

## Where To Download Standard Work For The Shopfloor The Shopfloor Series

# Standard Work For The Shopfloor The Shopfloor Series

Enabling management to verify that processes are being performed correctly and in an efficient manner, standardized work provides limitless opportunities for process improvements. So much so, that it has become a vital component of improvement efforts in Lean enterprise systems. *New Horizons in Standardized Work: Techniques for Manufacturing and Bus*

Tracing the author's decades-long continuous improvement journey, *Relentless Improvement: True Stories of Lean Transformations* walks readers through vivid shop floor experiences to convey a genuine feel for the environments in which Lean Six Sigma transformations occur. Recounting numerous Lean Six Sigma transformations, it illustrates the spectrum of successful operational tactics. The story starts just outside Detroit, Michigan in the 1970s when the auto industry was booming, and most people in the area worked in the car factories, or in one of the component factories that supplied the Big Three. The complexity and detail of the projects grow chapter by chapter. The book begins by explaining how to manage Lean basics such as applying 5S, shortening product cycle times, and creating standard work. It then progresses to factory Lean Six Sigma transformations. Providing implementation guidance geared to functions on the operational level, the book: Presents stories based on the author's interactions with company leaders and shop-floor employees in the midst of great change Illustrates real-world plant politics and manufacturing situations using compelling stories Highlights valuable lessons learned at the end of each chapter Using an engaging story format, the book recounts the author's career experiences to provide you with a real-

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world understanding of how to use Lean tools. The stories in the book illustrate everything from standard work and takt time to Kaizen events and Total Productive Maintenance. The text also includes accounts of "front end" or administrative processes such as product development and materials handling.

Standardized Work refers to the process of finding and applying the best operational methods that will lead to cost reduction, better product quality, and increased operator safety. This book, the latest in a series dedicated to Standardized Work, focuses on operator training and auditing. It describes the methods and tools used to train operators and then check their work against the standard defined in Standardized Work forms. It also discusses how to introduce these tools in the most effective way. Following in the tradition of the other books in this series, *Implementing Standardized Work: Training and Auditing* covers essential knowledge using a compelling story format. It follows Thomas, a young, high-potential plant manager in an industrial group, as he deploys Standardized Work to turn around a plant that is losing money. This latest installment recounts the next steps in his process—preparing for training, conducting the training itself, and introducing an auditing process to measure its success. The book explains how to structure and present the newly improved operational methods to facilitate the training. It introduces the Job Breakdown Sheet, which gives operators the "why" for actions and provides illustrations covering key points. The book presents a customized version of the training industry's four-step training method that provides simple actionable tools that will help you perform quick and effective operator training. It also provides a number of key tips to ensure the successful establishment of auditing processes. *Implementing Standardized Work: Training and Auditing* provides you with

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the right tools and the right processes to train and sustain Standardized Work. Everyone's role, from the plant manager to the operator, is described and illustrated by simple examples in this book. Covering the essentials of training and auditing in a streamlined, easy-to-understand format, this book can have you applying its concepts in just one day. The philosophy of kaizen, which simply means continuous improvement, needs to be adopted by any organization seeking to implement lean improvements that go beyond cost cutting. Kaizen events are opportunities to make focused changes in the workplace. Kaizen for the Shopfloor takes readers through the critical steps for conducting a very effective kaizen event: one that is well planned, well implemented, and well documented. As the newest addition to the Shingo Prize Winning Shopfloor Series, Kaizen for the Shopfloor distills the complexities of jumpstarting lean processes into an easily accessible format for those frontline employees who make lean possible. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular

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## Manufacturing

The first book in The One-Day Expert series detailed the initial steps that Thomas, a young, high-potential plant manager in an industrial group, took to assess his plant's situation through measurement of operators performance. The second book in the series, Implementing Standardized Work: Writing Standardized Work Forms focuses on the next step

Having no standardization work process means no quality. Everyone will do this task differently. Tracking the source of errors is difficult without the work standard. When a leader perform gemba walk on shop floor to observe the situation, there is no benefit from the walk when there is no standard. In the classic old way of management, companies were and (many are still) following the Tylor's principle, Tylor said that industrial engineers should be the only ones who initiate, create, modify, adapt and improve the process. And workers should follow what the industrial engineers are saying. Standard work is being used to measure employees performance. This is really a contrary to respect for people which is one of the main pillars in the Toyota production system and was the reason why Toyota is a high performance company. Toyota is strong by its people not by its process. Toyota Creates standard work to eliminate wastes, develop employees skills and develop high level of knowledge.

