

Understanding A3 Thinking A Critical Component Of Toyotas Pdca Management System

Performance HubsLean LexiconMastering Lean Product
DevelopmentAdvances in Production Management Systems.
Competitive Manufacturing for Innovative Products and
ServicesCreating a Lean CultureSix Sigma Tool
NavigatorThe Toyota Way to Lean Leadership: Achieving and
Sustaining Excellence through Leadership
DevelopmentFeedback ToolkitThe Outstanding Organization:
Generate Business Results by Eliminating Chaos and
Building the Foundation for Everyday ExcellenceManaging to
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Patient JourneysLean Product and Process Development,
2nd EditionFaster, Better, Cheaper in the History of
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RespondThe Toyota Engagement Equation: How to
Understand and Implement Continuous Improvement
Thinking in Any OrganizationDr. DooRiddles, Book A3Four
Types of ProblemsHoshin Kanri for the Lean
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MethodsLeading the Lean Enterprise Transformation, Second
Edition

Performance Hubs

Building a Global Learning Organization: Using TWI to Succeed with Strategic Workforce Expansion in the LEGO Group describes how a multinational company developed a global structure for learning based on the TWI (Training Within Industry) program to create and sustain standardized work across multiple language and cultural platforms. In this book,

Lean Lexicon

Written by former Toyota associates, *Toyota By Toyota: Reflections from the Inside* focuses on the techniques that revolutionized the industry. It focuses on the purpose of Lean methodologies, techniques, and principles. It compiles more than a century of combined experience from management-level employees who supply little-known insights about the Toyo

Mastering Lean Product Development

The *Creating Level Pull* workbook shows you how to advance a lean transformation from a focus on isolated improvements to improving the entire plantwide production system by implementing a lean production control system. "The workbook is unique because it is a step-by-step case study on how to implement a level, pull-based production control system," said author Art Smalley. This is a new step towards

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"system kaizen that is not yet well understood outside of Toyota. The lean efforts at most companies focus on "point kaizen" (e.g., reducing set up times, implementing 5S, etc.) that improves a small portion of the value stream running from raw materials to finished products. Or they focus on "flow kaizen" that improves the entire value stream for one product family. Creating Level Pull shows how companies can make the leap to "system kaizen" by introducing a lean production control system that ties together the flows of information and materials supporting every product family in a facility. With this system in place, each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the plant.[Source : 4e de couv.].

Advances in Production Management Systems. Competitive Manufacturing for Innovative Products and Services

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, 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

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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!"

Creating a Lean Culture

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

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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.

Six Sigma Tool Navigator

Anticipate and solve problems within your business This book is a practical and accessible guide to understanding and implementing the Ishikawa diagram, providing you with the essential information and saving time. In 50 minutes you will be able to:

- Recognize the benefits of using the Ishikawa diagram for problem-solving and project management
- Clearly identify the root causes of a problem through brainstorming session and categorizing them according to the 5 Ms
- Use your findings to devise a concrete plan of action to tackle the underlying cause of the problem

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50MINUTES.COM provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications are easy to use and they will save you time. They provide elements of theory and case studies, making them excellent guides to understand key concepts in just a few minutes. In fact, they are the starting point to take action and push your business to the next level.

The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined

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experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

Feedback Toolkit

The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence

Encouraging efficiency, clarity, and disciplined thinking, A3 Problem Solving identifies a problem, describes the objective, and summarizes fact finding and action steps, all on a single A3-sized piece of paper. This approach provides all employees at all levels with a method to quickly identify a problem, analyze it to root cause, select appropriate countermeasures, and communicate necessary actions to decision makers. The A3 Workbook: Unlock Your Problem-Solving Mind is designed to teach A3 Problem Solving to workers at every level of an organization. Uniquely qualified to author this workbook, Daniel Matthews is an expert trainer with 30 years of training experience including Lean implementation and Training within Industry (TWI). Fourteen of those years he spent with the Toyota Company, which created and made use of the A3 as a core component of continuous quality improvement. This workbook provides a practical tool for solving specific problems or for making a specific proposal, while also encouraging the development of

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a corporate culture that empowers all employees to support continuous improvement. The workbook follows the progression of a basic A3 Problem Solving format, offering instructions every step of the way. To reinforce learning, it includes — Case studies that readers can use to complete A3s Tips on how to improve the readability of A3s Examples of Problem Solving A3s, and a Proposal A3 Exercises to reinforce what's learned Worksheet templates that can be reproduced for future problem solving An effective problem-solving process is a critical part of implementing efficient business practices and a problem-solving culture is a fundamental component of empowering employees to support business improvements. Both of these components, taken together, can help any organization make continuous improvements on the long journey to creating a more productive and profitable business.

