

## **Lean Enterprise: How High Performance Organizations Innovate At Scale (Lean (O'Reilly))**

Winner of a 2013 Shingo Research and Professional Publication Award This practical guide for healthcare executives, managers, and frontline workers, provides the means to transform your enterprise into a High-Quality Patient Care Business Delivery System. Designed for continuous reference, its self-contained chapters are divided into three primary sections: Defines what Lean is and includes some interesting history about Lean not found elsewhere. Describes and explains the application of each Lean tool and concept organized in their typical order of use. Explains how to implement Lean in various healthcare processes—providing examples, case studies, and valuable lessons learned This book will help to take you out of your comfort zone and provide you with new ways to extend value to your customers. It drives home the importance of the Lean Six Sigma journey. The pursuit of continuous improvement is a journey with no end. Consequently, the opportunities are endless as to what you and your organization can accomplish. Forty percent of the authors' profits from this book will be donated to help the homeless through two Baltimore charities.

Praise for the book: ... well-timed and highly informative for those committed to creating deep levels of sustainable change in healthcare. — Peter B. Angood, MD, FACS, FCCM, Senior Advisor – Patient Safety, in National Quality Forum ... the most practical and healthcare applicable book I have ever read on LEAN thinking and concepts. — Gary Shorb, CEO, Methodist Le Bonheur Healthcare ... well written ... an essential reference in the library of all healthcare leaders interested in performance improvement. — Lee M. Adler, DO, VP, Quality and Safety Innovation & Research, Florida Hospital, Orlando; Associate Professor, University of Central Florida College of Medicine ... a must read for all Leadership involved in healthcare. ... I can see reading this book over and over. — Brigit Zamora, BSN, RN, CPAN, CAPA, Administrative Nurse Manager, Florida Hospital, Orlando

Most organizations' change efforts focus solely on eliminating waste in specific departments. While this "lean paradigm" is a good place to start, true enterprise transformation goes much further. Based on years of research and implementation, *Beyond the Lean Revolution* provides a road map for achieving the kind of future-oriented results that enhance value to stakeholders. Authors Deborah Nightingale and Jayakanth help readers achieve this by asking them to address the big-picture questions like, What are the strategic objectives? How is the enterprise performing against those objectives? How should it be? Who are the stakeholders and what do they value? You'll then learn to strategically position your responses to move toward an audacious vision for the future--one where every cog in the complex enterprise system of people, processes, and is successful. Illuminating examples will teach you how to ensure senior leadership remains committed, how to assess your enterprise's current state, and how to analyze stakeholder values so you can plan for future growth. From inception to implementation and beyond, this book provides a holistic framework for bridging the gap from mere change--to genuine transformation.

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Ben is stuck. A development lead with a strong vision for how the intersection of development and operations at his office can be improved, he can't help but feel overwhelmed and discouraged by common problems such as slow turnaround time, rushed and ineffective handover documentation, mounting technical debt, and a lagging QA process. What steps should Ben take to build the momentum needed to create positive changes within his company? In this unique business novel by Dave Harrison and Knox Lively, two DevOps professionals with years of diverse experience in the industry, you follow Ben as he solves work frustrations in order to adopt Agile, DevOps, and microservices architectures for his organization. Achieving DevOps addresses the "Now what?" moment many DevOps professionals face on their journey. The story provides you with the knowledge you need to navigate the internal political waters, build management support, show measurable results, and bring DevOps successfully into your organization. Come away with practical lessons and timeless business concepts. You'll know how to effect change in a company from the bottom up, gain support, and instill a pattern of progressively building on success. Experience Ben's progress vicariously in Achieving DevOps and bridge the gap between inspiration and the implementation of your own DevOps practices. Who This Book Is For Those serving as change agents who are working to influence and move their organizations toward a DevOps approach to software development and deployment: those working to effect change from the bottom up such as development leads, QA leads, project managers, and individual developers; and IT directors, CTOs, and others at the top of an organization who are being asked to lend their support toward DevOps implementation efforts

Hospitals have long relied on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality care at risk, but also increase costs. This is the story of an organization breaking that habit. Like a growing number of healthcare organizations around the world, ThedaCare, Inc. has been using lean thinking and the principles of the Toyota Production System to improve quality of care, reduce waste, and become more reliable. But lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how she and her team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system, using the stories of its doctors, nurses and administrators to illustrate. The book explores each of the eight essential components of the lean system, from front-line problem solving with the scientific method to daily team huddles and creating standard work for leaders all the way to the top of an organization. Finally, the author introduces four executives from healthcare systems across North America who have implemented ThedaCare's system and share the lessons they learned along the way. Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare leaders can customize to their special needs.

