

*Lean Enterprise How Hi*

**Describes how increased competition will necessitate shrewd management of cost, quality, and functionality, and looks at the cases of twenty successful Japanese companies**

**Known worldwide in manufacturing among those striving to maximize productivity and create pull scheduling of production as "the yellow book," this is the premier how to book for companies going lean. Touted by experts**

**everywhere as practical, down-to-earth, and easy to read, it warns of cultural issues that are certain to arise, and gives step by step instructions for making the transformation. It clearly explains such tools as continuous flow, value stream mapping, kanban, kaizen, six sigma, just-in-time (JIT), techniques for quick set-ups, and other pillars of the Toyota Production System. It's full of examples of value stream mapping, how kanban can resolve material supply issues, how kaizen brainstorming can result in startling**

**improvements overnight, how just-in-me (JIT) frees mountains of money tied up in work-in-progress, why Six Sigma quality needs to be built in and not inspected in, how bottlenecks can be eliminated, kanban snafus spotted before they happen, and how instilling a championship mentality in cross-functional teams an lead to increased productivity and continuous improvement that doesn't stop after the initial kaizen event.**

**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. Learn how Lean IT can help companies**

**deliver better customer service and value Lean Enterprise Systems effectively demonstrates how the techniques derived from Lean Manufacturing, combined with the thoughtful application of information technology, can help all enterprises improve business performance and add significant value for their customers. The author also demonstrates how the basic concepts of Lean Manufacturing can be applied to create agile and responsive Lean IT. The book is divided into three parts that collectively explore**

**how people, processes, and technology combine forces to facilitate continuous improvement: \* Part One: Building Blocks of the Lean Enterprise sets forth the essentials of Lean. Readers discover where, when, and how Lean IT adds substantial value to the Lean Enterprise through integrated processes of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. \* Part Two: Building Blocks of Information Systems explores the primary components of an enterprise information**



**system and how these components may be integrated to improve the flow of information supporting value streams. Readers learn how information systems help organize and deliver knowledge when and where it's needed. \* Part Three: Managing Change with IT demonstrates how the skillful combination of process and information technology improvements empowers people to continuously improve the Lean Enterprise. Readers develop the skills to exploit emerging information technology tools**

**and change management methods, crafting a Lean IT framework-reducing waste, complexity, and lead time-while adding measurable value. Executives, managers, and improvement teams across a broad range of industries, as well as IT professionals, can apply the techniques described in this publication to improve performance, add value, and create competitive advantage. The book's clear style and practical focus also makes it an excellent textbook for upper-level undergraduate and**

**graduate courses in business,  
operationsmanagement, and business  
information systems.**

**The Lean Enterprise**

**Lean Thinking**

**Leveraging Lean in Healthcare**

**Lean Enterprise Value**

**An Industrial Engineering Approach to**

**Implementing Lean in High-Mix Low-Volume  
Production Systems**

**Leading the Lean Enterprise Transformation,  
Second Edition**

## **Learning to See**

### **Interorganizational Cost Management**

**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**

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**culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems.**

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**—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**

**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**

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**expert in 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**

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**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 tbuild an enterprise that understands how to respond to disruption**

**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**



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**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**

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**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**

**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.**

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**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**

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**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.**

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**Lean Mastery Collection**

**Fundamentals for Your Lean Journey**

**Kaizen Express**

**Strategies, Methodologies, and Principles for a More Responsive Organization**

**Using IT for Continuous Improvement**

**Insights from MIT's Lean Aerospace Initiative**

**Understanding the Lean Enterprise**

**Leading the Transformation**

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,

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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

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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,

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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.

Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality,



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customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves

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\$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched

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brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

Updated with new information, illustrations, and leadership

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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.