Managing to Learn

FOSTER AND SUSTAIN A "KAIZEN" CULTURE IN YOUR ORGANIZATION FOREWORD BY JOHN TOUSSANT, CEO OF THE DACARE Transforming a culture is far more about emotional growth than technical maturity. Co-written by leaders at the Kaizen Institute, "Creating a Kaizen Culture" explains how to enable an adaptive, excellent, and sustainable organization by leveraging core "kaizen" values and the behaviors they generate. The proven methods presented in this book will dramatically increase your chances of success in implementing a "kaizen" culture by closing the biggest gaps in the correct understanding of: WHAT KAIZEN CULTURE IS AND WHY WE NEED IT HOW EVERYONE, EVERYWHERE CAN PRACTICE "KAIZEN" EVERY DAY THE LEADER'S ROLE IN TURNING KAIZEN CULTURE

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INTO COMPETITIVE ADVANTAGE Based on more than 50 years of combined experience from experts who have successfully used "kaizen" to lead real transformation in a wide variety of industries, "Creating a Kaizen Culture" reveals how to propel rapid and sustainable performance improvement. It provides a detailed and illustrated road map to organized "kaizen" implementation through kaizen events. Real-world examples demonstrate "kaizen" culture in action at Toyota, Zappos, Wiremold, and many other companies. Featuring valuable insights from Kaizen Institute leaders, this practical resource covers: WHY WE NEED A "KAIZEN" CULTURE THE TRUE MEANING OF "KAIZEN" THE ORIGIN OF THE "KAIZEN" EVENT "KAIZEN" AS A STRATEGY IN PRACTICE DAILY "KAIZEN" SUSTAINING A "KAIZEN" CULTURE ORGANIZATIONAL READINESS FOR "KAIZEN" TRANSFORMATION FACING UP TO THE CULTURE MONSTER CASE STUDIES OF REAL-WORLD "KAIZEN" IMPLEMENTATION IN ORGANIZATIONS OF VARIOUS SIZES AND INDUSTRIES.

Problem Solving 101

Ishikawa Diagram

Winner of a 2009 Shingo Research and Professional Publication Prize. Notably flexible and brief, the A3 report has proven to be a key tool In Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3 system. In

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Understanding A3 Thinking, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy. Toyota views A3 Reports as just one piece in their PDCA management approach. Second, the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of examples as well as some very practical advice on how to write and review A3 reports.

Perfecting Patient Journeys

Winner of a 2009 Shingo Research and Professional Publication Prize. Notably flexible and brief, the A3 report has proven to be a key tool In Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3 system. In Understanding A3 Thinking, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy. Toyota views A3 Reports as just one piece in their PDCA management approach. Second, the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of examples as well as some very practical advice on how to write and review A3 reports.

Lean Product and Process Development, 2nd Edition

Six Sigma Tool Navigator is the only lean resource that provides a complete compendium of tools for teams engaged in Six Sigma improvement activities. In addition, it offers actual tools, definitions, and techniques you need to move your organization closer to producing minimal defects. Six Sigma Tool Navigator includes a complete collection of the latest improvement techniques and Six Sigma tool strings. The tool strings allow Six Sigma teams to combine Six Sigma tools to accomplish a particular outcome. Six Sigma Tool Navigator goes beyond mere definitions and—it acts as a true navigator, classifying each tool by process application, description of various applications of the tool, possible links to 'before and after' tools, and problem-solving phases most applicable for the tool. And all of this information and guidance is provided in an easy-to-use format. Six Sigma Tool Navigator will enhance your team facilitation skills and assist you at every step in your diverse problem solving and process-improvement efforts.