From the brilliant mind of a legend in the LEAN Manufacturing world comes the reasoning behind the importance of using your intellect, challenging your workers and why continuous improvement is not only a helpful tool but a necessity on the shop floor. Mr. Wakamatsu recounts captivating, first hand experiences with the man who changed the way the world looks at manufacturing. "If they do it with three people, we will do it with one!" Taiichi Ohno For anyone wishing to gain

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insight into how the Toyota Production System came to be or who wishes to know more about the founders of the TPS, this book is for you. Through personal accounts and inspirational quotes, the story of Taiichi Ohno and the Toyota Production System is recounted in a manner that will give any reader a solid foundation in the LEAN world. If you have ever read a TPS book and ever wondered just how the founders came to the conclusions they did, what brought about their way of thinking, or how they solved a difficult problem then this book is a must have. Inspiring, insightful and easy to follow, this book is a stepping stone to a greater, more productive state of being.

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 explain 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.

Identifies the most prominent forms of waste in factories, suggests how to combine and simplify operations, and

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provides practical examples

Since the publication of its Shingo Prize-winning predecessor, TWI programs have seen steady growth in usage. As a true understanding of Standard Work has developed, the need for the TWI skills as fundamental tools to achieve Lean objectives has been solidified. The TWI Workbook: Essential Skills for Supervisors, Second Edition has been completely updated to the latest terminology and practice. This edition includes revised forms and tools, as well as new examples that illustrate current day TWI practice. Emphasizing the importance of accident and injury prevention, this edition includes an entirely new section on Job Safety, a fourth TWI module that was developed in Japan using the identical TWI methodology of the original three programs introduced in the original work. This updated edition includes new chapters on: Four Steps of Job Safety: Preventing Accidents before They Happen Two Key Aspects to Safety: Things and People Practicing the JS Method TWI's Problem Solving Training In addition to a new chapter on the TWI problem-solving methodology, this edition contains a new introduction with a more complete description of how TWI was reintroduced into American industry, including detailed information on the contribution TWI made at Toyota that was not available when the original book was published. Focusing on how the TWI skills create and support standardized work as the foundation for Lean and continuous improvement, the book includes detailed explanations on how to determine important steps and find key points that lead the way to standardized work. A new section on making

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a balanced breakdown has also been added, with new examples of Job Instruction breakdowns. The book also features a new conclusion that compares the historical role of TWI with what companies today are experiencing using the TWI methodology.

Accessible to the Lean novice and shop floor employee, *The Basics of Line Balancing and JIT Kitting* explores line balancing and the pre-assembly of components into a finished product in a just-in-time fashion (JIT Kitting). It explains how to use time studies, develop yamazumi charts, discover and eliminate waste, balance your line, and create new

This volume presents a holistic business improvement strategy that targets the right resources and implementation methodologies to the right opportunities that many firms are missing. It shows how to integrate kaizen, lean and six sigma into an improvement initiative across the entire company.

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.

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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

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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."

Proven to increase efficiencies in the manufacturing sector, Standard Work has become a key element in reducing process waste, ensuring patient safety, and improving healthcare services. Part of the Lean Tools for Healthcare Series, this reader-friendly book builds on the

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success of the bestselling, Standard Work for the Shopfloor. Standard Work for Lean Healthcare explains how to apply this powerful Lean tool to increase patient safety and reduce the cost of providing healthcare services. It illustrates how standardization can help you establish best practices for performing daily work and why it should be the cornerstone for all of your continuous improvement efforts. Presented in an easy-to-assimilate format, the book describes work in terms of cycle time, work in process, takt time, and layout. It also: Defines the key concepts of standard work and explores the essential elements of a continuous improvement culture Provides detailed guidance through the process of creating, maintaining, and improving standards Illustrates the application of standardization and standard work in healthcare with a range of examples Includes access to helpful websites and further reading on standardization, standard work, the 5S System, and Lean healthcare A joint effort between the Rona Consulting Group and Productivity Press, this book presents invaluable insights from pioneers in Lean thinking to help you avoid common mistakes that can lead to unnecessary wastes of time and resources. Each richly illustrated chapter includes a chapter summary, reflection questions, and margin assists that highlight key terms, how-to steps, and healthcare examples—making this an essential resource for healthcare professionals starting out on their Lean journey.

