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# Standard Work For The Shopfloor Shopfloor Series

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

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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

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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.

Proven to increase efficiencies in the manufacturing sector, Standard Work has become a key element in reducing process

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waste, ensuring patient safety, and improving healthcare services. Part of the Lean Tools for Healthcare Series, this reader-friendly book builds on the success of the bestselling, Standard Work for the Shopfloor. Standard Work for Lean Healthcare explains how to apply this powerful Lean tool to increase patient safety and reduce the cost of providing healthcare services. It illustrates how standardization can help you establish best practices for performing daily work and why it should be the cornerstone for all of your continuous improvement efforts. Presented in an easy-to-assimilate format, the book describes work in terms of cycle time, work in process, takt time, and layout. It also: Defines the key concepts of standard work and explores the essential elements

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of a continuous improvement culture Provides detailed guidance through the process of creating, maintaining, and improving standards Illustrates the application of standardization and standard work in healthcare with a range of examples Includes access to helpful websites and further reading on standardization, standard work, the 5S System, and Lean healthcare A joint effort between the Rona Consulting Group and Productivity Press, this book presents invaluable insights from pioneers in Lean thinking to help you avoid common mistakes that can lead to unnecessary wastes of time and resources. Each richly illustrated chapter includes a chapter summary, reflection questions, and margin assists that highlight key terms, how-to steps, and healthcare

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examples—making this an essential resource for healthcare professionals starting out on their Lean journey.

Enabling management to verify that processes are being performed correctly and in an efficient manner, standardized work provides limitless opportunities for process improvements. So much so, that it has become a vital component of improvement efforts in Lean enterprise systems. *New Horizons in Standardized Work: Techniques for Manufacturing and Bus*

*Lean Production for Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices, Second Edition* introduces Lean philosophy and illustrates the effective application of Lean

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tools with real-world case studies. From fundamental concepts to integrated planning and control in pull production and the supply chain, the text provides a complete introduction to Lean production. Coverage includes small batch production, setup reduction, pull production, preventive maintenance, standard work, as well as synchronizing and scheduling Lean operations. Detailing the key principles and practices of Lean production, the text also: Illustrates effective implementation techniques with case studies from a range of industries. Includes questions and completed problems in each chapter. Explains how to effectively partner with suppliers and employees to achieve productivity goals Designed for students who have a basic foundation in production and operations

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management, the text provides a thorough understanding of the principles of Lean. It also offers practical know-how for implementing a culture of continuous improvement on the shop floor and in the office, creating a heightened sense of responsibility in all stakeholders, and enhancing productivity and efficiency to improve the bottom line. In this second edition, the author addresses management's role in Lean production. Early observers of Japanese methods focused on the shop floor to see amazing things unlike anything practiced elsewhere. And the thinking was, if the "methods" could be adopted by companies elsewhere, those companies would experience the success of the Japanese. What the early observers hadn't considered were dramatic differences in the



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way those companies were managed, both daily and strategically. The "management side" of Lean production is addressed in two new chapters, one devoted to daily management, the other to strategy deployment. Additionally, there is a new chapter that addresses breakthrough improvement and an approach to achieving it called Production Preparation Process. Every chapter has been revised and expanded to better tell the story of Lean production—its history, applications, practices, and methods.

The Foundation of Kaizen

The Ten Commandments of Taiichi Ohno

The TWI Workbook

Standard Work, Continuous Improvement, and Teamwork

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Lean for Small and Medium-Sized Manufacturing Enterprises

TWI Case Studies

Writing Standardized Work Forms

***Cellular Manufacturing: One-Piece Flow for Workteams introduces production teams to basic cellular manufacturing and teamwork concepts and orients them for participating in the design of a new production cell. Use this book to get everyone on board to reduce lead time, work-in-process inventory, and other profit-draining wastes. Each chapter includes an overview and a summary to reinforce concepts, as well as***

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***reflection questions, which can be used to encourage group discussions. This volume is part of Productivity Press' Shopfloor Series, which offers a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics***

