

Value Stream Mapping How To Visualize Work And Align Leadership For Organizational Transformation

Praise for Lean Accounting Best Practices for Sustainable Integration "Anyone involved in a lean transformation inevitably bumps up against the vagaries of the accounting systems that reward overproduction and waste and seem to punish true improvement. We wonder what would happen if the accountants actually came to the production floor and witnessed firsthand the havoc created by their systems. This volume gathers together some of the best thinkers to take a critical look at traditional cost accounting and defines a path forward to 'lean accounting.'" —Jeff Liker, Professor of Industrial and Operations Engineering, University of Michigan "Joe Stenzel has put together a timely compendium of writings from thought leaders in lean accounting. The viewpoints in this fine book are diverse and yet proclaim a consistent message: that conventional management accounting is broken--and here is how to fix it." —Richard J. Schonberger, President, Schonberger & Associates "If you are serious about understanding and implementing Lean Accounting in conjunction with your Lean Enterprise journey, this book will illuminate the specific techniques, but more importantly, will explain the cultural changes that are a prerequisite for success." —Jerry Solomon, Vice President of Operations, Hunt Valley, for MarquipWardUnited, a division of Barry-Wehmiller Companies, Inc. Insights and strategies from the most experienced lean accounting and performance measurement practitioners in America Learn how to integrate the proven lean methodologies embedded in the Toyota Production System with Lean Accounting: Best Practices for Sustainable Integration. In this comprehensive guide, leading accounting and performance measurement practitioners analyze the current business climate and provide CFOs and accounting/finance personnel with step-by-step guidelines to seamlessly and successfully integrate sustainable, lean accounting principles within their enterprise. Be a lean success story with Lean Accounting.

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

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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.

A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and economically

Key Features Address DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignment

Implement proven VSM methodology to improve IT value stream flows

Leverage VSM platforms to view, analyze, and improve end-to-end value delivery

Book Description Value Stream Management (VSM) opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world. Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products' strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery.

What you will learn

Integrate Agile, systems thinking, and lean development to deliver customer-centric value

Find out how to choose the most appropriate value stream for your initial and follow-on VSM projects

Establish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelines

Apply a proven eight-step VSM methodology to drive lean IT value stream improvements

Discover the key strengths of modern VSM tools and their customer use case scenarios

Understand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprises

Who this book is for This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you

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to make the most of the book.

Understanding value streams, mapping current and future state value streams, and performing end to end value stream mapping exercise has never been easier! Have you ever wanted to perform value stream mapping exercise on your company's processes? Have you ever wanted to perform value stream mapping exercise on your customer's processes? Have you ever wanted to identify wastes, achieve cost savings, cost reductions, and cost leadership in your company? If the answer to any of these questions is yes, you need look no further. Lean Six Sigma Master Black Belt Mentor and Coach, Sumeet Savant, with more than a decade of experience in executing, leading, and mentoring hundreds of Lean Six Sigma improvement projects brings to you a simple, straight forward, no nonsense book which will enable you understand value streams, map current and future state value streams, perform end to end value stream mapping exercises, and achieve the cost reductions you have always dreamt of, quickly, effectively, and efficiently. He shares his belief: "Lean implementation is possible only when you know your business processes and value streams" Do Act Now and have a LOOK INSIDE the short book to have a brief experience of the immensely valuable information it has in store for you. With this book, you will get to, - Know the different types of value stream mapping. - Know and understand the different elements that flow on the value stream maps. - Know and understand the endless list of icons used in the value stream mapping. - Know the end to end value stream mapping exercise, covering all the necessary stages. - Know how to create both the current and future state value stream maps. - Check out one case study example that will help you easily get used to value stream mapping exercise. - And know all these in the least number of words possible - to help you lean your processes and achieve cost reductions faster. This may very well be the last book you will ever need to perform value stream mapping exercise on your process and achieve overall cost effectiveness. We are sure about it! And, so will you be!

Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn't have to be this way. In Clarity First, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders: •Identify and communicate the organization's true purpose •Set achievable priorities •Deliver greater customer value through more efficient

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processes •Provide greater transparency about true versus assumed performance •Build strong problem-solving and critical thinking capabilities throughout the organization •Develop personal clarity to be a more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First.

