

The Complete Lean Enterprise Value Stream Mapping For Office And Services Second Edition

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

Lean Enterprise Value boldly redefines lean production as a framework for enterprise transformation. Extending the prevailing view of lean to one of "eliminating waste with the goal of creating value", the authors explore the core challenge for technically complex industries in the new century. The nine-year Lean Aerospace Initiative study at MIT has provided a "living experiment" for the principles and the value creation framework that is developed and explored in this book. The book's team of authors is comprised of noted scholars and practitioners in the aerospace field. Bringing decades of experience to this critical discussion which faces industries today, their credentials include three members of the US National Academy of Engineering; fellows and past presidents of the Institute of Industrial Engineers and the American Institute of Aeronautics and Astronautics; a fellow of the American Association for the Advancement of Science; a former secretary of the US Air Force; a former head of MIT's Department of Aeronautics and Astronautics; a former deputy dean of MIT's Sloan School of Management; and several authors with significant careers in the aerospace industry and US Navy, many of whom are authors of other books and numerous journal articles. *Lean Production* transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a new agenda and bold vision for the aerospace industry to take it out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises. [Source : 4e de couv.].

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

The first edition of this book won a Shingo Prize for Excellence in Manufacturing Research, and now, following in the tradition of its bestselling predecessor, *The*

Complete Lean Enterprise: Value Stream Mapping for Office and Services, Second Edition details a robust step-by-step approach for implementing Lean initiatives in the service industry and office environments. A must-read for those looking to maximize the value they provide their customers, this new edition describes how to better align value stream improvements to strategic needs. In addition, it engages the entire organization in experimentation and connects a new management system with tiered visuals in support of leader standard work. This updated edition of a Shingo Prize Winner: Features new critical steps in planning and preparing for VSM events Includes new content and examples from the service industry, including healthcare Provides a new examination of future state mapping Details methods for engaging an entire organization in continuous improvement by focusing on socialization Discusses the use of experiments to "learn your way" to a future state Provides examples of tiered visual management and demonstrates the principles of a lean management system Providing improved ways to involve your organization in transformation and to sustain your efforts, the book expands beyond the "tools focus" to challenge your organization to think and act differently in order to change the culture of your organization as you become more effective and efficient. This book details proven methods for aligning the organization for transformation, creating future state visions of improved effectiveness and efficiency, and engaging all levels of the organization in the transformation. After reading it, you will be better prepared to transform y

With 14 new definitions touching on management, healthcare, startups, manufacturing, and service, the 5th edition of the Lean Lexicon, is the most comprehensive edition yet of the handy and practical glossary for lean thinkers. The latest Lexicon, updated in 2014, contains 60+ graphics and 207 terms from A3 Report to Yokoten. The Lexicon covers such key lean terms as andon, jidoka, kaizen, lean consumption, lean logistics, pull, plan-for-every-part, standardized work, takt time, value-stream mapping, and many more. The new terms are: • Basic Stability • Coaching • Gemba Walk • Huddle • Kamishibai Board • Kata • Leader Standard Work • Lean Management • Lean Management Accounting • Lean Startup • Problem Solving • Service Level Agreement • Training Within Industry (TWI) • Value-stream Improvement Unlike most other business glossaries in print or online, the Lexicon, introduced in January 2003, is focused exclusively on lean thinking and practice. Like the past four, the fifth edition of the Lean Lexicon incorporates terms and improvement ideas from our customers. We continue to welcome suggestions from the growing lean community in its traditional industries and beyond.