***From the brilliant mind of a legend in the LEAN Manufacturing world comes the reasoning behind the importance of using your intellect, challenging your workers and why continuous improvement is not only a helpful tool but a necessity on the shop***

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***floor. Mr. Wakamatsu recounts captivating, first hand experiences with the man who changed the way the world looks at manufacturing. "If they do it with three people, we will do it with one!" Taiichi Ohno For anyone wishing to gain insight into how the Toyota Production System came to be or who wishes to know more about the founders of the TPS, this book is for you. Through personal accounts and inspirational quotes, the story of Taiichi Ohno and the Toyota Production System is recounted in a manner that will give any reader a solid***

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***foundation in the LEAN world. If you have ever read a TPS book and ever wondered just how the founders came to the conclusions they did, what brought about their way of thinking, or how they solved a difficult problem then this book is a must have. Inspiring, insightful and easy to follow, this book is a stepping stone to a greater, more productive state of being. In this groundbreaking sequel to The Gold Mine, authors Michael and Freddy Ballé present a compelling story that teaches readers the most important lean lesson of***

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***all: how to transform themselves and their workers through the discipline of learning the lean system. The Lean Manager: A Novel of Lean Transformation reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a***

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***reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they***

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***operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? The Lean Manager: A Novel of Lean Transformation, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” The Lean Manager gives companies a definitive guide for sustaining their ability to learn and improve operations and***



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***financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That’s why this book matters so much.” The Lean Manager, the sequel to the Ballé’s international bestselling business novel The***

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***Gold Mine, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of The Gold Mine), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant's operations, to foster a lean attitude that sustains continuous improvement. Where The Gold Mine shows you how to introduce a complete lean system, The Lean Manager***

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***demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. "I am excited and have hopes that this book will enlighten readers about what it really***

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***means to live a business transformation that puts customers first and does this through developing people,” said Jeffrey Liker, author of The Toyota Way and professor of Industrial and Operations Engineering at the University of Michigan. “People who do the work have to improve the work. There are tools, but they are not tools for ‘improving the process.’ They are tools for making problems visible and for helping people think about how to solve those problems.”***

***While it is a given that most Lean***

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***companies adopt methods to standardize cyclical activities, they often fail to apply the same rigor to noncyclical work, believing that it cannot be measured. Standardized Work for Noncyclical Processes cuts to the core of this mistaken belief and shows you how to measure nonrepeating job processes and eliminate w***  
***Implementing Standardized Work***  
***Standard Work for Lean Healthcare***  
***Toyota Standard Work***  
***Standard Work Is a Verb***  
***The Lean Practitioner's Field Book***

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### ***True Kaizen A Comprehensive Guide to Lean Methodologies and Management Practices, Second Edition***

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

A Plan for Every Part (PFEP) is all about determining the right part at the right time, in the quantity needed. Turbo Flow:

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Using Plan for Every Part (PFEP) to Turbo Charge Your Supply Chain explains how to take this detailed inventory plan from the manufacturing arena and apply it to boost performance and cost efficiencies in your supply chain. It explains how to use PFEP to improve management of your raw materials, WIP, and finished goods inventories. Tapping into two decades of combined experience at Toyota Motor Manufacturing, the authors explains how to use PFEP to determine how much you need to build, the proper frequency for deliveries, how often you need to pick up from suppliers, and how much inventory you require. Presents an overview of PFEP for finished goods Discusses internal route planning and design using PFEP data Details external logistics and synchronization of manufacturing, logistics, and inventory

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cycles For those willing to fundamentally change the way they do business, this book will light the path to more efficient and profitable supply chain management.

