

Creating Continuous Flow

Increase profitability, elevate work culture, and exceed productivity goals through DevOps practices. More than ever, the effective management of technology is critical for business competitiveness. For decades, technology leaders have struggled to balance agility, reliability, and security. The consequences of failure have never been greater?whether it's the healthcare.gov debacle, cardholder data breaches, or missing the boat with Big Data in the cloud. And yet, high performers using DevOps principles, such as Google, Amazon, Facebook, Etsy, and Netflix, are routinely and reliably deploying code into production hundreds, or even thousands, of times per day. Following in the footsteps of The Phoenix Project, The DevOps Handbook shows leaders how to replicate these incredible outcomes, by showing how to integrate Product Management, Development, QA, IT Operations, and Information Security to elevate your company and win in the marketplace.

Winner of a 2012 Shingo Research and Professional Publication AwardDemystifying the application of Lean methods, Lean Office and Service Simplified: The Definitive How-To Guide goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by

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 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

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.

The two volumes IFIP AICT 459 and 460 constitute the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2015, held in Tokyo, Japan, in September 2015. The 163 revised full papers were carefully reviewed and selected from 185 submissions. They are organized in the following topical sections: collaborative networks; globalization and production management; knowledge based production management; project management, engineering management, and quality management; sustainability and production management; co-creating sustainable business processes and ecosystems; open cloud computing architecture for smart manufacturing and cyber physical production systems; the practitioner's view on "innovative production management towards sustainable growth"; the role of additive manufacturing in value chain reconfiguration and sustainability; operations management in engineer-to-order manufacturing; lean production; sustainable system design for green products; cloud-based manufacturing; ontology-aided production - towards open and knowledge-driven planning and control; product-service lifecycle management: knowledge-driven innovation and social implications; and service engineering.

This work presents the fundamental principles of continuous flow manufacturing, furnishing a corporate strategy and set of operating rules that help create an environment where continuous flow manufacturing can flourish. A 10-step methodology for converting a traditional factory to a continuous flow operation is provided, and conventional manufacturing

techniques are compared with the continuous flow approach.

Although batching often appears more efficient than one-piece flow for individual tasks, the practice creates waste for other parts of the organization that more than offset its perceived benefits. A silent productivity killer, batching is an extremely difficult mindset to overcome and, as a result, numerous Lean initiatives have been destroyed by it. This book argues the case for one-piece flow over batching. It identifies the eight root causes of batching, the wastes created from batching, how batching drives the eight wastes, and the advantages of one-piece flow. *One-Piece Flow vs. Batching: A Guide to Understanding How Continuous Flow Maximizes Productivity and Customer Value* provides concrete arguments as to why batching, while sometimes necessary, is never the most efficient solution for most processes. It explains why flow, especially one-piece flow or continuous flow, should always be your ultimate objective when driving for increased productivity in any process. Using case studies to illustrate how to channel current mindsets toward one-piece flow as the preferred operation, the book is designed to support anyone involved in continuous improvement activities. It provides the tools and understanding you will need to overcome resistance to implementing flow and, in particular, one-piece flow processes—whether it be on the factory floor or in a banking office.

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

A hands-on guide to adapting Lean principles and the Toyota Production System to high-mix/low-volume environments, *Lean Production for the Small Company* uses charts, pictures, and easy-to-understand language to describe the methods needed to improve processes and eliminate waste. It walks readers through the correct order of implementation and desc

"Flow Chemistry fills the gap in graduate education by covering chemistry and reaction principles along with current practice, including examples of relevant commercial reaction, separation, automation, and analytical equipment. The Editors of Flow Chemistry are commended for having taken the initiative to bring together experts from the field to provide a comprehensive treatment of fundamental and practical considerations underlying flow chemistry. It promises to become a useful study text and as well as reference for the graduate students and practitioners of flow chemistry." Professor Klavs Jensen Massachusetts Institute of Technology, USA Broader theoretical insight in driving a chemical reaction automatically opens the window towards new technologies particularly to flow chemistry. This emerging concept promotes the transformation of present day's organic processes into a more rapid continuous set of synthesis operations, more compatible with the envisioned sustainable world. These two volumes *Fundamentals and Applications* provide both the theoretical foundation as well as the practical aspects.

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 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.