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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

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sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

In the 1950's, the design and implementation of the Toyota Production System (TPS) within Toyota had begun. In the 1960's, Group Technology (GT) and Cellular Manufacturing (CM) were used by Serck Audco Valves, a high-mix low-volume (HMLV) manufacturer in the United Kingdom, to guide enterprise-wide transformation. In 1996, the publication of the book *Lean Thinking* introduced the entire world to Lean. Job Shop Lean integrates Lean with GT and CM by using the five Principles of Lean to guide its implementation: (1) identify value, (2) map the value stream, (3) create flow, (4) establish pull, and (5) seek perfection. Unfortunately, the tools typically

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used to implement the Principles of Lean are incapable of solving the three Industrial Engineering problems that HMLV manufacturers face when implementing Lean: (1) finding the product families in a product mix with hundreds of different products, (2) designing a flexible factory layout that "fits" hundreds of different product routings, and (3) scheduling a multi-product multi-machine production system subject to finite capacity constraints. Based on the Author's 20+ years of learning, teaching, researching, and implementing Job Shop Lean since 1999, this book Describes the concepts, tools, software, implementation methodology, and barriers to successful implementation of Lean in HMLV production systems Utilizes Production Flow Analysis instead of Value Stream Mapping to eliminate waste in different levels of any

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HMLV manufacturing enterprise Solves the three Industrial Engineering problems that were mentioned earlier using software like PFAST (Production Flow Analysis and Simplification Toolkit), Sgetti and Schedlyzer Explains how the one-at-a-time implementation of manufacturing cells constitutes a long-term strategy for Continuous Improvement Explains how product families and manufacturing cells are the basis for implementing flexible automation, machine monitoring, virtual cells, Manufacturing Execution Systems, and other elements of Industry 4.0 Teaches a new method, Value Network Mapping, to visualize large multi-product multi-machine production systems whose Value Streams share many processes Includes real success stories of Job Shop Lean implementation in a variety of production systems such



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as a forge shop, a machine shop, a fabrication facility and a shipping department Encourages any HMLV manufacturer planning to implement Job Shop Lean to leverage the co-curricular and extracurricular programs of an Industrial Engineering department

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

The Innovative Lean Enterprise

Enabling and Sustaining Your Lean Transformation

The Elusive Lean Enterprise

Job Shop Lean

Let Go of Past Success to Achieve Extraordinary Results  
Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work

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Unlearn: Let Go of Past Success to Achieve Extraordinary Results

The book is divided into three parts. Part I. The Rising economy of “one” gives an overview of what is changing in the social system of production, it refers to the weakening role of central planning and the rising power of individuation in the value creation chain. Part II. Lean Enterprise in theory refers to the principles of lean thinking, the transfer of lean philosophy from East to West and discusses the necessary adaptation to the Western way of thinking and practice. It presents a practice proven method for achieving a lean

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integrated demand and supply chain and analyses in detail the related implementation steps. Criteria for a successful displacement of a company to a lean state are presented. Part III. Lean Enterprise in practice provides a number of implementation cases in different types of production companies using the method presented in Part II. The goal is to help the reader comprehend how the method can be applied to real lean implementation situations in resolving various issues, ranging from production to the supply chain. A vision of implementation to lean electricity completes the book.

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This publication is in collaboration with the University of Buckingham and is the result of a combined research and review process carried out by the three Editors who belongs to the University of Ferrara, Italy, the University of Buckingham, UK and Swansea University, UK. The book deepens the debate about the lean enterprise from both an academic and a professional management perspective. It thus provides the reader with a sound understanding of the modern lean enterprise and its current evolution. A range of innovative topics are covered, with individual chapters addressing the combinations of lean with

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hoshin kanri, green management, IT, organizational learning, flow accounting, system thinking, problem solving, internationalization aspects, luxury industry, and product innovation. Since the term “lean” first entered contemporary operations management language in 1990 to describe a set of practices proven to deliver superior performance over mass production systems, the lean approach to waste reduction and value generation has moved from vehicle production to other manufacturing sectors. It has reshaped the support functions of manufacturing businesses and has evolved from private industry into the public

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sector. Lean thinking is now a dominant model of operations management and has brought with it a new language and toolbox.

Don't fly blind. See how the power of experiments works for you. When it comes to improving customer experiences, trying out new business models, or developing new products, even the most experienced managers often get it wrong. They discover that intuition, experience, and big data alone don't work. What does? Running disciplined business experiments. And what if companies roll out new products or introduce new customer experiences

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without running these experiments? They fly blind. That's what Harvard Business School professor Stefan Thomke shows in this rigorously researched and eye-opening book. It guides you through best practices in business experimentation, illustrates how these practices work at leading companies, and answers some fundamental questions: What makes a good experiment? How do you test in online and brick-and-mortar businesses? In B2B and B2C? How do you build an experimentation culture? Also, best practice means running many experiments. Indeed, some hugely successful companies, such as Amazon,

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Booking.com, and Microsoft, run tens of thousands of controlled experiments annually, engaging millions of users. Thomke shows us how these and many other organizations prove that experimentation provides significant competitive advantage. How can managers create this capability at their own companies?