Lean culture should be developed so that the goal to improve a process or business condition on a continuous basis can be achieved. Organizations with a lean culture have reaped many successful experiences in implementing lean, so it is seen as a legitimate methodology for organizations. New employees coming into an organization that has a lean culture will be taught to see, think, and feel from a lean perspective in dealing with problems in their job. Lean needs to be a cultural mindset for all for an organization to remain successful. The effort to build a lean culture relies on the support and active participation of leaders as the agents of change. Research shows that the success of a lean implementation is around 50% depending on leadership, while the remaining 30% is on finance, 10% on organization and culture, and 10% on skills and expert human resources. In general, leaders play a role in developing subordinates,

problem-solving skills, and producing various continuous improvement efforts. In addition, leaders are responsible for encouraging subordinates to continuously use problem-solving tools as part of their efforts to improve their skills and deal with bigger problems. This book focuses on leadership and the tools required to support a lean initiative. Understanding the basic and valuable tools of lean provides the foundation for leaders in support of their organization initiative. Topics in the book include a description of the eight wastes, organizational level process mapping, lean metrics, and developing a future position. The author includes a discussion and samples of basic lean tools such as Kanban, standard work, and visual management. The author also describes the tools each leader needs to be successful with in creating a culture of lean thinking, including the leader task board, the process performance board, and process walk.

Lean Production transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a new agenda and bold vision for the aerospace industry to take it out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises.

The Complete Lean Enterprise: Value Stream Mapping for Office and Services By Beau Keyte
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. 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-me (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 C-LEVEL GUIDE TO SUCCEEDING WITH LEAN "With 30 years of accumulated experience, Art Byrne is one of the rare few people who can speak with authority about the pitfalls of financial measurement systems, the importance of respect for people, the power of Lean in the marketplace, and the leverage from organizing people around value streams. When he writes 'Go to the Gemba and Run Your Kaizen,' we must take heed." -- MASAOKI IMAI, bestselling author of Kaizen and Gemba Kaizen "In this wonderful and important book,

Byrne shows us that Lean management, understood and practiced correctly, consistently delivers spectacular results." -- BOB EMILIANI, author, Better Thinking, Better Results, and Professor, Connecticut State University "A compelling picture of how Lean techniques and attitudes enable CEOs and senior executives to create a culture for transforming a company and putting it on a highperformance path." -- JERRY J. JASINOWSKI, former President of the National Association of Manufacturers "Art Byrne provides real-world examples of how he exhibited the wisdom and courage to do the right thing, improving work practices at all levels of the organization to deliver the right results for all stakeholders. Which comes first, the wisdom or the courage? Read The Lean Turnaround to find out." -- JOHN SHOOK, Chairman and CEO, Lean Enterprise Institute "Lean is the closest thing to magic I have experienced in my 40 years in business. I recommend Lean and this book to everyone responsible for the performance of a business, particularly those in private equity like me, where leverage magnifies the importance of cash." -- JOHN CHILDS, founder and CEO, of J. W. Childs Associates L.P. "A must-read for any leader interested in understanding the strategic advantages from focusing on activities that add value to the customer experience." -- GARY S. KAPLAN, MD, Chairman and CEO of the Virginia Mason Health System Lean isn't just for manufacturing anymore . . . Few business leaders in the world have applied Lean strategy as successfully as Art Byrne has--and none has the ability to explain how to do it with such succinctness and clarity. Famous for turning around the wire management company Wiremold, where he rethought every aspect of operations from the customer's standpoint--and got everyone else in the company to do likewise--Byrne has successfully implemented Lean strategies in more than 30 companies in 14 different countries. In The Lean Turnaround, this legendary business leader shares everything he has learned during his remarkable career and shows how anyone can achieve similar results. His primary message is this: Lean strategy isn't just for manufacturing. In fact, Byrne is using this very approach in his present position at a private equity firm. Whatever type of company you run, Lean can be used to improve virtually every aspect of operations, from training and leading employees to accounting and payroll issues. The Lean Turnaround explains all the ins and outs of applying Lean strategy to:

- Eliminate waste in every value-added operation
- Deliver consistent value to customers
- Stimulate growth and add jobs
- Increase wealth for all your stakeholders
- Build a company culture of continuous improvement (kaizen)

Instead of attempting to get customers to conform to your way of doing things--which is, sadly, what most managers are taught to do--you need to configure your company to be responsive to the customers. This is at the core of Byrne's method--and it always works.

