

Lean It Enabling And Sustaining Your Lean Transformation

Your customers have become increasingly sophisticated and more connected than ever broadcasting real-time feedback to a cloud of followers who are watching your every move. As savvy customers continue to demand more for less, organizations that choose to rest on their laurels will quickly see their market share evaporate. Gemba Walks for Service Exc

In this groundbreaking sequel to *The Gold Mine*, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. *The Lean Manager: A Novel of Lean Transformation* reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? *The Lean Manager: A Novel of Lean Transformation*, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” *The Lean Manager* gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That’s why this book matters so much.” *The Lean Manager*, the sequel to the Ballé’s international bestselling business novel *The Gold Mine*, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of *The Gold Mine*), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant’s operations, to foster a lean attitude that sustains continuous improvement. Where *The Gold Mine* shows you how to introduce a complete lean system, *The Lean Manager* demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. “I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people,” said Jeffrey Liker, author of *The Toyota Way* and professor of Industrial and Operations Engineering at the University of Michigan. “People who do the work have to improve the work. There are tools, but they are not tools for ‘improving the process.’ They are tools for making problems visible and for helping people think about how to solve those problems.”

Struggling to apply Lean effectively in your office environment? Office Lean is a book for anyone who wants to apply Lean better in contexts where the work is both intangible and complex. It explains in simple terms, what Lean is -- and what Lean isn't -- enabling office professionals to understand how it can be successfully applied to their complex office-based work environments. Contrary to popular opinion, Lean is not only for mass manufacturing or healthcare. It applies just as much to the digital world of "knowledge work" industries such as banking and financial services, software development, and government. But the fundamental concepts, straight from the factory floor, need a fair amount of translation to be effectively applied in cube farms. Overturning the common perception that Lean is about imposing rigid rules, or simply eliminating waste in the name of "efficiency", Eakin presents Lean as a dynamic, flexible, people-centric philosophy that delivers outstanding business results by improving employee engagement and customer experience. Office Lean helps Lean practitioners (leaders/managers and coaches/consultants) working in professional office environments access the amazing, transformative results Lean can bring to their specific domains. It combines clear explanations of the core concepts of the Lean philosophy with relevant, practical examples from the fields of accounting, finance, insurance, IT and government.

Information Technology is one of the fastest evolving and widely spreading disciplines impacting our personal and professional lives across business, and social domains. Customers are looking for hassle-free, better, faster and cost effective IT solutions to solve their problems. Lean has emerged as an innovative business management system capable to deliver higher customer value. After grand success of lean in manufacturing and various service sectors, now Lean IT is being adopted by progressive IT organizations to enhance their global competitiveness and growth. Lean IT is the extension of lean manufacturing and lean service principles to the development and management of IT services. Its central concern, in the context of IT is to create value for the customers and wealth for IT organizations through elimination of waste by improving processes, people, and work culture. This book is written by a team of two management consultants; one with hands-on expertise of Lean in manufacturing and service organizations and another with expertise in IT Management implementation. The purpose of this book is to trigger lean thinking in IT professionals.

Today, organizations have achieved an overall failure rate above 80 percent with Lean, Six Sigma, Lean Six Sigma, and continuous improvement in general. This is certainly not due to a shortage of books, consultants, and other online resources about the methodologies and tools, or the success stories of Toyota and others. However, it is due to a shortage of knowledge and practice about the most critical success factors of improvement: leadership, sustaining infrastructure, behavioral and cultural transformation, and now emerging technology. These factors produce 90 percent of the success with continuous and sustainable improvement; the methodologies and tools represent an irrelevant 10 percent. For decades, most organizations have focused on this quick and easy, irrelevant 10 percent through an endless series of fad, in-vogue improvement programs as they attempt to mimic the best-in-class practices of the most successful organizations. Out of the Present Crisis: Rediscovering Improvement in the New Economy is the contemporary version of Deming's famous 1982 book, "Out of the Crisis." The author builds a solid case for organizations to aggressively pursue the next generation of systematic and sustainable improvement through a combined strategy of Deming's back-to-basics, innovation and breakthrough thinking, integration of emerging and enabling technology, and adaptive improvement across diverse environments and industries. The book's practical, pragmatic style is backed up by many real world examples and personal experiences. If you're looking for another book about Lean or Six Sigma "tools" this is not it. But it is a book about how to achieve lasting success by making improvement the cultural standard of excellence and living code of conduct in organizations. This popular book provides executives with an up-to-

date and proven reference guide for rediscovering successful systematic and sustainable improvement in today's economy. The author demonstrates the importance of viewing improvement as a continuous manageable "process" and covers the most critical success factors of leadership, sustaining infrastructure, behavioral and cultural transformation, and emerging technology in a practical, no-nonsense, "how-to-do" style. The book provides specific guidance for all industries including public and private corporations, hospitals, financial services, airlines, municipalities, and federal, state, and local governments.