Essential is developing an experimentation organization that prizes the science of testing and puts the discipline of experimentation at the center of its innovation process. While it once took companies years to develop the tools for such large-scale experiments, advances in technology have put these



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tools at the fingertips of almost any business professional. By combining the power of software and the rigor of controlled experiments, today's managers can make better decisions, create magical customer experiences, and generate big financial returns.

Experimentation Works is your guidebook to a truly new way of thinking and innovating.

Lean EnterpriseO'Reilly Media

Ask the Right Questions

Leading the Lean Enterprise Transformation

Made-to-Order Lean

Excelling in a High-Mix, Low-Volume Environment

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A Concise Guide to Lean Management for Life and Business

A Lean Enterprise Approach for Developing High Speed Rail in Japan and Portugal

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

8 Books in 1: Agile Project Management, Lean Analytics, Enterprise, Six Sigma, Startup, Kaizen, Kanban, Scrum

Explaining how to use Lean principles to drive innovation and strategic portfolio planning, The Innovative Lean Enterprise: Using the Principles of Lean to Create and Deliver Innovation

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to Customers outlines simple, yet powerful, visual Lean tools that can enhance idea generation and product development. It starts with a discussion of Lean principles and then identifies the applicable portions of Lean that can drive customer value. The book discusses customer value in the form of the benefits your customers desire. It walks you through the processes of using Lean techniques to effectively evaluate the quality of any prospective marketing opportunity and includes examples from a variety of industries, including healthcare. The text discusses value creation, reduction of waste, entrepreneurial system designer, set-based concurrent engineering, and Lean project management. It also includes numerous examples of visual management tools as they apply to innovation to help you develop the understanding

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required to achieve a competitive advantage for your brand, division, or company through Lean.

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

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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.

This Is How The World's Top Tech Companies Manage Their Projects - Use Their Methods And Let Your Startup Thrive!

This book includes: Lean Startup, Lean Enterprise, Lean Analytics, Agile Project Management, Lean Six Sigma, Kaizen Do you want to run your small business using the same strategies as the leaders in your field? Do you want to have a clear advantage over your competitors? Do you want your customers to be happy and eager to pay you even more? It's time to learn Lean. With Lean Project

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Management, you can create high quality products in less time. You can manage projects in a way that actually empowers and motivates your employees. Last but not least, your customers will LOVE working with you if your company uses Lean and Agile methods. This book will show you how to implement Lean methods in your startup and take it to the next level. With this book, you will:

- Learn the step-by-step process of managing Lean projects
- Maximize your team's productivity with Scrum
- Visualize your workflows with Kanban
- Understand Lean Six Sigma roles and management boards
- Explore The 5S system - pros and cons
- Use Lean Analytics to measure the things that matter
- Adopt the Kaizen mindset to encourages growth and positive change
- Grow and scale your thriving business!

The Lean mindset is your key to

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maximum productivity and genuine leadership. It's your key to innovation and success (and making more money in the process). You can use it to manage everything from your personal projects to a thriving corporation - Lean is scalable, flexible, and empowering. In fact, Lean Project Management can be used in all fields and industries - so dive in and transform your business now! Get your hands on this book before your competitors do. Scroll up, click the "BuyNow" button and Get Your Copy Now!

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.

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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.

Lean Impact

Beyond Heroes



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The Lean Startup

Accelerate

Lean Enterprise

Ensuring Success and Developing a Framework for Leadership

Lean Transformation

The Lean Book of Lean

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

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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.

Winner of a 2013 Shingo Research and Professional Publication Award This practical guide for healthcare executives, managers, and frontline workers, provides the means to

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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

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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

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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

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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

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over. — Brigit Zamora, BSN, RN, CPAN, CAPA, Administrative Nurse Manager, Florida Hospital, Orlando

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

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executives are uniquely positioned to lead.