Driving Strategy to Execution Using Lean Six Sigma

## Read Online Lean Enterprise: How High Performance Organizations Innovate At Scale (Lean (O'Reilly))

The Lean Startup

The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations

Creating Toyota Cultures Around the World

Using IT for Continuous Improvement

Lean Enterprise Value

A True Story of Building Leaders by Breaking the Rules

Lean IT

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 methodologies 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. Adopting Lean will take time and commitment, but it's vital for harnessing the cultural and technical forces that are accelerating the rate of innovation. 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

Winner of the 2011 Jolt Excellence Award! Getting software released to users is often a painful, risky, and time-consuming process. This groundbreaking new book sets out the principles and technical practices that enable rapid, incremental delivery of high quality, valuable new functionality to users. Through automation of the build, deployment, and testing process, and improved collaboration between developers, testers, and operations, delivery teams can get changes released in a matter of hours—sometimes even minutes—no matter what the size of a project or the complexity of its code base. Jez Humble and David Farley begin by presenting the foundations of a rapid, reliable, low-risk delivery process. Next, they introduce the “deployment pipeline,” an automated process for managing all changes, from check-in to release. Finally, they discuss the “ecosystem” needed to support continuous delivery, from infrastructure, data and configuration management to governance. The authors introduce state-of-the-art techniques, including automated infrastructure management and data migration, and the use of

virtualization. For each, they review key issues, identify best practices, and demonstrate how to mitigate risks. Coverage includes

- Automating all facets of building, integrating, testing, and deploying software
- Implementing deployment pipelines at team and organizational levels
- Improving collaboration between developers, testers, and operations
- Developing features incrementally on large and distributed teams
- Implementing an effective configuration management strategy
- Automating acceptance testing, from analysis to implementation
- Testing capacity and other non-functional requirements
- Implementing continuous deployment and zero-downtime releases
- Managing infrastructure, data, components and dependencies
- Navigating risk management, compliance, and auditing

Whether you 're a developer, systems administrator, tester, or manager, this book will help your organization move from idea to release faster than ever—so you can deliver value to your business rapidly and reliably.

Scale collaboration, not process. If you 're trying to use agile and lean at the program level, you 've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don 't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

"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 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 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.

Insights from MIT's Lean Aerospace Initiative

Ensuring Success and Developing a Framework for Leadership

The Nature of Software Development

The Lean Enterprise

Escape Velocity

How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

Value Stream Mapping for Administrative and Office Processes

## Achieving Successful and Sustainable Enterprise Transformation

How do you develop products that people will actually use and buy? This practical guide shows you how to validate product and company ideas through customer development research—before you waste months and millions on a product or service that no one needs or wants. With a combination of open-ended interviewing and fast and flexible research techniques, you'll learn how your prospective customers behave, the problems they need to solve, and what frustrates and delights them. These insights may shake your assumptions, but they'll help you reach the "ah-ha!" moments that inspire truly great products. Validate or invalidate your hypothesis by talking to the right people Learn how to conduct successful customer interviews play-by-play Detect a customer's behaviors, pain points, and constraints Turn interview insights into Minimum Viable Products to validate what customers will use and buy Adapt customer development strategies for large companies, conservative industries, and existing products

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

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

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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.

Leading the Transformation is executive guide, providing a clear framework for improving development and delivery. Instead of the traditional Agile and DevOps approaches that focus on improving the effectiveness of teams, this book targets the coordination of work across teams in large organizations—an improvement that executives are uniquely positioned to lead.

Applying Lean Principles to Banish Waste and Improve Your Personal Performance  
Accelerate

Welcome Problems, Find Success

Turn The Ship Around!

Applying Agile and DevOps Principles at Scale

Leading the Lean Enterprise Transformation, Second Edition

The Complete Lean Enterprise

The Lean Product Lifecycle

While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, *The Lean Practitioner's Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work* outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

An essential guide to bringing lean to your business and your life *The Lean Book of Lean* provides a succinct overview of the concepts of Lean, explains them in everyday terms, and shows how the general principles can be applied in any business or personal situation. Disengaging the concept of Lean from any particular industry or sector, this book brings Lean out of the factory to help you apply it anywhere, anytime.