This book explains how to sustain lean, or, continuous improvement practices. It introduces the BASICS® lean leadership development path, combining the "human

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aspect" with published BASICS® lean tools. It lays out the methodology to empower, lead, and drive ongoing improvements in your business. The book includes engaging stories and case studies to demonstrate the effectiveness of shop floor management tactics, including visual management tools, gemba walks, standard work, time analysis, kanban, 5S, and more. "Mike Woods urges his retired father into helping out a friend's failing company. But for Bob Woods, another struggle to introduce lean manufacturing quickly rehashes production battles that he's long since fought. And not even the senior Woods, son Mike, or friend Phil and his colleagues really grasp what's in store for them."--Cover.

As distinguished from autonomous maintenance, where the main goal is to restore basic conditions of cleanliness, lubrication, and proper fastening to prevent accelerated deterioration, FEI looks at specific losses or design weaknesses that everyone previously thought they just had to live with. Once your TPM operator teams are progressing with their daily autonomous maintenance activities, you will want to take the next advanced step in TPM training with this book. Key Features: a simple and powerful introduction to P-M Analysis hints for unraveling breakdown analysis numerous ideas for simplifying and shortening setups ideas for eliminating minor stoppages and speed losses basic concepts of building quality into processing real-life examples from a leading Japanese tool company Educate and empower all your workers to support your TPM improvement activities with

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Standard Work for the Shopfloor Productivity Press  
Kaizen event effectiveness is a prerequisite for lean transformation success. It provides the necessary transformational jump-start, momentum, organizational learning and engagement, and sustainable, step-function improvements. The systemic use of kaizen events establishes the technical and cultural foundation for principle-driven kaizen -- the powerful combination of kaizen events and daily kaizen activities. The Kaizen Event Fieldbook brings this all together as an indispensable reference for lean leaders and implementers within any industry and for use at any stage within the lean implementation journey. One of lean's defining characteristics is learning by seeing, doing, and studying. In context with lean theory and lean leadership principles, readers will gain an understanding of the essential "whys" and "hows" of kaizen event standard work and event management, as well as a proven means to sustain the gains. The Fieldbook's multi-phase approach addresses strategy, pre-event planning, execution, and follow-through. Practical examples, over a hundred figures and tables, and many real-life "Gemba Tales" provide for an enriched learning experience. Also included is a chapter on the deployment of a kaizen promotion office, a glossary, and two appendices, which offer blank forms and an overview of daily kaizen.

Cellular Manufacturing: One-Piece Flow for Workteams introduces production teams to basic cellular manufacturing and teamwork concepts and orients them for participating in the design of a new production cell. Use this book to get everyone on board to reduce lead

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time, work-in-process inventory, and other profit-draining wastes. Each chapter includes an overview and a summary to reinforce concepts, as well as reflection questions, which can be used to encourage group discussions. This volume is part of Productivity Press' Shopfloor Series, which offers a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics

Standardized Work with TWI: Eliminating Human Errors in Production and Service Processes presents the Training within Industry (TWI) program and describes how it can influence and alter one's understanding of work standardization. Work standardization is the key to eliminating human errors from manufacturing and service processes. Work standardization is not just the creation of job instructions—it is a comprehensive approach in which employees are formally trained and their skills in the area of work improvement are developed by kaizen sessions. With poor instructions, though, the effectiveness of these two key activities in the work standardization process is practically impossible to achieve. The book introduces you to 41 rules for standard work instruction (SWI) preparation. Following these rules will ensure that the instructions in your company are ideally suited to train operators and improve work. The author developed these rules based on his professional experience and practice within the TWI program in more than 120 manufacturing and service enterprises, while creating thousands of SWIs. These rules are a clear set of signposts that will help you develop a correct SWI on the first attempt without any

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unnecessary correction of errors. The quality of SWIs significantly affects how on-the-job training sessions are run, as well as how work analysis with respect to improvement is conducted.

Standard work is an agreed upon set of work procedures that effectively combines people, materials, and machines to maintain quality, efficiency, safety, and predictability. Work is described precisely in terms of cycle time, work in process, sequence, time, layout, and the inventory needed to conduct the activity. Standard work begins as an improvement baseline and evolves into a reliable method. It establishes the best activities and sequence steps to maximize performance and minimize waste. In this book you will learn about: The characteristics of standards Key benefits and applications of standardization Standard work concepts and calculations Standard work steps and documentation Using standard work manuals, charts, and worksheets Cell staffing (line balancing and full work) Productivity's Shopfloor Series books offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Series books, Standard Work for the Shopfloor includes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production techniques in the hands of your entire workforce.