Value Stream Mapping doesn't need to be difficult! This book strips away the mystique and provides the reader with a no-nonsense approach to creating a Value Stream Map for the Transactional world. Whether tackling Back-Office processes, Finance, Health Care or Information Technology, this book shows how to reduce the time spent mapping and still gather all the needed information to produce a meaningful Value Stream Map. Aimed at beginners, the book is packed full of useful hints and tips for seasoned Lean Practitioners. You will be guided, step by step through planning for the mapping process, identifying improvement projects directly from the Value Stream Map and tracking project success. The book also contains multiple templates for the Value Stream Map, Project identification, Prioritization and Execution and Agenda setting.

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.

Examines Japan's innovative, highly successful production methods

Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational TransformationHow to Visualize Work and Align Leadership for Organizational TransformationMcGraw Hill Professional

The Practical Guide to Lean Sigma Problem-Solving--Expanded & Updated! Lean Sigma delivers results--if you use the right tools and techniques. In this updated edition, Ian Wedgwood details his proven best-practices from more than forty successful Six Sigma and Lean deployments in multiple industries, helping you identify and apply the solutions that will work best in your projects. This expanded edition offers detailed guidance on DMAIC process improvement, DMASC standardization, Kaizen accelerated improvement, and more. Wedgwood helps you identify potential Lean Sigma projects, even in processes without obvious targets.

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He illuminates fast, effective routes to solving global and individual step-process problems, and explains why these solutions work. Next, he presents 62 detailed "tools roadmaps": step-by-step instructions showing exactly how and when to use each of these techniques: 5 Whys 5S Affinity Anova Box plot Capability C&E matrix Chi-Square Concept ideation, design, selection Control charts Control plan Core process map Critical path analysis Customer interviewing Customer requirements tree Customer surveys D-Study Demand profiling Demand segmentation DOE Fishbone diagram Handoff map KPOVs & data Load chart MSAs Multi-Cycle analysis Multi-Vari studies Murphy's analysis Normality test OEE Pareto chart Process performance mgmt. Poka Yoke Process board Process FMEA Process scorecard Process variables (I/O) map Project charter Pull systems & Kanban Rapid changeover (SMED) Regression SIPOC Spaghetti map Standard work instructions SPC Swimlane map Test of equal variance Time Total productive maintenance T-tests Value stream map With this guide Green, Black, or Master Black Belts will benefit from decades of Six Sigma and Lean consulting experience.

"Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research" Most lean initiatives conducted by manufacturers are focused mostly on shop-floor activities — mapping the value stream of raw material to the shop-floor customer. Much of the untapped potential for productivity improvements lies, however, in non-production areas — where the value stream is administrative (i.e., "order to cash"). These "office" value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book, *The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes*, offers a step-by-step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order-to-cash value stream. *The Complete Lean Enterprise* is a valuable tool in applying value stream mapping (VSM) to non-production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow, and improving office efficiency.

Providing a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose in the process industry. This book describes in detail how to create a complete VSM for a process industry manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation. Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated Provides examples of the calculations needed for the flow parameters in data boxes Explains how the VSM concept can be applied to the entire supply chain Includes strategies for engaging your entire workforce in map creation The book introduces a target manufacturing process and uses it to describe how to create a complete VSM. The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and

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decisions. The book includes real examples of how VSMS brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate investments.

Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide *Creating Mixed Model Value Streams, Second Edition*. This second edition takes a step-by-step approach to implementing Lean in complex environments and describes which Lean techniques to use when faced with difficult situations—including high product mix, scheduling problems, shared resources, and unstable customer demand. In addition to a new section on handling shared resources to support mixed model production, the second edition: Contains updates to sections on mixed model value streams Introduces new information on constructing product family matrices Expands on the concept of takt in mixed models Provides additional insights on existing mixed model concepts, such as determining product family, takt capability, and heijunka (load level scheduling) Presents new concepts on sequencing work, such as offset scheduling and sequenced first-in, first-out (FIFO) lanes Illustrated with a case study based on actual experience as well as a CD with helpful tools, the book walks readers through the reasoning the author has used with great success in practice. It delves beyond the basics of value stream mapping to explain how to create future states in a manufacturing environment characterized by multiple products, varying cycle times, and changing demand. Demonstrating advanced techniques for creating flow through shared resources, it also considers the concept of a guaranteed turnaround time for the shared resource. The Accompanying CD Includes: Spreadsheet and tutorial for sorting products into families Spreadsheets for calculating equipment required and for determining the interval for Every Part Every Interval (EPEI) Samples of visual method sheets for standard work Case study value stream maps and mapping icons

Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In *The Outstanding Organization*, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the

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crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for The Outstanding Organization "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, The Laws of Subtraction "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, Full Engagement! "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

Shingo Research and Professional Publication Award recipient 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 sequel 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

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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 p

Have you thought about using Lean in your business or organization, but are not really sure how to implement it? Or perhaps you're already using Lean, but you need to get up to speed. Lean for Dummies will show you how to do more with less and create an enterprise that embraces change. In plain-English writing, this friendly guide explores the general overview of Lean, how flow and the value stream works, and the best ways to apply Lean to your enterprise. You will understand the philosophy of Lean and adopt it not as a routine, but a way of life. This highly informative book teaches you: The foundation and language of Lean How to map the value stream and using it to your business's advantage The philosophy of Kaizen Different tools to improve management, customer service, and flow and pull How to "Go Lean" within your business and across the industry Avoid common mistakes in implementation Seek out resources for assistance This simple, continuous improvement approach that minimizes waste and adds customer value is changing organizations of all sizes all over the world. Lean for Dummies will show you to take charge and engage your enterprise in a Lean transformation!

When Mike Rother and John Shook first realized the power of value stream mapping in the mid-1990s they began to offer workshops on this invaluable technique.

Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case study to illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean pri

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In Project to Product, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

Understand value stream mapping in no time! Find out everything you need to know about this powerful tool with this practical and accessible guide. In an increasingly competitive business world, identifying the areas where your company is losing time and money can give you a vital edge. Value stream mapping is one of the most popular tools of lean

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management and is easy to apply to virtually any production process, allowing you to locate and eliminate sources of waste and streamline your operations. In 50 minutes you will be able to:

- Understand the main principles behind value stream mapping and lean management
- Identify the key icons used in VSM and find out what they mean
- Draw up your own map of material and information flows and use it to identify sources of waste

ABOUT 50MINUTES.COM | MANAGEMENT AND MARKETING The Management and Marketing series from the 50Minutes collection provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications will give you elements of theory, definitions of key terms and case studies in a clear and easily digestible format, making them the ideal starting point for readers looking to develop their skills and expertise.

Written by one of the world's most respected consultants on Lean, this work presents a methodology for value stream mapping that is appropriate for any organization, whether it be service or product oriented. Over the past 25 years, Locher has proven just how powerful this process is, having employed it in healthcare, transportation, distribution, education, financial services, and manufacturing environments. Illustrating his methodology through the example of the imaginary DevelopTek company, he explains how to:

- Identify development waste
- Assess an organization's current state and develop a Current State Map
- Apply Lean principles to create a Future State Map

Kaizen Events are an effective way to train organizations to break unproductive habits and adopt a continuous improvement philosophy while, at the same time, achieve breakthrough performance-level results. Through Kaizen Events, cross-functional teams learn how to make improvements in a methodological way. They learn how to quickly study a process,

The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its

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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.

This book acquaints the reader with Value Stream Mapping as well as Process Mapping, and thereby provides a dual set of tools. This dual set is far more effective than either technique alone. With photos and examples of related Lean practices, the book focuses on implementing VSM, not just drawing diagrams and graphs.

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 improve Value-stream maps are the blueprints for lean transformations and *Learning to See* is an easy-to-read, step-by-step

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instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.].

Operational Excellence is achieved when all employees in your organization can see the flow of value to your customers and can make adjustments to that flow before it breaks down. Operational Excellence in Your Office: A Guide to Achieving Autonomous Value Stream Flow with Lean Techniques presents nine time-tested guidelines for designing business process flow that enable Operational Excellence in the office. Each chapter describes one guideline by using text, illustrations, and practical examples to provide a comprehensive understanding of why creating flow in the office is essential and how to achieve it. Accounting for the reality that most office employees are required to work on many different projects throughout the day, this book details a step-by-step methodology for leveraging traditional value stream flow to establish Operational Excellence in an office environment. In addition, it describes a more advanced form of flow called "self-healing" flow—in which employees are capable of identifying and fixing problems with the flow without requiring management intervention. Explaining how to achieve Operational Excellence and self-healing flow with the nine guidelines, the book also introduces new concepts such as part-time continuous flow processing cells, workflow cycles, takt capability, integration events, pitch in the office, and ways to tell whether your office is on time. With this book, you

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will be able to take the knowledge provided and immediately apply it by following the step-by-step checklists included at the end of each chapter. In addition to the lists of action items for implementing each guideline, the book includes "acid tests" you can use to determine if you have implemented each guideline correctly. When finished, you will have designed an end-to-end flow for the services in your office as well as visual systems to help employees distinguish normal flow from abnormal flow so they can fix flow problems on their own, before they negatively impact your customers.