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You'll learn the major points and ideas along with practical tips and hints, and find additional insight in the illustrative examples. Lean is all about achieving the desired outcome with the minimum amount of fuss and effort, and this book practises what it preaches – concise enough to be read in a couple of sittings, it nonetheless delivers a wealth of information distilled into the essential bits you need to know. The Lean Book of Lean discards unnecessary specialisation and minute detail, and gets to the point quickly, so you can get started right away. Understand the basic principles of lean  
Recognise lean behaviours that come naturally  
Study examples of lean practices, policies, behaviours, and operations  
Apply lean concepts to both your business and personal life  
Lean is about being agile, efficient, responsive, productive, and smart. It applies to any and every aspect of life, from the factory floor to your morning routine. The Lean Book of Lean is the quick, smart guide to employing lean principles every day, so you can start doing more with less.

Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller *The Lean Startup*, that have fueled technology breakthroughs touching every aspect of our lives, *Lean Impact* turns our attention to a new goal - radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. *Lean Impact* offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, *Lean Impact* is an essential guide to maximizing social impact and scale.

Many organizations develop strategic plans that gather dust on bookshelves. Many other organizations employ Lean and Six Sigma methodologies to eliminate waste and reduce process variation only to find they are not moving the big bars that measure success for the organization. *Driving Strategy to Execution Using Lean Six Sigma: A Framework for Crea*

*A Lean Management System for Healthcare*

*Ask the Right Questions*

*Why Toyota's System Is Four Times More Productive and How You Can Implement It*  
*An Executive's Guide to Disciplined Agile*

*How Corporations Can Innovate Like Startups*

*How to Make Products People Want*

*Reliable Software Releases through Build, Test, and Deployment Automation (Adobe Reader)*

Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work  
*What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? The Lean Mindset shows how lean companies really work—and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by gaining unprecedented insight into their real needs, and building products and services that fully anticipate those needs Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in The Lean Mindset, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love. A transformative system that shows leaders how to rethink their strategies, retool their capabilities, and revitalize their businesses for stronger, longer-lasting success. There's a learning curve to running any successful business. But when leaders begin to rely on past achievements or get stuck in old thinking and practices that no longer work, they need to take a step back—and unlearn. This innovative and actionable framework from executive coach Barry O'Reilly shows leaders how to break the cycle and move away from once-useful mindsets and behaviors that were effective in the past but are no longer relevant in the current business climate and may now stand in the way of success. With this simple but powerful three-step system, leaders can: 1. Unlearn the behaviors and mindsets that keep them and their businesses from moving forward. 2. Relearn the skills, strategies, and innovations that are transforming the world every day. 3. Break through old habits and thinking by opening up to new ideas, perspectives, and resources. Good leaders know they need to continuously learn. But great leaders know when to unlearn the past to succeed in the future. This book shows them the way.*

Lean Enterprise"O'Reilly Media, Inc."

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

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*industries will have fully embraced Lean strategies throughout their IT organizations.*

*—Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great*

*survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD,*

*PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ...*

*makes a major contribution in an often-ignored but much-needed area. —John Bicheno,*

*Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into*

*the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health &*

*Science University*

*Continuous Delivery*

*Lean Enterprise Systems*

*Building Products Your Customers Will Buy*

*How to Innovate for Radically Greater Social Good*

*Lean Impact*

*A Novel About Delivering the Best of Agile, DevOps, and Microservices*

*Beyond the Lean Revolution*

Most business readers have heard of the Lean principles developed for factories a set of tools and ideas that have enabled companies to dramatically boost quality by reducing waste and errors producing more while using less. Yet until now, few have recognized how relevant these powerful ideas are to individuals and their daily work.

Every person at

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.

#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

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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.

The Lean Product Lifecycle is a playbook that provides frameworks, methods and tools to develop innovative new products and business models, while managing your core portfolio.