Presenting an alternate approach to supply chain management, *Lean Supply Chain Management Essentials: A Framework for Materials Managers*

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explains why the traditional materials planning environment, typically embodied by an Enterprise Resource Planning (ERP) system, is an ineffective support system for a company that wants to adopt Lean practices. It begins by defining supply chain management basics, including roles, objectives, and responsibilities from a traditional framework. Next, it describes Lean basics and explores the conflicts between Lean and the traditional framework. The book focuses on the materials management aspects of Lean, such as leveling work into the value stream, heijunka scheduling, standard work, and the concept of intervals, including Every Part Every Interval (EPEI). By combining traditional materials management tools, such as Sales and Operations Planning (S&OP), with Lean manufacturing approaches and applying them to different manufacturing environments, the authors clarify the logic behind why you are doing what you're doing with Lean components and how they fit together as a system. Specifically, they explain how to: Determine which leveling strategy to use to smooth production Calculate interval to determine lot sizes in various production environments Apply Lean to purchasing, warehouse, and logistics areas Use your value stream map for green initiatives and risk management Replace capacity planning and shop floor control with visual factory, operator balance charts, EPEI, and plan for every part Illustrating why balancing demand and capacity is better than trying to balance supply and demand, the book includes a definitive chart that matches Lean tools to the planning and control charts that have served as the

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model for ERP systems. It integrates the principles learned from Toyota's fifty-plus-year journey with Lean principles to provide the up-to-date understanding required to approach the application of Lean to your supply chain with a methodology that allows for experimentation, learning, and continuous improvement.

**Lean Production for Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices, Second Edition** introduces Lean philosophy and illustrates the effective application of Lean tools with real-world case studies. From fundamental concepts to integrated planning and control in pull production and the supply chain, the text provides a complete introduction to Lean production. Coverage includes small batch production, setup reduction, pull production, preventive maintenance, standard work, as well as synchronizing and scheduling Lean operations. Detailing the key principles and practices of Lean production, the text also: Illustrates effective implementation techniques with case studies from a range of industries. Includes questions and completed problems in each chapter. Explains how to effectively partner with suppliers and employees to achieve productivity goals Designed for students who have a basic foundation in production and operations management, the text provides a thorough understanding of the principles of Lean. It also offers practical know-how for implementing a culture of continuous improvement on the shop floor and in the office, creating a heightened sense of responsibility in all stakeholders, and enhancing productivity and efficiency

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to improve the bottom line. In this second edition, the author addresses management's role in Lean production. Early observers of Japanese methods focused on the shop floor to see amazing things unlike anything practiced elsewhere. And the thinking was, if the "methods" could be adopted by companies elsewhere, those companies would experience the success of the Japanese. What the early observers hadn't considered were dramatic differences in the way those companies were managed, both daily and strategically. The "management side" of Lean production is addressed in two new chapters, one devoted to daily management, the other to strategy deployment. Additionally, there is a new chapter that addresses breakthrough improvement and an approach to achieving it called Production Preparation Process. Every chapter has been revised and expanded to better tell the story of Lean production—its history, applications, practices, and methods.

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

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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.

Provides Reassurance and Suggestions From Those Who Have Walked the Same Lean Road Perhaps the most fundamental challenge that companies adopting a lean strategy must face is how to sustain initial momentum and develop a corporate culture with an ongoing commitment to that strategy. While efficient tools and strategies are essential to the cause, just as critical is a shared confidence that this endeavor is the right course. While one has to make the road by walking it, knowing that others have walked a similar path can both be instructive and encouraging. Make Rapid Changes and Enjoy Long-Term Success Sustaining Lean: Case Studies in Transforming Culture, the third compilation of articles originally published in AME's well-regarded Target Magazine, provides accounts of challenges encountered and methods applied by organizations in pursuit of lean. While a few of the articles broadly discuss issues involved in long-term transformation, the vast majority provide illuminating and often inspirational case studies. Following an insightful introduction by noted lean expert David Mann, this compelling volume tells the stories of companies that overcame significant cultural challenges. It helps any manager understand what it takes to communicate a vision of improvement and achieve the empowerment of stakeholders vital to rapid change and long-term success.