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. Things that are good for the planet are also good for business. Numerous studies from the likes of the Economist Intelligence Unit, Harvard, MIT Sloan, and others indicate that organizations that commit to goals of zero waste, zero harmful emissions, and zero use of nonrenewable resources clearly outperform their competition. Like lean thinking, *gre* 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. Instead of building new hospitals that import old systems and problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excellence! Answering these questions and more, *Lean-Led Hospital Design: Creating the Efficient Hospital of the Future* explains how hospitals can be built to increase patient safety and reduce wait times while eliminating waste, lowering costs, and easing some of healthcare's most persistent problems. It supplies a simplified timeline of architectural planning—from start to finish—to guide readers through the various stages of the Lean design development philosophy, including Lean architectural design and Lean work design. It includes examples from several real healthcare facility design and construction projects, as well as interviews with hospital leaders and architects. Check out a video of the authors discussing their book, *Lean-Led Hospital Design* at the 2012 Med Assets Healthcare Business Summit.

www.modernhealthcare.com/section/LiveatHBS

Known worldwide in manufacturing among those striving to maximize productivity and create pull scheduling of production as "the yellow book," this is the premier how to book for companies going lean. Touted by experts everywhere as practical, down-to-earth, and easy to read, it warns of cultural issues that are certain to arise, and gives step by step instructions for making the transformation. It clearly explains such tools as continuous flow, value stream mapping, kanban, kaizen, six sigma, just-in-time (JIT), techniques for quick set-ups, and other pillars of the Toyota Production System. It's full of examples of value stream mapping, how kanban can resolve material supply issues, how kaizen brainstorming can result in startling improvements overnight, how just-in-time (JIT) frees mountains of money tied up in work-in-progress, why Six Sigma quality needs to be built in and not inspected in, how bottlenecks can be eliminated, kanban snafus spotted before they happen, and how instilling a championship mentality in cross-functional teams can lead to increased productivity and continuous improvement that doesn't stop after the initial kaizen event.

The first edition of this highly acclaimed publication received a Shingo Research and Professional Publication Prize in 2009. Explaining how to create and sustain a Lean business, it followed Cogent Power's first two Lean Roadmaps along their journey. Since then, much has changed. Several members of Cogent Power's senior management have moved on, s

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

Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on

nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compelling real-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to build an enterprise that understands how to respond to disruption

Most organizations are engaged in change efforts—often focused solely on eliminating waste in specific departments or "silos." That's the "lean paradigm," and while it's a good place to start, enterprise transformation goes much further. It begins with the big picture: What are the strategic objectives? How is the enterprise performing against those objectives? How should it be? Who are the stakeholders and what do they value? Then it moves forward toward an audacious vision of the enterprise's future. Based on years of research and implementation, *Beyond the Lean Revolution* provides a roadmap for achieving sustainable, bottom-line results, delivering value to stakeholders, and reaching that future vision. Filled with illuminating examples, the book moves well beyond traditional lean thinking, showing readers how to:

- * Ensure senior leadership commitment
- * Assess the enterprise's current state
- * Analyze stakeholder values
- * Develop a future vision
- * Create a plan for transformation

From inception to implementation and beyond, this book provides a holistic framework for bridging the gap from mere change ... to genuine transformation.

Performance management, the primary focus of a Lean organization, occurs through continuous improvement programs that focus on education, belief systems development, and effective change management. Presenting a first-of-its-kind approach, *The Lean Management Systems Handbook* details the critical components required for sustainable Lean management.

Modeled on well-established problem-solving and continuous-improvement strategies such as PDCA (plan, do, check, act), C4—short for Concern, Cause, Countermeasure, and Confirm—offers straightforward, easy-to-remember techniques for identifying and solving workplace problems.