"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. Score your highest in Operations Management Operations management is an important skill for current and aspiring business leaders to develop and master. It deals with the design and management of products, processes, services, and supply chains. Operations management is a growing field and a required course for most undergraduate business majors and MBA candidates. Now, Operations Management For Dummies serves as an extremely resourceful aid for this difficult subject. Tracks to a typical course in operations management or operations strategy, and covers topics such as evaluating and measuring existing systems' performance and efficiency, materials management and product development, using tools like Six Sigma and Lean production, designing new, improved processes, and defining, planning, and controlling costs of projects. Clearly organizes and explains complex topics Serves as a supplement to your Operations Management textbooks Helps you score your highest in your Operations Management course Whether your aim is to earn an undergraduate degree in business or an MBA, Operations Management For Dummies is indispensable supplemental reading for your operations management course.

In the global marketplace, no business is a self-contained island. No matter how effective your internal material movement, to be a future-thinking business, you must go to the next step and develop long-term supplier partnerships built on a dedication to continuous improvement and the basic concepts of Lean implementation. Lean Supplier Development: Establishing Partnerships and True Costs Throughout the Supply Chain provides step-by-step instruction on how to build partnerships of mutual improvement and success through supplier development. Offering the same advice that they have successfully applied to corporations across the globe, award-winning consultants Chris Harris, Rick Harris, and Chuck Streeter — Provide criteria on how to choose suppliers that will make good long-term partnerships Demonstrate proven methods for employing Plan for Every Part (PFEP) to link your facility to the supply base Present a true cost model that eliminates guesswork when choosing suppliers to develop Show how to develop and maintain efficient information flow all along your supply chain Use real-world examples to cover likely contingencies Provide a sample quarterly supplier review that you can adapt for your own use Lean is a journey, not a destination. It requires flexible leaders at the helm who can readily adjust to ever-changing conditions and it requires like-minded partners all along the supply chain. Finding and developing these partners is not about good fortune, it is all about an uncompromising approach to continuous improvement and the application of systematic methods that will build working partnerships that broaden your definition of what is possible

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.

Creating Continuous Flow An Action Guide for Managers, Engineers & Production Associates Lean Enterprise Institute

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.].

Changing an organization from a mass manufacturing environment to a lean environment is significant and affects all levels of the company if the implementation is done correctly. Many times, however, lean implementers become so involved with the nuts and bolts of lean implementation that the "people" side of the business is neglected. Transform your HR Department into an Agent of Change during Lean Implementation. With an HR perspective, veteran consultants Chris Harris and Rick Harris walk readers through a simple, step-by-step proven method for transforming a mass production workforce into a lean thinking one that possesses the necessary skills, training, and attitude to march in a new direction. They explain the role of human resources in a lean-oriented facility, emphasizing systematic training that continues for all employees. They also discuss the value of promoting employees from within a facility to team leader and group leader positions, and the importance of flexibility. This critically acclaimed book includes sample training sessions with explanations. Most of us are now far enough down the path in lean production to realize that the results lie in the details. This short volume presents all of the details you will need to create a frontline workforce and system of direct supervision that can effectively plan, do, reflect, and adjust, as you move your own operations steadily ahead. --James Womack, Chairman, Lean Enterprise Institute

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 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.

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.

Winner of the Shingo Prize for Research and Professional Publication, 2009 The international bestseller The Toyota Way explained the company's success by introducing a revolutionary 4P model for organizational excellence-Philosophy, People, Process, and Problem Solving. Now, in Toyota Culture, preeminent Toyota authorities Jeffrey Liker and Michael Hoseus reveal how Toyota selects, develops, and motivates its people to become committed to building high-quality products-and how you can do the same for your company. Toyota Culture examines the "human systems" that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world. Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company's four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire. Drawing upon numerous examples from Liker's decades of research as well as Hoseus' insider access as a Toyota manager, Toyota Culture gives you the tools you need to: Find competent, able, and willing employees Start training and socializing your people as you hire them Establish and communicate key business performance indicators at every level of your organization Train your people to solve problems and continuously improve processes in their daily work Develop leaders who live and teach your company's philosophy Reward top performance-and offer help to those who are struggling Fascinating vignettes of Toyota's innovative culture highlight the nuances of translating and recreating a people-centric culture in factories and offices across the globe. These exclusive, behind-the-scenes details are just what your company needs to successfully learn from The Toyota Culture.