Faster, Better, Cheaper in the History of Manufacturing

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The

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Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives

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and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

Developing Lean Leaders at All Levels

Senior experts within the Toyota Production System often draw simple maps when on the shop floor. These maps show the current physical flow of a product family and the information flow for that product family as the wind through a complex facility making many products. Much more important, these simple maps - often drawn on scrap paper - show where steps can be eliminated, flows smoothed, and pull systems introduced in order to create a truly lean value stream for each product family. In 1998 John Shook and Mike Rother of the University of Michigan wrote down Toyota's mapping methodology for the first time in Learning to See. This simple tool makes it possible for you to see through the clutter of a complex plant. You'll soon be able to identify all of the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant and upstream to suppliers. In plain language and with detailed drawings, this workbook explains everything you will need to create accurate current state and future state maps for each of your product families and then to turn the current state into the future state rapidly and sustainably.

The A3 Workbook

Winner of a Shingo Research and Professional Publication Award Lean Production Simplified, Second Edition is a plain language guide to the lean production system written for the

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practitioner by a practitioner. It delivers a comprehensive insider's view of lean manufacturing. The author helps the reader to grasp the system as a whole and the factors that animate it by organizing the book around an image of a house of lean production. Highlights include: A comprehensive view of Toyota's lean manufacturing system A look at the origins and underlying principles of lean Identifying the goals of lean production Practical problem solving for lean production Activities that support involvement - Kaizen circles, suggestion systems, and problem solving This second edition has been updated with expanded information on the Lean Improvement Process; Production Physics and Little's Law - the fundamental equation for both manufacturing and service industries (cycle time = work in process/throughput); Value Stream Thinking - combining processes required to bring the product or service to the customer; Hoshin Planning -- using the Planning and Execution Tree diagram and Problem Solving -- including the "Five Why" method and how to use it. Lean Production Simplified, Second Edition covers each of the components of lean within the context of the entire lean production system. The author's straightforward common sense approach makes this book an easily accessible on-the-floor resource for every operator.

Lean Development and Innovation

The authors argue that lean production should be driven by the desire to achieve optimal customer service by sensing and responding to the customer. The customer is at the centre of the process and the organisation needs to respond in a holistic way so that the customer can impact on the design and delivery of products and processes. The book is

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based upon substantial research and practice by leading practitioners and heralds a paradigm shift in thinking on these issues.

Kaizen Event Fieldbook

The two volumes IFIP AICT 397 and 398 constitute the thoroughly refereed post-conference proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2012, held in Rhodes, Greece, in September 2012. The 182 revised full papers were carefully reviewed and selected for inclusion in the two volumes. They are organized in 6 parts: sustainability; design, manufacturing and production management; human factors, learning and innovation; ICT and emerging technologies in production management; product and asset lifecycle management; and services, supply chains and operations.

Kaizen Forever

"The P-51 Mustang—perhaps the finest piston engine fighter ever built—was designed and put into flight in just a few months. Specifications were finalized on March 15, 1940; the airfoil prototype was complete on September 9; and the aircraft made its maiden flight on October 26. Now that is a lean development process!" —Allen Ward and Durward Sobek, commenting on the development of the P-51 Mustang and its exemplary use of trade-off curves. Shingo Research and Professional Publication Award recipient, 2008 Despite attempts to interpret and apply lean product development techniques, companies still struggle with design quality problems, long lead times, and high development costs. To

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be successful, lean product development must go beyond techniques, technologies, conventional concurrent engineering methods, standardized engineering work, and heavyweight project managers. Allen Ward showed the way. In a truly groundbreaking first edition of *Lean Product and Process Development*, Ward delivered -- with passion and penetrating insights that cannot be found elsewhere -- a comprehensive view of lean principles for developing and sustaining product and process development. In the second edition, Durward Sobek, professor of Mechanical and Industrial Engineering at Montana State University—and one of Ward's premier students—edits and reorganizes the original text to make it more accessible and actionable. This new edition builds on the first one by: Adding five in-depth and inspiring case studies. Including insightful new examples and illustrations. Updating concepts and tools based on recent developments in product development. Expanding the discussion around the critical concept of set-based concurrent engineering. Adding a more detailed table of contents and an index to make the book more accessible and user-friendly. The True Purpose of Product Development Ward's core thesis is that the very aim of the product development process is to create profitable operational value streams, and that the key to doing so predictably, efficiently, and effectively is to create useable knowledge. Creating useable knowledge requires learning, so Ward also creates a basic learning model for development. But Ward not only describes the technical tools needed to make lean product and process development actually work. He also delineates the management system, management behaviors, and mental models needed. In this breakthrough text, Ward: Asks fundamental questions about the purpose and "value added" in product development so you gain a crystal clear understanding of essential issues. Shows you how to find the