Follow the Learner

A Factory of One

Winning the Race to Business Agility

Keep It Simple, Make It Valuable, Build It Piece by Piece

Lean Enterprise

Free Your Company's Future from the Pull of the Past

Implementing the Virtual Lean Enterprise, Second Edition

Leading the Transformation

*'David Marquet is the kind of leader who comes around only once in a generation ... his ideas and lessons are invaluable' Simon Sinek, author of Start With Why Captain David Marquet was used to giving orders. In the high-stress environment of the USS Santa Fe, a nuclear-powered submarine, it was crucial his men did their job well. But the ship was dogged by poor morale, poor performance and the worst retention in the fleet. One day, Marquet unknowingly gave an impossible order, and his crew tried to follow it anyway. He realized he was leading in a culture of followers, and they were all in danger unless they fundamentally changed the way they did things. Marquet took matters into his own hands and pushed for leadership at every level. Before long, his crew became fully engaged and the Santa Fe skyrocketed from worst to first in the fleet. No matter your business or position, you can apply Marquet's approach to create a workplace where everyone takes responsibility for their actions, people are healthier and happier - and everyone is a leader.*

*In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai,*

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the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

Lean thinking is too often narrowly focused on physical processes, causing serious shortcomings, which limit Lean's substantial benefits. Revised to consider the emerging global economy, *Lean Performance ERP Project Management, Second Edition* integrates strategy, people, process, and information technology into a project management methodology that applies Lean Thinking to all processes. It leverages Lean principles, tools, and practices to improve and then continuously improve management decision processes, information/support processes, and their linkages to Lean physical processes. New in the Second Edition—

- Provides project managers an overview of lean benefits and challenges to present to Lean Sponsors and Lean Transformation Steering Committees
- Presents a strategy for ERP project managers dealing with Chinese-based manufacturing
- Includes a refreshed discussion of current events in the transition to lean in the global economy
- Discusses new developments such as e-kanban, Radio Frequency Identification (RFID), Customer TAKT, and Operational TAKT
- Features a case study of the Lean Commerce system implemented by Toyota North America

Based on the author's practical management and consulting experience, *Lean Performance ERP Project Management: Implementing the Virtual Lean Enterprise* clearly demonstrates that a lean tool kit requires the participation from all departments of an organization, from product development to fulfillment.

The agile community has figured out how to build and then continually improve very high-performance software development teams. This is akin to creating a race car engine and then evolving it to get more power, better fuel efficiency, and greater speed. Sadly in many cases we take these great engines, put them into an organizational tractor, and then complain that we're not winning the race. What we need to do is take our great race car engines (our development teams), put them into a

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race car (a DevOps ecosystem), have a great pit crew and driver (an effective IT organization), and then provide somewhere to race (an organization that can leverage IT to make money). That's what this book is all about - Moving from optimizing team performance to optimizing the entire enterprise. Business agility - being an adaptive, lean, responsive, and learning organization - is the race that enterprises need to win today. Yet there is no quick fix, no silver bullet, to attain business agility. This is a multi-year journey requiring hard work, experimentation, and most importantly a willingness to improve. The Disciplined Agile framework lowers risks and provides a path to accelerate your journey to business agility. The framework is unique in that it is the only one that puts all the pieces together into a cohesive enterprise roadmap for business agility transformation. This book begins with an overview of the challenges and opportunities that organizations face. We then describe seven principles that provide the underpinnings of the Disciplined Agile framework. Then the book works through Disciplined Agile Delivery (how to build a world-class engine), Disciplined DevOps (the race car), Disciplined Agile IT (the race car and its team), and what it means to be a Disciplined Agile Enterprise (the racing business). The book ends with a plan for starting with an Agile transformation and then evolving into a long-term continuous improvement strategy. Do you have the discipline it takes to win the race to business agility?

*Implementing the Virtual Supply Chain*

*The Role of a Leader in Creating a Lean Culture*

*The Lean Practitioner's Field Book*

*Scaling Collaboration Across the Organization*

*Lean Performance ERP Project Management*

*Unlearn: Let Go of Past Success to Achieve Extraordinary Results*

*A Framework for Creating High Performance Organizations*

*Lean Product and Process Development, 2nd Edition*

**"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.**

**Learn how Lean IT can help companies deliver better customerservice and value *Lean Enterprise Systems* effectively demonstrates how the techniquesderived from Lean Manufacturing, combined with the thoughtfulapplication of information technology, can help all enterprisesimprove business performance and add significant value for theircustomers. The author also demonstrates how the basic concepts ofLean**