This book provides an integrated overview of key trends in digital transformation, taking into consideration five interrelated dimensions: strategy and business models, society, organization, technology and regulation. As such, it provides a framework for the analysis of digital business transformation and its emerging factors, analyzing twenty-five key trends in terms of their future impact. On that basis, the book then delineates a new approach centered on the mutually accelerating links between multiple value creation spaces. It proposes a new mode of production – accelerated production of links (acceluction) – and analyzes it with respect to the still-dominant concept of lean production. Based on the results of the international CIGREF research program ISD, the book presents a valuable perspective of the expected impact of the abundance of networks and data as critical resources for enterprises beyond 2020.

How many IT books have you read that are long on theory and short on practical application? They are interesting, but not very impactful. They provide a framework from which to think and understand, but lack a process from which to act. Addressing this urgent need for the IT community, *The Lean IT Field Guide* explains how to initiate, execute, and sustain a lean IT transformation. Illuminating a clear path to lean IT, the authors integrate more than two decades of combined experience to provide you with a proven method for creating and sustaining a true lean IT workplace. This field guide not only highlights the organizational techniques of more agile and lean processes, but also the leadership work required to help management adopt these new approaches. Based on proven methods from different industries, including banking, manufacturing, insurance, food and beverage, and logistics, the book details a clear model that covers all the components you need to achieve and sustain a favorable work environment and culture in support of lean IT. Filled with anecdotes and case studies from actual businesses, the book includes pictures, templates, and examples that illustrate the application of the lean methods discussed.

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

Learn how Lean IT can help companies deliver better customer service and value. *Lean Enterprise Systems* effectively demonstrates how the techniques derived

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

Instead of building new hospitals that import old systems and problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excell

Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26

“Every person involved in a failed IT project should be forced to read this book.”—TIM O'REILLY, Founder & CEO of O'Reilly Media “The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT.”—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on its head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper delve into the Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is

massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. "This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions."—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook ———— "I'm delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together."—Gene Kim, November 2019

Harness the Power of Your Most Valuable Resource—Your Workforce! Process improvement approaches like Six Sigma and Lean Enterprise have worked wonders for countless organizations, but in the drive for true excellence, these approaches are only one important part of the formula. Building Engaged Team Performance explains the next wave of business improvement: driving breakthrough gains by integrating process improvement with "the people side" of performance. Breaking new ground in the world of organizational improvement, performance management expert Dodd Starbird teams up with Roland Cavanagh, coauthor of the bestselling The Six Sigma Way, to present a system for aligning and optimizing processes and the efforts of any organization's most valuable asset: people. Combining the principles from Total Quality Management (TQM), Six Sigma, Lean, and Socio-Technical Systems, Engaged Team Performance helps you harness the massive potential of human performance that is not captured by process improvements alone. Illustrated through real-life stories, Building Engaged Team Performance offers a stepby- step program that shows you how you can more than double the productivity of your business. The authors' client examples are a diverse group of transactional and manufacturing organizations that have used Engaged Team Performance to: Increase employee efficiency by 50% and save millions of dollars Consistently deliver on critical customer requirements Provide visual data for instant decision making• Create realistic staffing models for sustainable capacity Establish standards for both team and individual performance Develop leadership that facilitates team ownership of execution Building Engaged Team Performance provides the tools

for building a superior system that optimizes effectiveness of outcomes for customers and efficiency of resource usage. Never before have human performance and process improvement been so closely linked in a single, sustainable method. Catch the next wave of business improvement with Engaged Team Performance. Praise for Building Engaged Team Performance “The Engaged Team Performance effort that we undertook has allowed us to reshape our process from start to finish and improve both productivity and the communication among multiple departments.” Art Bacci, President & CEO, Principal Bank “This book provides practical insights on building competencies of change leaders throughout the organization.” Dr. William D. Trotter, Managing Director, Association of Internal Management Consultants (AIMC) “By embedding these concepts into organizational culture, systems, and processes, a group of individuals may become a winning team.” Dan Bell, President, Canon Information Technology Services “When I led a division at GE during the heyday of Six Sigma, process excellence and team performance were both critical; yet they were considered different disciplines, supported by separate infrastructure. Engaged Team Performance combines and aligns the best of both, and it delivers even better results.” C. Lewis Fain, President, Mortgage Payment Protection, Inc. “If your strategic vision includes words like growth, customer loyalty, value creation, responsiveness, quality, expertise, partnership, accountability, efficiency, or best in class, then Building Engaged Team Performance has to be part of the foundation. Without it you’re just creating a house of cards.” Rick Larson, CEO, VFD Technologies