Standard work is an agreed upon set of work procedures that effectively combines people, materials, and machines to maintain quality, efficiency, safety, and predictability. Work is described precisely in terms of cycle time, work in process, sequence, time, layout, and the inventory needed to conduct the activity. Standard work begins as an improvement

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baseline and evolves into a reliable method. It establishes the best activities and sequence steps to maximize performance and minimize waste. In this book you will learn about: The characteristics of standards Key benefits and applications of standardization Standard work concepts and calculations Standard work steps and documentation Using standard work manuals, charts, and worksheets Cell staffing (line balancing and full work) Productivity's Shopfloor Seriesbooks offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Seriesbooks, Standard Work for the Shopfloorincludes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production techniques in the hands of your entire workforce. Productivity's Shopfloor Seriesbooks offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Seriesbooks, Standard Work for the Shopfloorincludes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production techniques in the hands of your entire workforce.

Beyond Six Sigma and Lean! Design your processes to facilitate real business growth, in both healthy and unhealthy economies Design for Operational Excellence defines why companies embark upon continuous improvement—and the true answer is not to improve efficiency, quality, or eliminate waste! The reason is to achieve Operational Excellence. Duggan, an established authority on OpEx, provides the design criteria and guidelines that enable you to grow your business organically by refocusing management's attention from running the business to growing the business. Founded on eight key principles, this groundbreaking system facilitates

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the continuous flow of value into any operation—from customer service to sales to manufacturing. Kevin J. Duggan is a renowned speaker, executive mentor, and educator in applying advanced lean techniques to achieve Operational Excellence and the author of two books on the subject: *Creating Mixed Model Value Streams* and *The Office That Grows Your Business—Achieving Operational Excellence in Your Business Processes*. As the Founder of the Institute for Operational Excellence, the leading educational center on Operational Excellence, and Duggan Associates, an international training and advisory firm, Kevin has assisted many major corporations worldwide, including United Technologies Corporation, Caterpillar, Pratt & Whitney, Singapore Airlines, IDEX Corporation, GKN and Parker Hannifin. A recognized expert on Operational Excellence, Kevin is a frequent keynote speaker, master of ceremonies, and panelist at international conferences, and has appeared on CNN and the Fox Business Network.

*The Practical, How-to Guide to Succeeding with Kaizen Programs and Events Today* manufacturers need kaizen's continuous productivity improvement and waste reduction techniques more than ever. *Kaizen and Kaizen Event Implementation* provides specific, detailed solutions that have proven successful in real manufacturing environments. Ortiz, author of the best-selling *Lessons from a Lean Consultant*, covers every element of a successful kaizen program and offers techniques for implementing several key kaizen events. Drawing on his unsurpassed, in-the-trenches experience, he shares powerful insights into changing cultures, gaining management buy-in, training, reporting, follow-up, and much more. Whether you're a plant manager, director, engineer, or quality specialist, this book will help you make kaizen work. Avoid common implementation mistakes Find the right champion and establish an effective steering committee

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Create timelines, select teams and leaders, and define objectives Use kaizen events to implement 5S, standard work, Kanban, and new line designs Includes a chapter-length case study from a real manufacturing firm

Winner of a Shingo Research and Professional Publication AwardThe 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

While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, *The Lean Practitioner's Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work* outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and

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culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

In this book, John Allwood establishes the prominence of Standard Work, linking it historically from Taiichi Ohno's own hand to its initial introduction to Western manufacturing and into the waiting hands of Bob Pentland. Bob Pentland later became John Allwood's teacher at Tuthill Pump in Alsip Illinois. Pentland's comments and anecdotes are included throughout the text. John introduces the tools and skills required to perform Time Observations and write Standard Work for the shop floor and then he connects those tools to A PHYSICAL Continuous Improvement Cycle and explains how the CI cycle can be used as a visual control to manage processes. John then explains how these tools and skills line up into a functional "playbook" with which to approach any new and unknown LEAN situations.

Kanban is the name given to the inventory control card used in a pull system. The primary benefit of kanban is to reduce overproduction, the worst of the seven deadly wastes. A true kanban system produces exactly what is ordered, when it is ordered, and in the quantities ordered. It is essentially a dynamic work order that moves with the material. Each kanban identifies the part or subassembly unit and indicates where each one came

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from and where each is going. Used this way, kanban acts as a system of information that integrates your plant, connects all processes one to another, and connects the entire value stream to customer demand. Kanban for the Shopfloor provides a working manual for those seeking to implement this method of production control in any operation. It defines the various terms and methods employed in kanbans, and illustrates how when adhered to, kanban is an element of continuous improvement that ultimately leads to the ideal of one-piece flow." In addition to reducing the waste of overproduction, kanban will help your company increase flexibility to respond to customer demand, coordinate production of small lots and wide product variety, and simplify the procurement process. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used

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throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular Manufacturing  
Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

This book, the third in a series dedicated to Standardized Work, focuses on process improvement. Implementing Standardized Work: Process Improvement begins by explaining why standardization and process improvement are two sides of the same coin—both needing each other to achieve true sustainability.