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most common forms of “knowledge waste” that plagues product development. Identifies four “cornerstones” of lean product development gleaned from the practices of successful companies like Toyota and its partners, and explains how they differ from conventional practices. Gives you specific, practical recommendations for establishing your own lean development processes. Melds observations of effective teamwork from his military background, engineering fundamentals from his education and personal experience, design methodology from his research, and theories about management and learning from his study of history and experiences with customers. Changes your thinking forever about product development.

Creating Level Pull

An astonishing story that puts a human face on the ongoing debate about immigration reform in the United States, now updated with a new Epilogue and Afterword, photos of Enrique and his family, an author interview, and more—the definitive edition of a classic of contemporary America Based on the Los Angeles Times newspaper series that won two Pulitzer Prizes, one for feature writing and another for feature photography, this page-turner about the power of family is a popular text in classrooms and a touchstone for communities across the country to engage in meaningful discussions about this essential American subject. Enrique’s Journey recounts the unforgettable quest of a Honduran boy looking for his mother, eleven years after she is forced to leave her starving family to find work in the United States. Braving unimaginable peril, often clinging to the sides and tops of freight trains, Enrique travels through hostile worlds full of thugs, bandits, and corrupt cops. But he pushes forward, relying on his wit,

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courage, hope, and the kindness of strangers. As Isabel Allende writes: “This is a twenty-first-century Odyssey. If you are going to read only one nonfiction book this year, it has to be this one.” Praise for Enrique’s Journey “Magnificent . . . Enrique’s Journey is about love. It’s about family. It’s about home.”—The Washington Post Book World “[A] searing report from the immigration frontlines . . . as harrowing as it is heartbreaking.”—People (four stars) “Stunning . . . As an adventure narrative alone, Enrique’s Journey is a worthy read. . . . Nazario’s impressive piece of reporting [turns] the current immigration controversy from a political story into a personal one.”—Entertainment Weekly “Gripping and harrowing . . . a story begging to be told.”—The Christian Science Monitor “[A] prodigious feat of reporting . . . [Sonia Nazario is] amazingly thorough and intrepid.”—Newsday

A3 Problem Solving for Healthcare

In *Developing Lean Leaders at all Levels* we build on the theory in the original book, *The Toyota Way to Lean Leadership*, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader? How can I spread this learning to all parts of the organization? What critical tools are needed to turn the theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

Toyota by Toyota

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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.

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Building a Global Learning Organization

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

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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

Improving Production with Lean Thinking

Kaizen event effectiveness is a prerequisite for lean

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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.

The Toyota Way Fieldbook

Using Toyota's principles for product and process development, this book focuses the implementation of the Lean system during the past 10 years in dozens of corporations across various industries. The book highlights all steps on the journey from common trouble area to remarkable results. As it is written by a manager for other managers, it contains real work discoveries and insights. The author provides case studies from many different fields of

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application. The reader gains insight on US and European companies that successfully streamlined their innovation and product-development processes. These companies have overcome difficult periods and major challenges thanks to the ability to innovate with new Lean methodologies and, above all, a new workplace culture and mindset. The goal of this book is to help managers successfully apply Lean principles in the innovation and development area of their company while benefitting from the author's lessons learned during his many years of capitalized experience. This book provides a comprehensive framework that supports, step-by-step, the successful application of Lean principles in the innovation and development areas of the company. Readers learn how to drastically reduce the time required to develop products and discover and eliminate hidden costs and critical waste while increasing value for customers.