What is Lean? Pure and simple, lean is reducing the time from customer order to manufacturing by eliminating non-value-added waste in the production stream. The ideal of a lean system is one-piece flow, because a lean manufacturer is continuously improving. Most other books on lean management focus on technical methods and offer a picture of how a lean system should look like. Other books provide snapshots of companies before and after lean was implemented. This is the first book to provide technical descriptions of successful solutions and performance improvements. It's also the first book to go beyond snapshots and includes powerful first-hand accounts of the complete process of change; its impact on the entire organization; and the rewards and benefits of becoming lean. At the heart of Becoming Lean are the stories of American manufacturers that have successfully implemented lean methods. The writers offer personalized accounts of their organization's lean transformation. You have a unique opportunity to go inside the implementation process and see what worked, what didn't, and why.

"Bohdan W. Oppenheim has pulled together experience-based insights of experts across industry, government, and academia into a comprehensive sourcebook for lean systems engineering principles and practices. This book can educate those new to lean engineering, as well as provide new insights and enablers that best-in-class organizations will want to adopt." —Dr. Donna H. Rhodes, Principal Research Scientist,

SEArI and LAI, Massachusetts Institute of Technology "Lean for Systems Engineering is targeted at the practitioner who is trying to make systems engineering more effective in her or his organization or program, yet its scholarly underpinnings make the text very suitable for teachers. Educators and trainers who wish to weave lean thinking into their systems engineering curriculum will find this an invaluable text." —Earll M. Murman, Ford Professor of Engineering Emeritus, Massachusetts Institute of Technology "At last, a book that distills years of research and scholarly inquiry into a concise and coherent form for both the student and practitioner. This book will become the favored guide and 'must read' for any engineer and manager trying to establish and maintain lean practices and principles in their systems engineering/product development processes. —J. Robert Wirthlin, PhD, Lt. Col., USAF, Program Director of the Graduate Research and Development Management Program, Air Force Institute of Technology Visiting Faculty, U.S. Air Force Center for Systems Engineering "A vital contribution to linking lean practices to systems engineering. I will definitely use it as a reference for my course and writings on a value approach to product and system development." —Dr. Stanley I. Weiss, Consulting Professor, Dept. of Aeronautics and Astronautics, Stanford University "Taking the opportunity to develop and refine the Lean Enablers for Systems Engineering provided clear direction for Lean Engineering Accelerated Planning at Rockwell Collins. The Lean Enablers form a solid basis for Lean Product Development. Following this checklist and methodology promotes Lean value and waste elimination—and commonsense best practices." —Deborah A. Secor, Principal Project Manager and Lean Master, Rockwell Collins "Bo Oppenheim has been at the forefront of lean systems engineering for the better part of the last decade...An ardent advocate of lean systems engineering, the author has offered an honest appraisal of where lean systems engineering stands today. Practitioners interested in lean systems engineering will find the Lean Enablers especially useful."— Azad M. Madni, PhD, Professor and Director, SAE Program, Viterbi School of Engineering; Professor, Keck School of Medicine, University of Southern California

In *Using Hoshin Kanri to Improve the Value Stream*, leading lean and quality expert Elizabeth Cudney constructs a complete how-to guide that any organization can employ to start a Lean effort correctly and keep it on track. Rooted in practical examples garnered over years of hand-on practice, she illustrates the key principles of lean and value, and

Just because a problem is invisible doesn't mean it's not affecting your operation. While communication, distance, and culture are often ignored as real threats to your results, these unnoticed forces are negatively affecting companies that operate internationally. Globalization has amplified a series of obstacles we not have paid enough attention to in our organizations. Ultimately, it's humans that solve problems in coordination with other humans, and this requires excellent communication. Currently, people must coordinate actions and collaborate with teams sitting in geographically separated places. Misunderstandings and lack of clarity, however, cause high, unbudgeted costs. *Global Lean: Seeing the New Waste Rooted in Communication, Distance, and Culture* highlights the waste created by these interactions and adopts Lean thinking to provide methods, approaches, and real case studies to eliminate these problems at the source. As organizations evolve into global networks, Lean initiatives must now meet new needs. The book follows the story of a CEO and his company that,

while successful in their local environment, are heavily impacted by new obstacles as they expand internationally. It illustrates how they adopt Lean methodologies to bring hidden problems to the surface.