Four questions determine whether a company is using interorganizational cost management. Does your firm set specific cost-reduction objectives for its suppliers? Does your firm help its customers and/or suppliers find ways to achieve their cost-education objectives? Does your firm take into account the profitability of its suppliers when negotiating component



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pricing with them? Is your firm continuously making its buyer-supplier interfaces more efficient? If the answer to any of these questions is "no", your firm risks introducing products that cost too much or are not competitive. The full potential of the supply network can be realized only when the entire supply chain adopts interorganizational cost management practices. Competitive pressure has led many firms to try to increase the

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efficiency of supplier firms through interorganizational cost management systems, a structured approach to coordinating the activities of firms in a supplier network to reduce the total costs in the network. It is particularly important to lean enterprises for two reasons: Lean enterprises typically outsource more of the added value of their products than their mass producer counterparts. Lean enterprises usually compete more

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aggressively and must manage costs more effectively. Interorganizational cost management can reduce costs in three ways: through product design, through product manufacture and through cooperative approaches between buyers and suppliers to build smoother interfaces. However, more than just cost management must cross interorganizational boundaries. Suppliers are also a major source of innovation for lean enterprises.

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Successful supplier networks encourage every firm in the network to innovate and compete more aggressively. Read this book to learn to manage the supply chain to forge competitive advantage while reducing costs.

Competing Through Confrontation  
How High-Performing Organizations Use  
Continuous Innovation at Scale  
How Corporations Can Innovate Like  
Startups  
When Lean Enterprises Collide

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The Lean Practitioner's Field Book  
The Complete Lean Enterprise  
A Lean Management System for Healthcare

*(Cont.) The results suggest that the lean enterprise concept is very suitable for the development of railway industries to enhance the total enterprise performance, because of the need for large capital investment and its complexity and high technology. Some barriers exist, such as political interventions, but if the lean approach is applied by the representatives of existing stakeholders, it*

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*will greatly help the slow growth Japanese railway industry to prosper. The lean enterprise concept is further tested and validated through application to Portugal's high speed rail construction project. An appropriate strategy for construction of high speed rail, derived from this analysis, generates some useful ideas for the future. At The Danaher Corporation, George Koenigsaecker led the lean transformations of both the automotive and tool groups. He also led The Hon Company's successful lean conversion, which doubled productivity and tripled revenues, leading Industry Week to*

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*recognize HON on their list of the "World's 100 Best Managed Firms." Written to help executives in determining right from wrong during a lean initiative, Leading the Lean Enterprise Transformation shows that lean is more about an approach than it is about tools. It presents the successful strategies and case histories of several key American leaders who have been instrumental in bringing lean to the forefront of various industries. Organized in the chronological sequence that a leader embarking on a lean journey would experience, this lively work: Describes the simple, yet powerful, True*

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*North metrics used by Toyota and describes how they drive every line item in the good direction Explains the use of value stream analysis at the leadership level Shows how to structure successful kaizen events that improve the value stream Presents tactical organizational steps necessary to sustain double-digit improvements Explores the development of a corporate assessment and review structure in support of a lean transformation Introduces leadership tools such as strategy deployment, transformation value stream analysis, and transformation plan of care Lastly, the book discusses what*



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*may well be the least understood and most critical aspect of a lean transformation: the building of a lean culture. That ability is what separates the tactician from the technician. While many books exist that detail all the tools needed for a lean implementation, this book explains those tools needed at the enterprise level by executives, but more importantly it provides potential change agents with the skills to define, develop, and communicate a vision. It helps cultivate the willingness to innovate and learn by doing. Such a course is not for everyone, just leaders.*

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*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*

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*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.*

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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*

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*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*

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*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*

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*Six Sigma organization.*

*How to Change Your Business Into a Lean Enterprise*

*Value Stream Mapping to Add Value and Eliminate Muda*

*Leading Lean*

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

*Lean Enterprise Systems*

*The Lean Mindset*

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*In today's fast-paced and volatile business environment, where customers are demanding increased flexibility and lower cost, companies must operate in a waste-free environment to maintain a competitive edge and grow margins. Lean Enterprise is the process that companies are now adopting to provide superior customer service and improve bottom line performance. Are you contemplating Lean Enterprise for your manufacturing or office facility? Are you already implementing Lean, but dissatisfied with*