Compared to its widespread implementation across almost all areas of production, Lean improvement efforts lag within the process industries. While many innovators have successfully applied Lean principles to these industries during the past three decades, most of those pioneering efforts were never recorded to guide the improvement efforts of

others. Drawing on more than 40 years of application experience at one of the world's largest chemical and materials manufacturers, coupled with 10 years in private practice, Peter King corrects this void by providing the first comprehensive resource written explicitly for change agents within the process industries. Focusing on areas where the improvement needs of the process industry differ from parts assembly manufacturing, *Lean for the Process Industries: Dealing with Complexity, Second Edition*: Covers each of the eight wastes commonly described in Lean literature, looking at how they manifest themselves in process operations. Explains how to adapt value stream mapping for process operations. Shows how to identify the root causes of bottlenecks, and how to manage them to optimize flow until they can be eliminated. Provides practical techniques to overcome the barriers which have prevented the application of Cellular Manufacturing to process operations. Discusses the role of business leadership in a Lean strategy, describing both enabling and counter-productive management behaviors. Since the publication of the first edition of this book, Peter King has been busy consulting with food, beverage, gasoline additive, and nutraceutical companies -- these new experiences have broadened his perspectives on certain Lean processes and have given him a richer set of examples to discuss in this new edition. While Value Stream Mapping is a very powerful tool to understand flow, bottlenecks, and waste in an operation, the traditional format as presented in many other books does not describe all of the data required to fully understand process flow and its detractors. This new edition highlights the necessary additions with examples of why they are useful. Product wheel scheduling achieves production leveling in a far more comprehensive and effective way than traditional heijunka methods. This edition has a more thorough description of the wheel concept and design steps, and more examples from actual applications.

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.

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

The Toyota Way Fieldbook is a companion to the international bestseller *The Toyota Way*. The *Toyota Way Fieldbook* builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The *Toyota Way Fieldbook* will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the company's purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors' combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

This comprehensive book presents a methodology for continuous process improvement in a structured, logical, and easily understandable framework based on industry accepted tools, techniques, and practices. It begins by explaining the conditions necessary for establishing a stable and capable process and the actions required to maintain process control, while setting the stage for sustainable efficiency improvements driven by waste elimination and process flow enhancement. This structured approach makes a clear connection between the need for a quality process to serve as the foundation for incremental efficiency improvements. This book moves beyond talking about the value contribution of tools and techniques for process control and continuous improvement by focusing on the daily work routines necessary to maintain and sustain these activities as part of a lean process and management mindset. Part 1 discusses process quality improvement with an understanding of variation and its impact on process performance. It continues by stressing the importance of standardizing a process to achieve process stability. Once process stability is reflected in a consistent and predictable output, attention is turned to ensuring the process is capable of consistently meeting customer requirements. This series of activities sets the foundation for process control and the sustainable pursuit of efficiency improvements. Part 2 focuses on efficiency improvement by eliminating waste while improving process flow using proven tools and methods. Although there is a clear relationship between waste elimination and process flow, these activities are discussed separately to allow those more interested in waste elimination to work independently from those looking to optimize value stream flow. Part 3 explores the principles, practices, systems, and behaviors required to maintain process control while creating a mindset of continuous incremental improvement. It considers the role organizational structure, discipline, and accountability play as essential components for long term

operational success. This book will: Provide readers with a clear roadmap for establishing, achieving, and maintaining process control as the foundation upon which to pursue efficiency improvements. Establish direction and methods for continuous and sustainable process improvement Define the practices, systems, and behaviors required to realize desired results and develop a culture of process control and continuous improvement along the road to operational excellence.

Lean Manufacturing has proved to be one of the most successful and most powerful production business systems over the last decades. Its application enabled many companies to make a big leap towards better utilization of resources and thus provide better service to the customers through faster response, higher quality and lowered costs. Lean is often described as “eyes for flow and eyes for muda” philosophy. It simply means that value is created only when all the resources flow through the system. If the flow is stopped no value but only costs and time are added, which is muda (Jap. waste). Since the philosophy was born at the Toyota many solutions were tailored for the high volume environment. But in turbulent, fast-changing market environment and progressing globalization, customers tend to require more customization, lower volumes and higher variety at much less cost and of better quality. This calls for adaptation of existing lean techniques and exploration of the new waste-free solutions that go far beyond manufacturing. This book brings together the opinions of a number of leading academics and researchers from around the world responding to those emerging needs. They tried to find answer to the question how to move forward from “Spaghetti World” of supply, production, distribution, sales, administration, product development, logistics, accounting, etc. Through individual chapters in this book authors present their views, approaches, concepts and developed tools. The reader will learn the key issues currently being addressed in production management research and practice throughout the world.