Lean IT Enabling and Sustaining Your Lean Transformation CRC Press

Examines Japan's innovative, highly successful production methods

The book that reinvents Lean for a new generation, a new global culture, and a new benchmark of success Global Kata: Success Through the Lean Business System Reference Model™ sets a new benchmark for the evolution of Lean and strategic improvement. The book and the reference model provide a detailed road map for leading, designing, architecting, implementing, and sustaining a holistic, organization-centric and culturally grounded Lean Business System. The Lean Business System Reference Model™ provides the larger scale blueprint for a higher order, best-in-class, adaptive systematic process of improvement. The reference model incorporates the leadership factors, design guidelines, systematic process architecture, best practices, and performance criteria for building a connected Lean Business System with a higher standard of behavioral alignment and cultural excellence (kata). The author provides both the advanced thought leadership and detailed implementation guidance for a higher order, enterprise-wide process of adaptive systematic improvement while integrating new Lean principles about leadership, evolving technology, innovation, transactional processes, and behavioral alignment and cultural development to create the right improvement kata thinking throughout any organization and in any country. The author provides an excellent perspective on the current state of Lean with its focus on manufacturing tools and principles, and leads the reader through the rethinking, understanding, and integrating of all of the visible and invisible requirements for a successful adaptive systematic and sustainable management process of improvement. The Lean Business System Reference Model™ provides an innovative guide for organizations to advance Lean thinking and execution far beyond the production floor, and to a new level that enables the reinvention of global supply chains, new product development, cash-to-cash, acquisition integration, and other core business processes in a highly complex and technology-enabled enterprise. A major objective of the reference model and this book is to guide organizations away from the superficial mimicking and success-limiting scope of Lean manufacturing principles and tools from other successful organizations -- and to think, innovate, expand boundaries, and become the next global Toyota organization in their own way.

When it comes to making your business more profitable and successful, don't look to re-engineering for answers. A better way is to apply the concept of kaizen, which mean making simple, common-sense improvements and refinements to critical business processes. The result: greater productivity, quality, and profits achieved with minimal cost, time, and effort invested. In this book, you discover how to maximize the results of kaizen by applying it to gembu--business processes involved in the manufacture of products and the rendering of services--the areas of your business where, as the author puts it, the "real action" takes place.

While Lean practices have been successfully implemented into the process industry with excellent results for over 20 years (including the author's own award winning example at Exxon Chemical), that industry has been especially slow in adopting Lean. Part of the problem is that the process industry needs its own version of Lean. The

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Entrepreneur and bestselling author of *The Lean Startup*, Eric Ries reveals how entrepreneurial principles can be used by businesses of all kinds, ranging from established companies to early-stage startups, to grow revenues, drive innovation, and transform themselves into truly modern organizations, poised to take advantage of the enormous opportunities of the twenty-first century. In *The Lean Startup*, Eric Ries laid out the practices of successful startups – building a minimal viable product, customer-focused and scientific testing based on a build-measure-learn method of continuous innovation, and deciding whether to persevere or pivot. In *The Startup Way*, he turns his attention to an entirely new group of organizations: established enterprises like iconic multinationals GE and Toyota, tech titans like Amazon and Facebook, and the next generation of Silicon Valley upstarts like Airbnb and Twilio. Drawing on his experiences over the past five years working with these organizations, as well as nonprofits, NGOs, and governments, Ries lays out a system of entrepreneurial management that leads organizations of all sizes and from every industry to sustainable growth and long-term impact. Filled with in-the-field stories, insights, and tools, *The Startup Way* is an essential road map for any organization navigating the uncertain waters of the century ahead.

