, six sigma, kaizen and enterprise resources planning into a total business improvement initiative, beyond the four walls of an organization.

*Hearing the Voice of the Shingo Principles* Robert Derald Miller,2018-06-14 For more than 50 years, organizations of all types have struggled to achieve lasting benefits from the many tools and programs associated with various continuous-improvement initiatives. In fact, the notion of continuous improvement is largely a misnomer -- for many organizations, continuous improvement has been anything but continuous. Responding to this challenge, *Hearing the Voice of the Shingo Principles* chronicles key insights that went into development of the Shingo Model for Operational Excellence at Utah State University. While responsible for the Shingo Prize at USU, the author observed that even recipients -- theoretically, the best of the best -- were experiencing this same up-and-down phenomenon. It was as though many of these organizations were reviewed on their very best days but then started declining from that point forward. To build long-term credibility of the Shingo

Prize, the author and his team had to understand what was causing such wide variation in results and make certain they were only recognizing those organizations that could demonstrate sustainability of improvements over the long term. They found that sustainability depended less on application of the tools for improvement than on embedding principles deep into the culture of the organization from top to bottom and side to side. This book helps leaders understand their role in building sustainable cultures of enterprise excellence – That is, how to keep the entire enterprise focused on guiding principles that will change beliefs, behaviors, and the overall mindset. In addition, managers will learn how to align systems with principles so that they drive ideal, principle-based behaviors – the goal is for every leader to realign their values with the voice of principles and become an example so that every associate becomes self-motivated to continuously improve every aspect for which they are accountable.

**Discover Excellence** Gerhard J. Plenert, 2017-11-03 A facility-wide improvement initiative is expensive in terms of both time and money. Perhaps the most disappointing thing about them is that they often end up as temporary measures that may produce early results but are unsustainable in the long run. The unseen cost is that after they see such initiatives come and go, employees begin to see them as futile, temporary annoyances rather than the permanent improvements they are meant to be. The Shingo Model™ begins with culture informed by operational excellence principles that lead to an understanding of what aligns systems and tools and can set any organization on a path toward enterprise excellence with sustainable continuous improvement. The Shingo Model is not an additional program or another initiative to implement. Instead, it introduces Shingo Guiding Principles on which to anchor current initiatives. Ultimately, the Shingo Model informs a new way of thinking that creates the capability to consistently deliver ideal results to all stakeholders. This is enterprise excellence – the level of excellence achieved by Shingo Prize recipients. In *Discover Excellence: An Overview of the Shingo Model and Its Guiding Principles*, readers will learn the basics of the Shingo Model, discover the Three Insights of Enterprise Excellence™, and explore how the Shingo Guiding Principles inform the kind of ideal behaviors that lead to sustainable results. This book is the introduction to the Shingo Model and prepares the reader for a deeper dive into the Shingo Guiding Principles.

**Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation** Karen Martin, Mike Osterling, 2013-12-16 Winner of The Shingo Research and Professional Publication Award! Align your leadership team to deliver the highest possible value to your customers Too many organizations today suffer from silo-centric behavior and intra-organizational conflict. Yet most don't understand what's holding them back from achieving outstanding performance. Value stream mapping--an essential but underused methodology--is a proven approach to help you visualize and resolve disconnects, redundancies, and gaps in your value delivery system. More than merely a tool to eliminate operational waste, value stream mapping is a highly effective means to transform leadership thinking, define strategy and priorities, and create customer-centric work flow. In this detailed guide, business performance improvement experts Karen Martin and Mike Osterling present a practical way to deeply understand how work gets done--in any environment--and how to design improved work systems. You'll learn how to: Prepare and engage your leadership team in the transformation process Gain a deep understanding about your current work systems and the related barriers to delivering value Design a future state that enables outstanding performance on all fronts Adopt the new design and lay the foundation for continued improvement Whether you are a novice, an experienced improvement practitioner, or a leader, Value Stream Mapping will help you design and operate your business more effectively. And if your organization already uses value stream mapping, this book will help you improve your transformation efforts. In today's rapid-fire business environment, there are too many problems to be solved and too many opportunities to be leveraged to operate without a highly effective means for accomplishing the important work to be done. Value stream mapping is the missing link in business management and, properly executed, has the power to address many business woes.