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*the speed of change? Do your employees think that Lean is just the new flavor of the month? Are you being forced to go Lean by your customers, or your competitors? Are you anticipating going offshore to cut costs? Irrespective of your situation, this book is for you. The Elusive Lean Enterprise is designed to help guide you through the Lean transformation and avoid the pitfalls. Find out why many companies are failing to live up to the promise of Lean, and why there are alternatives to outsourcing or going offshore. In The*

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*Elusive Lean Enterprise, lean experts Keith Gilpatrick and Brian Furlong show you what to do, what you must not do, and how to make Lean the way business is done in the 21st century. Learn from the mistakes of others and avoid the trial and error implementation process that often kills the initiative. Find out why you must change, how to change, and how to institutionalize the process. Understand the costs of outsourcing or going offshore and compare these to the Lean alternative. For companies that invest the time and*

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*have an effective strategy, Lean Enterprise can produce outstanding results. For those companies that fail to commit to the process and truly change the culture, a Lean Enterprise will truly remain elusive.*

*Toyota Production System methods have rendered remarkable results in high-volume manufacturing plants, but they have not been fully understood and correctly applied in high-mix, low-volume environments. While lean principles do apply, the implementation methods and*

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*tools must be adapted and alternate methods embraced in a low-volume environment. This volume is specifically geared for manufacturers that have hundreds to thousands of active part numbers with few or no ongoing forecasted volumes, and for job shops that build only to order. The primary focus is eliminating non-value-added activities and instituting improvements on the most repetitive jobs, a strategy that gives you more time to produce your low-volume work or one-offs.*

About the author: Greg Lane is a faculty

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*member of the Lean Enterprise Institute and an advisor to the Instituto de Lean Management in Spain. During his time with Toyota, he was one of a handful of candidates selected for a one-year training program conducted by the company's masters. He became certified as a Toyota Production System (TPS) Key Person and continued his work with Toyota, training others in TPS. He has been highly active in working on implementing lean around the world, supporting large and small companies alike. In 1998, he began*

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*to focus his lean endeavors on meeting the specific needs of high-mix, low-volume enterprises. During his time as an independent consultant, Greg purchased and operated his own manufacturing company, which specialized in fast turnaround on high-mix, low-volume parts. Greg used TPS to grow the business and nearly double its sales. Greg and his associates have experience not only at adapting the methods contained in this book, but also in applying other tools that are too numerous to detail here. They can be*

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*reached for further support with your lean transformation via email:*

*glane@lowvolumelean.com*

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*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*

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*Value Stream Mapping for Administrative and Office Processes*

*Using the Principles of Lean to Create and Deliver Innovation to Customers*

*Hoshin Kanri for the Lean Enterprise*

*Applying Agile and DevOps Principles at Scale*

*How to Innovate for Radically Greater Social Good*

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.

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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

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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),

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which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

"The Lean Book of Lean provides a short introduction to a very topical subject, using everyday language and numerous examples to make the principles clear for any reader, at any level and from any sector"--

Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

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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

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innovation. At the heart of this resource is a comprehensive, practical approach based on methods, timetables, compensation, financial investment, and case studies that reveal the startup mentality. Respected thought leaders in lean startup methodologies, the authors cover successful enterprise development, development innovation labs, corporate venture arms, and acquisition and integration of startups. Essential reading for entrepreneurs, product managers, executives and directors in Forbes 2000 organizations, and board members Presents the tools and methodologies large businesses need to compete with a new generation of highly-empowered entrepreneurs Covers lean startup culture and principles and identifies the behaviors that are stunting growth at large enterprises

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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.

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Continuous Delivery

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Project Management, Six Sigma, Kaizen

Lean Project Management

From the Mass Economy to the Economy of One

Supply Chain Development for the Lean Enterprise

Developing Competitive Capabilities and Managing Profit

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*"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*

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*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.*

*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*

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*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*

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*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*

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*Impact is an essential guide to maximizing social impact and scale.*

*Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-*



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*stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow.*

*Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based*

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*on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your*

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*lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.]*

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