The changing manufacturing environment requires more responsive and adaptable manufacturing systems. The theme of the 5th International Conference on Changeable, Agile, Reconfigurable and Virtual production (CARV2013) is "Enabling Manufacturing Competitiveness and Economic Sustainability. Leading edge research and best implementation practices and experiences, which address these important issues and challenges, are presented. The proceedings include advances in manufacturing systems design, planning, evaluation, control and evolving paradigms such as mass customization, personalization, changeability, re-configurability and flexibility. New and important concepts such as the dynamic product families and platforms, co-evolution of products and systems, and methods for enhancing manufacturing systems' economic sustainability and prolonging their life to produce more than one product generation are treated. Enablers of change in manufacturing systems, production volume and capability, scalability and managing the volatility of markets, competition among global enterprises and the increasing complexity of products, manufacturing systems and management strategies are discussed. Industry challenges and future directions for research and development needed to help both practitioners and academicians are presented. About the Editor Prof. Dr.-Ing. Michael F. Zaeh, born in 1963, has been and is Professor for and Manufacturing Technology since 2002 and, together with Prof. Dr.-Ing. Gunther Reinhart, Head of the Institute for Machine Tools and Industrial Management (iwb) at the Technische Universitaet Muenchen (TUM). After studying general mechanical engineering, he was doctoral candidate under Prof. Dr.-Ing. Joachim Milberg at TUM from 1990 until 1993 and received his doctorate in 1993. From 1994 to 1995, he was department leader under Prof. Dr.-Ing. Gunther Reinhart. From 1996 to 2002, he worked for a machine tool manufacturer in several positions, most recently as a member of the extended management. Prof. Dr.-Ing. Michael F. Zaeh is an associated member of the CIRP and member of acatech, WGP and WLP. His current researches include among others Joining and Cutting Technologies like Laser Cutting and Welding as well as Friction Stir Welding, Structural Behaviour and Energy Efficiency of Machine Tools and Manufacturing Processes like Additive Manufacturing.

The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of reaching beyond single-point kaizens to ensure a sustainable lean implementation process. Many people use the value stream map as an individual tool, but not within the context of a proven

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overall system. Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets. DVD Package (see Catalog No. PP7338) A training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide,

This book presents the proceedings of the 4th International Manufacturing Engineering Conference and 5th Asia Pacific Conference on Manufacturing Systems (IMEC-APCOMS 2019), held in Putrajaya, Malaysia, on 21–22 August 2019. Covering scientific research in the field of manufacturing engineering, with focuses on industrial engineering, materials, processes, the book appeals to researchers, academics, scientists, students, engineers and practitioners who are interested in the latest developments and applications related to manufacturing engineering.

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

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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

Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular ,Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

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 improvement processes simple enough that they are viable, reproducible, and teachable. Developed with the input of more than 60 healthcare organizations, Value Stream Mapping for Healthcare Made Easy introduces healthcare managers to the essential method developed by Toyota known as the Value Stream Map (VSM). The first half of the book provides an introduction to VSMs that shows healthcare workers at all levels how to look at any process with eyes that probe all the value-added and non-value-added activities in the delivery of a requested service or product. This will allow all stakeholders the opportunity to evaluate, create, and communicate innovation in their workplace. The second half reviews real value stream maps at real healthcare facilities created by teams of administrators, managers, physicians, and staff members. Most participants were not experienced with lean thinking and for many this was their first engagement with lean methods. What becomes clear through these examples is the importance of initiating realistic improvements that can quickly demonstrate successful change and encourage even more problem solving. This ability to be

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involved with creating a better way to work has been exceptionally well received by workers both at Toyota and now throughout the healthcare industry. Lean thinking involves employees in improving work that is meaningful to them, at a level where they can see and appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers, as well as to the everyday improvement of safety, patient satisfaction, and affordability. VSM is a proven high-level view tool that can be used in every aspect of healthcare to identify, understand, and improve processes. Information included illustrates the simplicity and completeness of the tool and describes its applications to staff communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as part of the VSM process.

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