**A Lean Guide to Transforming Healthcare** Tom Zidel, 2006-04-14 This book is an implementation manual for lean tools and principles in a healthcare environment. Lean is a growth strategy, a survival strategy, and an improvement strategy. The goal of lean is, first and foremost, to provide value to the patient/customer, and in so doing eliminate the delays, overcrowding, and frustration associated with the existing care delivery system. Lean creates a better working environment where what is supposed to happen does happen. On time, every time. It allows clinicians to spend more of their time caring for patients and improves the quality of care these patients receive. A lean organization values its employees and encourages their involvement in organizational initiatives which, in turn, sustains hospital-wide quality improvements. The opportunities for lean in healthcare are limitless. This is not a book to be read and forgotten, nor is it meant to sit on a book shelf as another addition to an impressive but underutilized collection of how-to books. As the name implies, it is a guide; a companion to be referenced again and again as the organization moves forward with its lean transformation. This is a well-researched, well-written work by an individual who understands the current healthcare environment. It provides a practical and sound understanding of the concepts and application for Lean and Six Sigma. James R. Bente Vice President, Quality & Organizational Development Memorial Health System Healthcare quality professionals in the U.S. and abroad could benefit from the content of this book... Comprehensive discussion of lean and its relevance to healthcare, excellent description of techniques and tools, and excellent examples and figures. Luc R. Pelletier, MSN APRN BC FNAHQ FAAN Editor in Chief Journal for Healthcare Quality COMMENTS FROM OTHER CUSTOMERS Average Customer Rating (4.5 of 5 based on 4 reviews) This book is easy to read and demystifies the complex world of Lean by clearly explaining what Lean is, what it does, and the tools used; all in the context of healthcare. Because examples illustrate the benefit of Lean not just to the healthcare industry, but to us as patients, the business case is especially compelling. Instructions address technical challenges and draw from best practices in change management. The guide provides a road map for implementation and seasoned insights that leave one trusting that Lean is very doable, and a necessity. A reader in Seattle, Washington I thoroughly enjoyed this book as it provides concrete and detailed examples of Lean principles applied to a healthcare environment. I myself am new to healthcare and am overwhelmed at the wealth of opportunities for improvement. I plan on using some lean principles to demonstrate that improvements don't have to be complex or costly to achieve results A reader in Montreal, Quebec This is an excellent resource. I consider it 'required reading' for all that are new to Lean / Process Improvement. In my role, I facilitate 5-10 concurrent process improvement projects. This book has been invaluable as a teaching tool. I've asked each project leader to buy, read and study this book. All have commented that it has an easy read, helped them to understand the Lean concepts, and quickly implement the tools. As a group, we're better able to speak the same language and have a common understanding of the tools. brl highly recommended this book. I would also recommend the website (www.leanhospitals.org), wh... A reader in Wausau, Wisconsin

**Value Stream Mapping for Healthcare Made Easy** Cindy Jimmerson, 2017-07-26 In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improve

**Complex Management Systems and the Shingo Model** Rick Edgeman, 2019-02-21 The Shingo Enterprise Excellence Prize Model (SEEM) has exerted global influence over the ways that exceptional organizations formulate/deploy strategy with its focus on processes, Lean thinking, continuous improvement, innovation, workforce development, and supplier strategies. This book details the SEEM, which lies at the heart of the Shingo Prize. It will link the theoretical underpinnings of the SEEM and their implications for practice. Case studies illustrate important points. Selected tools

that support practical implementation of the model are discussed and their use illustrated. This book will deepen understanding of why the model works and how implementation can be accomplished.

**Work that Makes Sense Operator-led Visuality** Gwendolyn D. Galsworth,2011

**Non-Stock Production** Shigeo Shingo,1988-06-01 Shingo, whose work at Toyota provided the foundation for JIT, teaches how to implement non-stock production in your JIT manufacturing operations. The culmination of his extensive writings on efficient production management and continuous improvement, this book is an essential companion volume to his other landmark books on key elements of JIT, including SMED and poka-yoke. It includes: Fundamental flaws in European and American production philosophies. Basic concepts for improving production systems. The scientific thinking mechanism -- a new approach to improvement. Implementing a production method in an age of authorized stock production. Development of production functions in the age of non-stock production. Significance of the different production systems.

**Everything I Know About Lean I Learned in First Grade** Robert Martichenko,2012-03-08 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 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.

**Metrics-Based Process Mapping** Karen Martin,Mike Osterling,2012-10-22 Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, Metrics-Based Process Mapping: An Excel-Based Solution, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: [www.mbpmapping.com](http://www.mbpmapping.com)

**Process Mapping, Process Improvement, and Process Management** Dan Madison,2005 At last, a simple, well-written survey of process redesign that will help you transform your organization into a world-class competitor. Author Dan Madison explains the evolution of work management styles, from traditional to process-focused, and introduces the tools of process mapping, the roles and responsibilities of everyone in the organization, and a logical ten-step redesign methodology. Thirty-eight design principles allow readers to custom-fit the methodology to the particular challenges within their own organizations. Additional chapters by guest writers Jerry Talley, Ph.D., and Vic Walling, Ph.D., discuss cross-department process management and using computer simulation in redesign, respectively. (Publisher)

**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

**Lean Management Principles for Information Technology** Gerhard J. Plenert,2011-07-28 Whether it's because of a lack of understanding, poor planning, or a myriad of other things, 50 to 60 percent of the IT effort in most companies can be considered waste. Explaining how to introduce Lean principles to your IT functions to reduce and even eliminate this waste, Lean Management Principles for Information Technology provides t

**Building a Lean Fulfillment Stream** Robert Martichenko,Kevin Von Grabe,2010

**Why Bother?** Chris Butterworth,Morgan L. Jones,Peter Hines,2021-10-25 This book focusses on the importance of creating an internal assessment program to periodically assess the maturity of

the organizations transformation journey. It discusses the best approach to designing and implementing an assessment program by answering key questions posed when people resist. The book begins with selecting the positioning of the program not as an audit but as an opportunity to review strengths and opportunities, through to selecting senior leader support to design of the program and developing the assessors. More than 10 case studies are documented to show how organizations have approached their assessment programs, lessons learned, and successes and challenges faced. The book leads the reader through the process of selling the concept and importance of transformation and Lean assessments to embed the desired behaviors within workplace culture. With many case studies, the reader is guided to design their own programs and develop their own assessors. This increases the probability of sustainability of the transformation program by focusing on and maturing the behaviors the transformation programs are trying to drive. For example, one of the most well-known assessments is the Shingo prize -- This book explains the thinking behind the Shingo model and shares examples of assessments that support it. Other examples of assessments are covered, such as process maturity, quality and business assessments.

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