Enrique's Journey

Unique coverage of manufacturing management techniques--completewith cases and real-world examples. Improving Production with Lean Thinking picks up where otherreferences on production processes leave off. It is increasinglyimportant to integrate and systematize lean thinking throughoutproduction/manufacturing and the supply chain because the market isbecoming more competitive, products are becoming more complex, andproduct life is getting shorter and shorter. With a practicalfocus, this book encompasses the science and analytical backgroundfor improving manufacturing, control, and design. It covers specific methodologies and tools for:

- * Material flow and facilities layout, including a six step layoutdesign process
- * The design of cellular layouts
- * Analyzing and improving

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equipment efficiency, including Poka-Yoke, motion study, maintenance, SMED, and more * Environmental improvements, including 5S implementation With real-life case studies of successful European and American approaches to lean manufacturing, this reference is ideal for engineers, managers, and researchers in manufacturing and production facilities as well as students. It bridges the gap between production/manufacturing and supply chain techniques and provides a detailed roadmap to improved factory performance.

Creating a Kaizen Culture: Align the Organization, Achieve Breakthrough Results, and Sustain the Gains

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

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

As competition in the manufacturing sector intensifies, excellence in new product development has become a mandate. Renowned author, educator, and lean product development expert Ron Mascitelli takes the reader through his Event-Driven Lean Product Development process, from its beginnings in innovation, effective problem-solving, knowledge creation, and organizational learning, through to the rapid commercialization of highly successful products.

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This proven and practical approach balances all aspects of market success: customer value, profitability, time-to-market, and quality. Specific topics covered in this Event-Driven Lean Product Development framework include: - Selecting and prioritizing new product opportunities that have a high probability of market success.- Optimizing the productivity of finite development resources, and arbitrating resource conflicts in a multi-project environment.- Implementation of a practical, flexible, event-driven process that ensures the highest degree of cross-functional collaboration at every stage in new product development.- Managing the day-to-day efforts of developers and project teams through Visual Workflow Management.- Capturing the voice-of-the-customer in every new product by systematically identifying and ranking differentiation opportunities.- Building a realistic project schedule that is created and owned by the developers themselves.- Proactively identifying project risks and mitigating them through systematic (A3) problem-solving.- Employing rapid cycles of learning and set-based design to close knowledge gaps and build a foundation of high-value knowledge for future projects.- Implementing the Production Process Preparation (3P) methodology to maximize the manufacturability and quality of each new product. Mastering Lean Product Development represents the definitive roadmap to achieving breakthroughs in speed, efficiency, and customer value for any firm engaged in new product development.

The 7 Kata

A must-read for all managers, leaders, and change agents, Performance Hubs: Engaging Teams in Focused Continuous Improvement supplies a proven system for engagement that

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allows teams to use their own data, understand the need for performance improvement, and drive improvements at their own level. Highlighting common pitfalls in improvement initiati

Understanding A3 Thinking

The industrial revolution, mechanization, water and steam power, computers, and automation have given an enormous boost to manufacturing productivity. "Faster, Better, Cheaper" in the History of Manufacturing shows how the ability to make products faster, better, and cheaper has evolved from the stone age to modern times. It explains how different developments over time have raised efficiency and allowed the production of more and better products with less effort and materials, and hence faster, better, and cheaper. In addition, it describes the stories of inventors, entrepreneurs, and industrialists and looks at the intersection between technology, society, machines, materials, management, and – most of all – humans. "Faster, Better, Cheaper" in the History of Manufacturing follows this development throughout the ages. This book covers not only the technical aspects (mechanization, power sources, new materials, interchangeable parts, electricity, automation), but organizational innovations (division of labor, Fordism, Talyorism, Lean). Most of all, it is a story of the people that invented, manufactured, and marketed the products. The book shows how different developments over time raised efficiency and allowed production of more with less effort and materials, which brought us a large part of the wealth and prosperity we enjoy today. The stories of real inventors and industrialists are told, which includes not only their successes but also their problems and failures. The effect of good or bad management on manufacturing is a recurring theme in many

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chapters, as is the fight for intellectual property through thrilling tales of espionage. This is a story of successes and failures. It is not only about technology but also about social aspects. Ultimately, it is not a book about machines but about people!

