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Metrics-Based Process Mapping Lean Enterprise Institute
 Transforming our organizations to compete and thrive in today's digital age requires a combination of "old world thinking" of quality and differentiation and "new world thinking" of meeting your market where it wants to be. But making your organization "digital" is a lot more than creating a compelling mobile app and moving to the cloud. To thrive in the new marketplace, you must think and act differently. In this leader's guide to digital transformation, you'll get practical, actionable information on building an employee and customer-obsessed culture that drives speed and efficiency while leveraging technology to sell better

products and services. The guide will teach you how to: understand, articulate, and analyze the value you offer customers; get development and operations to work better together; persuade employees to do things differently; and solve problems in new and creative ways. Whether you work for a small, medium-sized, or large organization, you'll get meaningful guidance on overcoming obstacles that thwart success by learning from others.

Value Stream Management for the Lean Office Penguin

In this book, author Sadao Nomura taps into his decades of experience leading and advising Toyota operations in a wide variety of operations to tell the story of radical improvement at Toyota Logistics & Forklift (TL&F). This book tells in great detail what the author did with TL&F, how they did it, and the dramatic results that

ensued. TL&F has long been a global leader in its industry. TL&F is part of Toyota Industries Corporation, which was founded by Toyota Group founder Sakichi Toyoda almost 100 years ago. Sakichi Toyoda is legendary in the Lean community as the originator of the all-important "JIDOKA" pillar of TPS, which ensures 1) built-in quality and 2) respect for people through ensuring that technology works for people rather than the other way around. Although TL&F seemed to be performing well, insiders knew that, as the founding company of the Toyota group, it needed to do better, especially in the quality performance of its global subsidiary operations. But improvement would not be easy in a company that already prided itself in its history as an exemplar in providing highest quality products and services. In 2006, TL&F requested assistance from

Sadao Nomura. The initial request was for Mr. Nomura to support quality improvement in three global operations that had become part of TL&F through acquisition: US, Sweden, and France. Improvement was expected at these affiliates, but the dramatic nature of the improvement was not. Further, the improvement activities were so powerful that they were also instituted at the parent operations in Japan. Over a period of almost ten years, the company with the name most associated with product quality experienced quality improvement unparalleled in its history. "Dantotsu" means "extreme," "radical," or "unparalleled."

Value Stream Management CRC Press
The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of reaching beyond single-point kaizens to ensure a sustainable lean implementation process. Many people use the value stream map as an individual tool, but not within the context of a proven overall system. **Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements** shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets. DVD Package (see Catalog No. PP7338) A training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to

create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide, **Getting Value out of Agile Retrospectives** Ben Linders Publishing
This is a Fiction book.

Lean Thinking Lean Enterprises Inst Incorporated

The fundamental mathematical tools needed to understand machine learning include linear algebra, analytic geometry, matrix decompositions, vector calculus, optimization, probability and statistics. These topics are traditionally taught in disparate courses, making it hard for data science or computer science students, or professionals, to efficiently learn the mathematics. This self-contained textbook bridges the gap between mathematical and machine learning texts, introducing the mathematical concepts with a minimum of prerequisites. It uses these concepts to derive four central machine learning methods: linear regression, principal component analysis, Gaussian mixture models and support vector machines. For students and others with a mathematical background, these derivations provide a starting point to machine learning texts. For those learning the mathematics for the first time, the methods help build intuition and practical experience with applying mathematical concepts. Every chapter includes worked examples and exercises to test understanding. Programming tutorials are offered on the book's web site.

Untangling with Value Stream Mapping McGraw Hill Professional

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In **Project to Product**, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing,

measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

Storytelling with Data CRC Press

Product Ownership Analysis (POA) is a discipline that can be used to assist teams in creating and delivering exceptional products and services for their customers. The Guide to Product Ownership Analysis provides a foundational understanding of the Product Ownership Analysis discipline and outlines a defined framework, techniques, and case studies for practical application. Look for the Certification for POA at IIBA.org.

CRC Press

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as "post-mortems") are only held at the end of the project—too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today. Now Esther and Diana show you the tools, tricks and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project—not just at the end. This book will help you: Design and run effective retrospectives Learn how to find and fix problems Find and reinforce team strengths Address people issues as well as technological Use tools and recipes proven in the real world With regular tune-ups, your team will hum like a precise, world-class orchestra.

Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results Simon and Schuster

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. *Drive* John Wiley & Sons

Understand value stream mapping in no time! Find out everything you need to know about this powerful tool with this practical and accessible guide. In an increasingly competitive business world, identifying the areas where your company is losing time and money can give you a vital edge. Value stream mapping is one of the most popular tools of lean management and is easy to apply to virtually any production process, allowing you to locate and eliminate sources of waste and streamline your operations. In 50 minutes you will be able to:

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

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

Value Stream Mapping for the Process Industries Enna Products Corporation

Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In *The Outstanding Organization*, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus,

Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for *The Outstanding Organization* "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, *The Laws of Subtraction* "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, *Full Engagement!* "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or

plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

Value Stream Mapping for Lean Development Archway Publishing
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 principles. [Enabling Manufacturing Competitiveness and Economic Sustainability](#) BoD - Books on Demand

"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 Strategos Guide to Value Stream & Process Mapping](#) CRC Press
Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation McGraw Hill Professional

Mapping the Total Value Stream CRC Press

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

Advances in Production Management Systems. Artificial Intelligence for Sustainable and Resilient Production Systems Booksclinic Publishing

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.

Standing on Shoulders IT Revolution Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global

consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn't have to be this way. In *Clarity First*, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders: •Identify and communicate the organization's true purpose •Set achievable priorities •Deliver greater customer value through more efficient processes •Provide greater transparency about true versus assumed performance •Build strong problem-solving and critical thinking capabilities throughout the organization •Develop personal clarity to be a more direct, purposeful, and successful leader

Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs *Clarity First*.

Learning to See CRC Press

Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular *Value Stream Management for the Lean Office*. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only

production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

Guide to Product Ownership Analysis Springer Science & Business Media

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 IT McGraw Hill Professional

Lean Manufacturing, also called lean production, was originally created in Toyota after the Second World War, in the reconstruction period. It is based on the idea of eliminating any waste in the industry, i.e. any activity or task that does not add value and requires resources. It is considered in every level of the industry, e.g. design, manufacturing, distribution, and customer service. The main wastes are: over-production against plan; waiting time of operators and machines; unnecessary transportation; waste in the process itself; excess stock of material and components; non value-adding motion; defects in quality. The diversity of these issues will be covered from algorithms, mathematical models, and software engineering by design methodologies and

technical or practical solutions. This book intends to provide the reader with a comprehensive overview of the current state, cases studies, hardware and software solutions, analytics, and data science in dependability engineering.

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