Take charge and engage your enterprise in a Lean transformation 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* shows you how to do more with less and create an enterprise that embraces change. In plain-English, 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. This revised edition includes the latest tools, advice, and information that can be used by everyone — from major corporations to small business, from non-profits and hospitals to manufacturers and service corporations. In addition, it takes a look at the successes and failures of earlier Lean pioneers — including Toyota, the inventors of Lean — and offer case studies and hands-on advice. The latest on the Six Sigma and Lean movements The role of technology and the expanding Lean toolbox Case studies enhance the material *Lean For Dummies* gives today's business owners and upper level management in companies of all sizes and in all industries, the tools and information they need to streamline process and operate more efficiently. *Lean Logic* is David Fleming's masterpiece, the product of more than thirty years' work and a testament to the creative brilliance of one of Britain's most important intellectuals. A dictionary unlike any other, it leads readers through Fleming's stimulating exploration of fields as diverse as culture, history, science, art, logic, ethics, myth, economics, and anthropology, being made up of four hundred and four engaging essay-entries covering topics such as Boredom, Community, Debt, Growth, Harmless Lunatics, Land, Lean Thinking, Nanotechnology, Play, Religion, Spirit, Trust, and Utopia. The threads running through every entry are Fleming's deft and original analysis of how our present market-based economy is destroying the very foundations—ecological, economic, and cultural—on which it depends, and his core focus: a compelling, grounded vision for a cohesive society that might weather the consequences. A society that provides a satisfying, culturally-rich context for lives well lived, in an economy not reliant on the impossible promise of eternal economic growth. A society worth living in. Worth fighting for. Worth

contributing to. The beauty of the dictionary format is that it allows Fleming to draw connections without detracting from his in-depth exploration of each topic. Each entry carries intriguing links to other entries, inviting the enchanted reader to break free of the imposed order of a conventional book, starting where she will and following the links in the order of her choosing. In combination with Fleming's refreshing writing style and good-natured humor, it also creates a book perfectly suited to dipping in and out. The decades Fleming spent honing his life's work are evident in the lightness and mastery with which Lean Logic draws on an incredible wealth of cultural and historical learning--from Whitman to Whitefield, Dickens to Daly, Kropotkin to Kafka, Keats to Kuhn, Oakeshott to Ostrom, Jung to Jensen, Machiavelli to Mumford, Mauss to Mandelbrot, Leopold to Lakatos, Polanyi to Putnam, Nietzsche to Næss, Keynes to Kumar, Scruton to Shiva, Thoreau to Toynbee, Rabelais to Rogers, Shakespeare to Schumacher, Locke to Lovelock, Homer to Homer-Dixon--in demonstrating that many of the principles it commends have a track-record of success long pre-dating our current society. Fleming acknowledges, with honesty, the challenges ahead, but rather than inducing despair, Lean Logic is rare in its ability to inspire optimism in the creativity and intelligence of humans to nurse our ecology back to health; to rediscover the importance of place and play, of reciprocity and resilience, and of community and culture. ----- Recognizing that Lean Logic's sheer size and unusual structure could be daunting, Fleming's long-time collaborator Shaun Chamberlin has also selected and edited one of the potential pathways through the dictionary to create a second, stand-alone volume, *Surviving the Future: Culture, Carnival and Capital in the Aftermath of the Market Economy*. The content, rare insights, and uniquely enjoyable writing style remain Fleming's, but presented at a more accessible paperback-length and in conventional read-it-front-to-back format.

Today's customers want it all and they want it now: innovation, speed, agility, and value. How can you drive operational excellence, stimulate growth, and accelerate idea-to-value innovation throughout your enterprise? Shingo Prize-winning author Steve Bell, joined by other thought leaders, offers useful insights and examples you can start using now. *Run Grow Transform* takes the next logical step to driving enterprise value. This could be the game-changing playbook for IT 3.0. -Mark Katz, CIO & Senior Vice President, Esselte Corporation A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business. -Tom Paider, IT Build Capability Leader, Nationwide The consistent application of the practices described in this book has enabled Embraer to reap huge gains. I recommend this book as a desktop companion. -Alexandre Baule, Vice President Information Systems, Embraer *Run Grow Transform* takes the reader a leap forward, ready for immediate application to bridge Lean and innovation. -Melissa Barrett, Enterprise Architecture & IT Strategy, Premera Blue Cross This book focuses on the most critical and challenging issue for any aspect of the development or use of IT: creating a collaborative learning culture. -Jeffrey K. Liker, Shingo Prize-Winning Author of *The Toyota Way* *Run Grow Transform* sets out the principles and practices necessary for success in the new economy. -Jez Humble, author of *Continuous Delivery* Steve Bell has hit another home run with this book. Either your organization will adopt the wisdom contained in this book and thrive, or your competitors will do so and put you out of business. -Scott Ambler, author *Disciplined Agile Delivery* and 19 other books It's rare to see truly new insight added to