Explaining how to use Lean principles to drive innovation and strategic portfolio planning, The Innovative Lean Enterprise: Using the Principles of Lean to Create and Deliver Innovation to Customers outlines simple, yet powerful, visual Lean tools that can enhance idea generation and product development. It starts with a discussion of Lean principles and then identifies the applicable portions of Lean that can drive customer value. The book discusses customer value in the form of the benefits your customers desire. It walks you through the processes of using Lean techniques to effectively evaluate the quality of any prospective marketing opportunity and includes examples from a variety of industries, including healthcare. The text discusses value creation, reduction of waste, entrepreneurial system designer, set-based concurrent engineering, and Lean project management. It also includes numerous examples of visual management tools as they apply to innovation to help you develop the understanding required to achieve a competitive advantage for your brand, division, or company through Lean. Despite the obvious need for transparency, a company's Lean results can continue to hide behind the mask of traditional accounting and dilute the benefits of a Lean implementation. When your organization opts to go Lean, you must empower your accountants with Lean tools that serve the Lean mission. Winner of a Shingo Research and Professional Public

LAI is a consortium of US aerospace industry, government, and academia. Established in 1993 by a cooperative agreement with the Air Force ManTech Division, MIT created a consortium to transform the aerospace industry, reinvigorate the workplace, and reinvest in America using a philosophy called "lean." LAI's mission is to research, develop, and promulgate practices, tools, and knowledge that enable and accelerate the envisioned transformation of the greater US aerospace enterprise through people and processes. LAI is an evolving learning and research community that brings together the key aerospace stakeholders. LAI accelerates lean deployment through best practices, shared communication, common goals, and strategic and implementation tools honed from collaborative experience. LAI also promotes cooperation at all levels and facets of an aerospace enterprise, eliminating traditional barriers to improving industry and government teamwork. The greatest benefits are realized when the operating, technical, business, and administrative units of an aerospace enterprise strive for across the board lean performance, transforming itself into a total lean enterprise. LAI recently concluded the Enterprise Value Phase (IV), where it engaged in transforming aerospace entities into total lean enterprises, and delivering value to all stakeholders through research, knowledge, and education.

This publication is in collaboration with the University of Buckingham and is the result of a combined research and review process carried out by the three Editors who belongs to the University of Ferrara, Italy, the University of Buckingham, UK and Swansea University, UK. The book deepens the debate about the lean enterprise from both an academic and a professional management perspective. It thus provides the reader with a sound understanding of the modern lean enterprise and its current evolution. A range of innovative topics are covered, with individual chapters addressing the combinations of lean with hoshin kanri, green management, IT, organizational learning, flow accounting, system thinking, problem solving, internationalization aspects, luxury industry, and product innovation. Since the term "lean" first entered contemporary operations management language in 1990 to describe a set of practices proven to deliver superior performance over mass production systems, the lean approach to waste reduction and value generation has moved from vehicle production to other manufacturing sectors. It has reshaped the support functions of manufacturing businesses and has evolved from private industry into the public sector. Lean thinking is now a dominant model of operations management and has brought with it a new language and toolbox.

In an environment of diminishing resources, growing enrollment, and increasing expectations of accountability, *Lean Higher Education: Increasing the Value and Performance of University Processes* provides the understanding and the tools required to return education to the consumers it was designed to serve the students. It supplies a unifying framew

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

Whether a group of engineers is developing new cars, software applications, aerospace equipment, kitchen appliances, controls, sensors, or any of hundreds of different items, the process they follow is pretty much the same. Except in one company - Toyota, perhaps the most innovative and highly respected car company on the planet. What is

most startling is that Toyota's product development engineers are four times as productive as their counterparts in other companies, according to a study by the National Center for Manufacturing Sciences. Most follow a linear process in developing new products. Toyota's engineers do not. As this book reveals and explains, Toyota's development engineers rely on a development paradigm that is totally different than that found in the West. Companies that are early adopters of the Toyota product development system are certain to realize tremendous advantages over their competitors. This is a change that is coming to businesses everywhere and this book shows the way. It is a must-read for anyone in management.