If your goal is 100% zero defects, here is the book for you — a completely illustrated guide to poka-yoke (mistake-proofing) for supervisors and shop-floor workers. Many poka-yoke ideas come from line workers and are implemented with the help of engineering staff or tooling or machine specialists. The result is better product quality and greater participation by workers in efforts to improve your processes, your products, and your company as a whole. The first section of the book uses a simple, illustrated format to summarize many of the concepts and main features of poka-yoke. The second section shows 240 examples of poka-yoke improvements



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implemented in Japanese plants. The book: Organizes examples according to the broad issue or problem they address. Pinpoints how poka-yoke applies to specific devices, parts and products, categories of improvement methods, and processes. Provides sample improvement forms for you to sketch out your own ideas. Use Poka-yoke in study groups as a model for your improvement efforts. It may be your single most important step toward eliminating defects completely. (For an industrial engineering perspective on how source inspection and poka-yoke can work together to reduce defects to zero, see Shigeo Shingo's Zero Quality Control.) Accessible to the Lean novice and shop floor employee, The Basics of Line Balancing and JIT Kitting explores line balancing and the pre-assembly of components into a

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finished product in a just-in-time fashion (JIT Kitting). It explains how to use time studies, develop yamazumi charts, discover and eliminate waste, balance your line, and create new

A Daily Path to Sustainable Improvement

The Basics of Line Balancing and JIT Kitting

The Work of Management

Poka-Yoke

Pull Production for the Shopfloor

Develop and Empower Lean Leaders to Sustain Continuous Improvement

New Manufacturing Challenge

*Since the publication of its Shingo Prize-winning predecessor, TWI programs have seen steady growth in usage. As a true*

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*As understanding of Standard Work has developed, the need for the TWI skills as fundamental tools to achieve Lean objectives has been solidified. The TWI Workbook: Essential Skills for Supervisors, Second Edition has been completely updated to the latest terminology and practice. This edition includes revised forms and tools, as well as new examples that illustrate current day TWI practice. Emphasizing the importance of accident and injury prevention, this edition includes an entirely new section on Job Safety, a fourth TWI module that was developed in Japan using the identical TWI methodology of the original three programs introduced in the original work. This updated edition includes new chapters on: Four Steps of Job Safety: Preventing Accidents before They Happen Two Key Aspects to Safety: Things and People*

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*Practicing the JS Method TWI's Problem Solving Training In addition to a new chapter on the TWI problem-solving methodology, this edition contains a new introduction with a more complete description of how TWI was reintroduced into American industry, including detailed information on the contribution TWI made at Toyota that was not available when the original book was published. Focusing on how the TWI skills create and support standardized work as the foundation for Lean and continuous improvement, the book includes detailed explanations on how to determine important steps and find key points that lead the way to standardized work. A new section on making a balanced breakdown has also been added, with new examples of Job Instruction breakdowns. The book also features a new conclusion that compares the*

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*historical role of TWI with what companies today are experiencing using the TWI methodology.*

*TWI Case Studies: Standard Work, Continuous Improvement, and Teamwork provides the insight of leading experts to assist in the execution of Training Within Industry (TWI) the game-changing business tool. Presented as a series of case studies from a range of corporations with a variety of products and needs, it illustrates the rebirth of TWI program*

*Standard work is an agreed upon set of work procedures that effectively combines people, materials, and machines to maintain quality, efficiency, safety, and predictability. Work is described precisely in terms of cycle time, work in process, sequence, time, layout, and the inventory needed to conduct the activity. Standard work begins as an improvement*

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*baseline and evolves into a reliable method. It establishes the best activities and sequence steps to maximize performance and minimize waste. In this book you will learn about: The characteristics of standards Key benefits and applications of standardization Standard work concepts and calculations Standard work steps and documentation Using standard work manuals, charts, and worksheets Cell staffing (line balancing and full work) Productivity's Shopfloor Seriesbooks offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Seriesbooks, Standard Work for the Shopfloorincludes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production*

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*techniques in the hands of your entire workforce. It work) Productivity's Shopfloor Series books offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Series books, Standard Work for the Shopfloor includes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production techniques in the hands of your entire workforce.*

*In this book, John Allwood establishes the prominence of Standard Work, linking it historically from Taiichi Ohno's own hand to its initial introduction to Western manufacturing and into the waiting hands of Bob Pentland. Bob Pentland later became John Allwood's teacher at Tuthill Pump in Alsip*