the Lean discussion. Steve Bell does just that by continuing to push the frontiers of Lean thinking. -Alexander Brown, COO, Scrum Inc. A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business. -Tom Paider, IT Build Capability Leader, Nationwide Steve Bell has mapped a new trajectory. I challenge any CIO to read Bell's breakthrough work and not be compelled to start this journey to become a transformative leader in the creation of real and sustainable value. -Jeffrey Barnes, Society for Information Management (SIM), Regional Director, Advanced Practices Council All too often the IT organization is viewed as an impediment to lean transformation, when it truly can be a catalyst. Steve's book sorts out all the noise, the jargon, and the "hero culture", guiding the reader to what is so obvious, yet so hard to see: build your culture around your customer! -Josh Rapoza, Director of Web Strategy and Operations, Lean Enterprise Institute Aligning Lean and IT is a great challenge with a big payoff. This book really shows how Lean and IT can create a strong enterprise; it's a great inspiration. -Klaus Lyck Petersen, Solar A/S A must read for any organization that is pursuing continuous improvement. In today's world, real business improvement cannot be achieved without the IT factor; this book will help any organization achieve the improvement that they are seeking. -Barry J. Brunetto, Vice President, Information Systems, Blount International Precise, concise, and entertaining, this book provides the reader with crucial tips on how IT can help enterprises survive and thrive in a fast-paced technological and economic environment. This is mandatory reading not only for businesses and IT organizations, but also for universities and policy makers. -Fuat Alican, PhD, Vice President, Central American Scientific Research and Education Center Not just for Lean Practitioners, Run Grow Transform is a must-have reference for any IT organization, regardless of size, age or industry, looking to move to the next level of performance. -Sarah Topham, Lean Deployment Leader, Information Technology & Product Management, Paychex, Inc. This is a long overdue book that addresses the key challenges for today's IT organization and puts Lean IT into a context that is too often lacking. -James Finister, Tata Consultancy Services The 'business as usual' scenario is not an option in today's economy and global challenges. A transformation in methods, tools and frameworks is needed to guide our business decisions. This book is your first step! -Khuloud Odeh, IT Director, Grameen Foundation Delivering beyond the helpful folk wisdom and narrow techniques and technologies found elsewhere, Steve Bell and his contributors provide practical full value stream lifecycle methods for continuous improvement using Lean in an IT and customer (business) setting. -Martin Erb, Director of Professional Services, Pink Elephant Run Grow Transform clarifies the eternal quest of IT: to simply "running" of the business and to create innovative solutions to grow the business and create sustainable competitive advantage to transform the way customers interact with your business, in plain, actionable advice from one who has been on the front lines. -Tom Foco, Value Stream Solution

Winner of a Shingo Research and Professional Publication Award The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the o
Use Lean Techniques to Integrate Enterprise Systems Faster, with Far Less Cost and

Risk By some estimates, 40 percent of IT budgets are devoted to integration. However, most organizations still attack integration on a project-by-project basis, causing unnecessary expense, waste, risk, and delay. They struggle with integration “hairballs”: complex point-to-point information exchanges that are expensive to maintain, difficult to change, and unpredictable in operation. The solution is Lean Integration. This book demonstrates how to use proven “lean” techniques to take control over the entire integration process. John Schmidt and David Lyle show how to establish “integration factories” that leverage the powerful benefits of repeatability and continuous improvement across every integration project you undertake. Drawing on their immense experience, Schmidt and Lyle bring together best practices; solid management principles; and specific, measurable actions for streamlining integration development and maintenance. Whether you’re an IT manager, project leader, architect, analyst, or developer, this book will help you systematically improve the way you integrate—adding value that is both substantial and sustainable. Coverage includes

- Treating integration as a business strategy and implementing management disciplines that systematically address its people, process, policy, and technology dimensions
- Providing maximum business flexibility and supporting rapid change without compromising stability, quality, control, or efficiency
- Applying improvements incrementally without “Boiling the Ocean”
- Automating processes so you can deliver IT solutions faster—while avoiding the pitfalls of automation
- Building in both data and integration quality up front, rather than inspecting quality in later
- More than a dozen in-depth case studies that show how real organizations are applying Lean Integration practices and the lessons they’ve learned

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