Describing how to use Standardized Work forms to identify easy opportunities for process improvement, the book includes simple tools and forms that readers can use to achieve quick improvements to boost morale and sustain motivation during the work ahead. Maintaining a focus on process improvement, it covers essential knowledge using a compelling story format. Following in the tradition of other books in The One-Day Expert series, this book tells the story of Thomas, a young, high-potential plant manager in an industrial group. In this installment, Thomas opens a new front line in his quest to turn around the plant's inefficiency. He tries a new type of relationship with the labor union based on mutual trust and constructive partnership, while negotiating a competitiveness plan. Readers will also see how he

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continues to push for the implementation of Standardized Work. Covering the essential methods and tools of process improvement in a manner that is easy to understand, this book can help you become familiar with the key concepts of Standardized Work and process improvement in just one day. That means you can read the book and immediately start implementing improvements that produce quick wins. The book's clear examples and illustrations will guide you through proper application of the techniques discussed.

This book illustrates how the strategic placement of 'error-proofing' devices, which is referred to in this book as Success Every Time (SET), drives up industries' profits and throughput. It highlights the deficiencies of Failure Mode Effects Analysis (FMEA) and compares the strategy to the SET.

While it is a given that most Lean companies adopt methods to standardize cyclical activities, they often fail to apply the same rigor to noncyclical work, believing that it cannot be measured. Standardized Work for Noncyclical Processes cuts to the core of this mistaken belief and shows you how to measure nonrepeating job processes and eliminate w

The formula for Lean success! Toyota veterans reveal how to build continuous improvement into your company's DNA Ever since Toyota introduced the revolutionary Toyota Production System (TPS), businesses have tried to replicate Toyota's success. Few have succeeded over the long term. What businesses have failed to realize is that TPS calls for a fundamentally different way of thinking. Now, at long last,

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here is a straightforward guide that make sense of the thinking culture behind Toyota's phenomenal success. In its pages, authors Tracey and Ernie Richardson speak from the heart as Toyota employees who worked in the Kentucky factory when the company was first introducing its people-first approach in the U.S., and went on in the ensuing decades to teach Lean thinking around the world. In *The Toyota Engagement Equation*, the authors take you through Toyota's own journey of discovery. This deep dive into the company's game-changing work practices reveals how employees were developed, how they were taught to spot and define problems through standardization, how they were coached to solve them, and how they were encouraged to improve their thinking as they moved forward. And you'll see how Toyota developed this simple but profoundly effective approach into an overall management system—and how you can achieve amazing results in your company through the same system. In the world of Lean design and implementation handbooks, *The Toyota Engagement Equation* stands out as a fresh, unique, and authoritative guide to building your business into the Toyota of your industry. As the authors see it, TPS has now evolved to the "Thinking People System!"

*Improving Changeover Performance* is essential reading for managers, engineers and improvement practitioners working in manufacturing industries. It will also prove invaluable to original equipment manufacturers and postgraduates and academic researchers alike. Increasing importance is being placed on responsive, flexible manufacture in multi-product industrial

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environments. The ability to changeover production facilities both quickly and to a high standard is a key component of just-in-time and lean manufacturing paradigms, which are increasingly being adopted as businesses strive to compete in today's volatile and congested markets. Currently industry frequently adopts the SMED (Single Minute Exchange of Die) system, a well-established shop floor method to improve changeovers. This book takes a major step beyond the SMED system, by describing in much greater detail than hitherto the potential role of engineering design, of both substantive and non-substantive nature, to enhance changeovers. It also clearly sets out what better changeover performance can contribute to business competitiveness, and describes the many pitfalls that an improvement initiative can face. Provides overall methodology for changeover improvement Incorporates design into SMED system Recommended by the IMechE Journal of Engineering Manufacture

How do you take talented engineers and surround them with the elements needed to create brilliant designs that lead to market-changing products? Lean 3P is how. Winner of a 2013 Shingo Research and Professional Publication Award ! Written from an operations perspective, The Lean 3P Advantage: A Practitioner's Guide to the Production Preparation Proce

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