How to speed up business processes, improve quality, and cut costs in any industry In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Producing in small quantities Turning every employee into a qualitycontrol inspector

A Plan for Every Part (PFEP) is all about determining the right part at the right time, in the quantity needed. Turbo Flow: Using Plan for Every Part (PFEP) to Turbo Charge Your Supply Chain explains how to take this detailed inventory plan from the manufacturing arena and apply it to boost performance and cost efficiencies in your supply chain. It explains how to use PFEP to improve management of your raw materials, WIP, and finished goods inventories. Tapping into two decades of combined experience at Toyota Motor Manufacturing, the authors explains how to use PFEP to determine how much you need to build, the proper frequency for deliveries, how often you need to pick up from suppliers, and how much inventory you require. Presents an overview of PFEP for finished goods Discusses internal route planning and design using PFEP data Details external logistics and synchronization of manufacturing, logistics, and inventory cycles For those willing to fundamentally change the way they do business, this book will light the path to more efficient and profitable supply chain management.

Examines Japan's innovative, highly successful production methods

The Product Wheel (PW) design process has practical methods for finding the optimum sequence, minimizing changeover costs, and freeing up useful capacity. So much so, that the DuPont Company and Exxon Mobil are just a few companies that have used the product wheel concept to achieve and sustain a competitive advantage. Breaking down a fairly comple

According to Transforming Health Care Scheduling and Access, long waits for treatment are a function of the disjointed manner in which most health systems have evolved to accommodate the needs and the desires of doctors and administrators, rather than those of patients. The result is a health care system that deploys its most valuable resource--highly trained personnel--inefficiently, leading to an unnecessary imbalance between the demand for appointments and the supply of open appointments. This study makes the case that by using the techniques of systems engineering, new approaches to management, and increased patient and family involvement, the current health care system can move forward to one with greater focus on the preferences of patients to provide convenient, efficient, and excellent health care without the need for costly investment. Transforming Health Care Scheduling and Access identifies best practices for making significant improvements in access and system-level change. This report makes recommendations for principles and practices to improve access by promoting efficient scheduling. This study will be a valuable resource for practitioners to progress toward a more patient-focused "How can we help you today?" culture.

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

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.

THE BESTSELLING CLASSIC ON 'FLOW' – THE KEY TO UNLOCKING MEANING, CREATIVITY, PEAK PERFORMANCE, AND TRUE HAPPINESS Legendary psychologist Mihaly Csikszentmihalyi's famous investigations of "optimal experience" have revealed that what makes an experience genuinely satisfying is a state of consciousness called flow. During flow, people typically experience deep enjoyment, creativity, and a total involvement with life. In this new edition of his groundbreaking classic work, Csikszentmihalyi ("the leading researcher into 'flow states'" —Newsweek) demonstrates the ways this positive state can be controlled, not just left to chance. Flow: The Psychology of Optimal Experience teaches how, by ordering the information that enters our consciousness, we can discover true happiness, unlock our potential, and greatly improve the quality of our lives. "Explores a happy state of mind called flow, the feeling of complete engagement in a creative or playful activity." —Time

Transform Your Blog into a Book! The world of blogging changes rapidly, but it remains one of the most efficient ways to share your work with an eager audience. In fact, you can purposefully hone your blog content into a uniquely positioned book--one that agents and publishers will want to acquire or that you can self-publish successfully. How to Blog a Book Revised and Expanded Edition is a completely updated guide to writing and publishing a saleable book based on a blog. Expert author and blogger Nina Amir guides you through the process of developing targeted blog content that increases your chances of attracting a publisher and maximizing your visibility and authority as an author. In this revised edition you'll find: • The latest information on how to set up, maintain, and optimize a blog • Steps for writing a book easily using blog posts • Advice for crafting effective, compelling blog posts • Tips on gaining visibility and promoting your work both online and off • Current tools for driving traffic to your blog • Strategies for monetizing your existing blog content as a book or other products • Profiles of bloggers who received blog-to-book deals and four new "blogged-book" success stories Whether you're a seasoned blogger or have never blogged before, How to Blog a Book Revised and Expanded Edition offers a fun, effective way to write, publish, and promote your book, one post at a time.

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