**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 improvement 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.**

**You need to get value from your software project. You need it "free, now, and perfect." We can't get you there, but we can help you get to "cheaper, sooner, and better." This book leads you from the desire for value down to the specific activities that help good Agile projects deliver better software sooner, and at a lower cost. Using simple sketches and a few words, the author invites you to follow his path of learning and understanding from a half century of software development and from his engagement with Agile methods from their very beginning. The book describes software development, starting from our natural desire to get something of value. Each topic is described with a picture and a few paragraphs. You're invited to think about each topic; to take it in. You'll think about how each step into the process leads to the next. You'll begin to see why Agile methods ask for what they do, and you'll learn why a shallow implementation of Agile can lead to only limited improvement. This is not a detailed map, nor a step-by-step set of instructions for building the perfect project. There is no map or instructions that will do that for you. You need to build your own project, making it a bit more perfect every day. To do that effectively, you need to build up an understanding of the whole process. This book points out the milestones on your journey of understanding the nature of software development done well. It takes you to a location, describes it briefly, and leaves you to explore and fill in your own understanding. What You Need: You'll need your Standard Issue Brain, a bit of curiosity, and a desire to build your own understanding rather than have someone else's detailed ideas poured into your head.**

**Examines Japan's innovative, highly successful production methods**

**A Concise Guide to Lean Management for Life and Business**

**Leveraging Lean in Healthcare**

**Achieving DevOps**

**Product Development for the Lean Enterprise**

**Transforming Your Enterprise into a High Quality Patient Care Delivery System**

**The Lean Mindset**

**Machine that Changed the World**

### **Lean Thinking**

Until now, Lean thinking has been narrowly focused on physical processes, causing serious shortcomings and failures in obtaining Lean benefits. Lean Performance ERP Project Management integrates strategy, people, process, and information technology into a project management methodology that applies Lean thinking to all processes. It uses Lean principles. "Read this book to learn how to create a company as powerful as Apple."—Guy Kawasaki, former chief evangelist of Apple  
In *Escape Velocity*, Geoffrey A. Moore, author of the marketing masterwork *Crossing the Chasm*, teaches twenty-first century enterprises how to overcome the pull of the past and reorient their organizations to meet a new era of competition. The world's leading high-tech business strategist, Moore connects the dots between bold strategies and effective execution, with an action plan that elucidates the link between senior executives and every other branch of a company. For readers of Larry Bossidy's *Execution*, Clay Christensen's *Innovator's Solution*, and Gary Vaynerchuk's *Crush It!*, and for anyone aiming for the pinnacle of business success, *Escape Velocity* is an irreplaceable roadmap to the top.

Most startups fail. But many of those failures are preventable. The Lean Startup is a new approach being adopted across the globe, changing the way companies are built and new products are launched. Eric Ries defines a startup as an organization dedicated to creating something new under conditions of extreme uncertainty. This is just as true for one person in a garage or a group of seasoned professionals in a Fortune 500 boardroom. What they have in common is a mission to penetrate that fog of uncertainty to discover a successful path to a sustainable business. The Lean Startup approach fosters companies that are both more capital efficient and that leverage human creativity more effectively. Inspired by lessons from lean manufacturing, it relies on "validated learning," rapid scientific experimentation, as well as a number of counter-intuitive practices that shorten product development cycles, measure actual progress without resorting to vanity metrics, and learn what customers really want. It enables a company to shift directions with agility, altering plans inch by inch, minute by minute. Rather than wasting time creating elaborate business plans, The Lean Startup offers entrepreneurs—in companies of all sizes—a way to test their vision continuously, to adapt and adjust before it's too late. Ries provides a scientific approach to creating and managing successful startups in a age when companies need to innovate more than ever.

Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in

## Read Online Lean Enterprise: How High Performance Organizations Innovate At Scale (Lean (O'Reilly))

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

Agile and Lean Program Management

Lean Customer Development

The Lean Book of Lean

Beyond Heroes

Let Go of Past Success to Achieve Extraordinary Results

Enabling and Sustaining Your Lean Transformation

Leading Lean

How High Performance Organizations Innovate at Scale

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 Whether a group of engineers is developing new cars,

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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.

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.

Banish Waste And Create Wealth In Your Corporation