Lean Production Simplified, Second Edition

The fun and simple problem-solving guide that took Japan by storm Ken Watanabe originally wrote Problem Solving 101 for Japanese schoolchildren. His goal was to help shift the focus in Japanese education from memorization to critical thinking, by adapting some of the techniques he had learned as an elite McKinsey consultant. He was amazed to discover that adults were hungry for his fun and easy guide to problem solving and decision making. The book became a surprise Japanese bestseller, with more than 370,000 in print after six months. Now American businesspeople can also use it to master some powerful skills. Watanabe uses sample scenarios to illustrate his techniques, which include logic trees and matrixes. A rock band figures out how to drive up concert attendance. An aspiring animator budgets for a new computer purchase. Students decide which high school they will attend. Illustrated with diagrams and quirky drawings, the book is simple enough for a middle-schooler to understand but sophisticated enough for business leaders to apply to their most challenging problems.

Sense and Respond

Kaizen Forever introduces you to the teachings of Chihiro Nakao. Mr. Nakao co-founded the Shingijutsu Company in 1987 at the behest of Taiichi Ohno to teach the principles and

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practices of the Toyota Production System to a wider audience. Nakao-san's teachings will enlighten you on wide-ranging subjects related to business, management, leadership, and more. He does so in ways that nobody else has, and as no one else alive can. This book will make a deep impact on you in practical, intellectual, and emotional ways. It will inspire you to think differently, to be practical and take action, and to learn and improve. There is no end to kaizen. There is no end to what you can learn from this book.

The Toyota Engagement Equation: How to Understand and Implement Continuous Improvement Thinking in Any Organization

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

Dr. DooRiddles, Book A3

The Missing Link to Toyota-Style Success—LEAN LEADERSHIP Winner of the 2012 Shingo Research and Professional Publications Award “This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for anyone interested in lean: it’s both an eye opener and a game changer.” —Michael Ballé, Ph.D., coauthor of *The Gold Mine* and *The Lean Manager* “This will immediately be recognized as the most

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important book ever published to understand and guide 'True North Lean' and the goal of perpetual business excellence."

—Ross E. Robson, President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize "An excellent book that will shape leadership development for decades to come."

—Karen Martin, Principal, Karen Martin & Associates, and author of The Kaizen Event Planner About the Book:

TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company's unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century.

Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger.

Strong branding and respect: Toyota's reputation was instrumental in the company's ability to withstand the recalls-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota

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culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is “as good and perhaps a better model for lean leadership than it ever has been.” of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how.

Four Types of Problems

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

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traditional industries and beyond.

Hoshin Kanri for the Lean Enterprise

Understanding A3 Thinking

The A3 process is a way to look with "new eyes" at a specific problem identified by direct observation or experience. It offers a structure that begins by always defining the issue through the eyes of the customer. In *A3 Problem Solving for Healthcare* Cindy Jimmerson explains an essential tool borrowed from the Toyota Production System, which is an extension of work identified with the well-known Value Stream Map. She offers an easy-to-learn problem-solving method that can be used in every aspect of healthcare to identify, understand, and improve processes that don't support workers in doing their good work. In this compelling book you get: The expertise of a recognized industry expert in Lean principles A practical, easy-to-use workbook Concepts illustrated with numerous A3s in various stages of development Explanation of how to extend the VSM philosophy to a more focused perspective An extensive exploration of the A3 problem-solving tool in healthcare—the first book to do so Through case studies and actual A3s, this book illustrates the simplicity and completeness of the A3 tool and its applications to regulatory documentation as well as activities of daily work.

Toyota Kaizen Methods

The biggest competitive advantage an organization can achieve comes from the synergies created by employees

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skilled in enhancing organizational dynamics. The Seven Kata: Toyota Kata, TWI, and Lean Training supplies time-tested tools and advice to help readers adapt to changing conditions and outcompete their rivals. It explains why a mix of the ski

Leading the Lean Enterprise Transformation, Second Edition

This book provides expert guidance on using feedback as a performance improvement tool. It includes many simple tools readers can use to improve feedback in their work unit. The book suggests that feedback works best when the giver and receiver realize that they are in a dance together.

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