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

#1 Amazon Bestseller in Lean Management Discover the methods of lean startups that can revolutionize large organizations and their products Even in a tough economic climate, the startup business community has found a way to create innovative, game-changing products in shockingly short timeframes. So why should larger, more established companies take notice? Because they have everything to gain when they examine and adopt the strategies, tools, and attitudes of these smaller competitors. The Lean Enterprise presents a groundbreaking design for revolutionizing larger organizations, one that draws on the ingenious tenets and practices espoused by the startup community. The guidelines in this book will help companies shake the lethargy, bureaucracy, and power struggles that plague large organizations and hold them back from true innovation. At the heart of this resource is a comprehensive, practical approach based on methods, timetables, compensation, financial investment, and case studies that reveal the startup mentality. Respected thought leaders in lean startup methodologies, the authors cover successful enterprise development, development innovation labs, corporate venture arms, and acquisition and integration of startups. Essential reading for entrepreneurs, product managers, executives and directors in Forbes 2000 organizations, and board members Presents the tools and methodologies large businesses need to compete with a new generation of highly-empowered entrepreneurs Covers lean startup culture and principles and identifies the behaviors that are stunting growth at large enterprises Offers a comprehensive, practical approach for developing exciting products and services and opening vast new markets Don't be mystified by the success of startups. Master the methods of this new generation of entrepreneurs and compete on a level playing field.

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

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"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.

The book is divided into three parts. Part I. The Rising economy of "one" gives an overview of what is changing in the social system of production, it refers to the weakening role of central planning and the rising power of individuation in the value creation chain. Part II. Lean Enterprise in theory refers to the principles of lean thinking, the transfer of lean philosophy from East to West and discusses the necessary adaptation to the Western way of thinking and practice. It presents a practice proven method for achieving a lean integrated demand and supply chain and analyses in detail the related implementation steps. Criteria for a successful displacement of a company to a lean state are presented. Part III. Lean Enterprise in practice provides a number of implementation cases in different types of production companies using the method presented in Part II. The goal is to help the reader comprehend how the method can be applied to real lean implementation situations in resolving various issues, ranging from production to the supply chain. A vision of implementation to lean electricity completes the book.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

The Complete Lean Enterprise Value Stream Mapping for Office and Services, Second Edition CRC Press

The first edition of this book won a Shingo Prize for Excellence in Manufacturing Research, and now, following in the tradition of its bestselling predecessor, The Complete Lean Enterprise: Value Stream Mapping for Office and Services, Second Edition details a robust step-by-step approach for implementing Lean initiatives in the

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

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.

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

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

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

A process improvement guide details steps for enabling streamlined operations and a total organizational effort geared toward bottom-line performance, providing coverage of such topics as improving customer satisfaction, shortening cycle times and eliminating non-value-added activities.

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.

Winner of a Shingo Research and Professional Publication Award! At the heart of Lean and Six Sigma is the same, unique business operating system: hoshin kanri. It is a method of strategic planning and a tool for managing complex projects, a quality operating system geared to ensuring that organizations faithfully translate the voice of the customer into new products, and a business operating system that ensures reliable profit growth. The true power of hoshin kanri, however, is two-fold -- it is a superior organizational learning method as well as a competitive resource development system. *Hoshin Kanri for the Lean Enterprise*, by Tom Jackson, explains how you can implement, identify and manage the critical relationships among your markets, design characteristics, production systems, and personnel to satisfy your customers and beat your competition. This practical workbook provides— A new understanding of hoshin kanri as a grand experimental design implemented through a system of team agreements. Clear explanations of the steps of hoshin kanri. A measure of overall business effectiveness used to determine the focus of corporate strategy. A new, improved X-matrix that incorporates a lean "balanced scorecard" for identifying improvement opportunities and converting them readily into bottom line results as a value stream P&L in terms that financial managers and accountants can understand and support. A CD containing forms, meeting agendas, and examples of X-matrices that serve marketing and design engineering as well as manufacturing. This workbook will show you the mechanics of implementing hoshin kanri, so that you can systematically improve your brand equity, implement Lean manufacturing and Six Sigma, and integrate your suppliers into a Lean and Six Sigma organization.

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

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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

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