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*Illinois. Pentland's comments and anecdotes are included throughout the text. John introduces the tools and skills required to perform Time Observations and write Standard Work for the shop floor and then he connects those tools to A PHYSICAL Continuous Improvement Cycle and explains how the CI cycle can be used as a visual control to manage processes. John then explains how these tools and skills line up into a functional "playbook" with which to approach any new and unknown LEAN situations.*

*One-Piece Flow for Workteams*

*A Breakthrough Strategy for Business Growth*

*Just-in-Time for Operators*

*Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work*



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*a lean material-handling guide for operations, production-control, and engineering professionals*

*Training and Auditing*

**Like all Shopfloor Series books, Identifying Waste on the Shopfloor presents concepts and tools in simple and accessible language. The book includes many illustrations and examples to explain basic concepts and some of the challenges that are encountered when looking for and eliminating waste.**

**Identifying Waste on the Shopfloor is the ideal compliment to 5S, TPM, and other tools for building a lean manufacturing operation. Productivity's Shopfloor Series books offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Identifying Waste on the**

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**Shopfloor and all our Shopfloor Series books include innovative instructional features that are the signature of the series. The goal: to place powerful and proven improvement tools in the hands of your entire workforce.**

**This volume presents a holistic business improvement strategy that targets the right resources and implementation methodologies to the right opportunities that many firms are missing. It shows how to integrate kaizen, lean and six sigma into an improvement initiative across the entire company.**

**The philosophy of kaizen, which simply means continuous improvement, needs to be adopted by any organization seeking to implement lean improvements that go beyond cost cutting.**

**Kaizen events are opportunities to make focused changes in the workplace. Kaizen for the Shopfloor takes readers through the**

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**critical steps for conducting a very effective kaizen event: one that is well planned, well implemented, and well documented. As the newest addition to the Shingo Prize Winning Shopfloor Series, Kaizen for the Shopfloor distills the complexities of jump starting lean processes into an easily accessible format for those frontline employees who make lean possible. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major**

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**concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Kanban is the name given to the inventory control card used in a pull system. The primary benefit of kanban is to reduce overproduction, the worst of the seven deadly wastes. A true kanban system produces exactly what is ordered, when it is ordered, and in the quantities ordered. It is essentially a dynamic work order that moves with the material. Each kanban identifies the part or subassembly unit and indicates where each one came from and where each is going. Used this way, kanban**

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**acts as a system of information that integrates your plant, connects all processes one to another, and connects the entire value stream to customer demand. Kanban for the Shopfloor provides a working manual for those seeking to implement this method of production control in any operation. It defines the various terms and methods employed in kanbans, and illustrates how when adhered to, kanban is an element of continuous improvement that ultimately leads to the ideal of one-piece flow." In addition to reducing the waste of overproduction, kanban will help your company increase flexibility to respond to customer demand, coordinate production of small lots and wide product variety, and simplify the procurement process. About the Shopfloor Series: Put proven improvement tools in the hands of your entire**

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**workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-**

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**in-Time, TPM, Cellular Manufacturing**

**Standard Work for the Shopfloor**

**Using Plan for Every Part (PFEP) to Turbo Charge Your Supply Chain**

**Identifying Waste on the Shopfloor**

**A Zero-Waste Environment with Process Automation**

**Tools to Sustain Lean Conversions, Third Edition**

**Improving Product Quality by Preventing Defects**

**Improving Changeover Performance**

*In a "pull" production system, the final process pulls needed parts from the previous process, which pulls from the process before it, and so on, as*

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*determined by customer demand. This allows you to operate without preset schedules and avoid unnecessary costs, wastes, and delays on the manufacturing floor. Pull Production for the Shopfloor introduce*

*When I was first given the job of managing a small plastics factory back in 1989, I quickly realized that most of the books and teaching on Lean Manufacturing were designed for big companies and were not relevant to my*



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*factory. –Tim Mclean The last 25 years has seen Tim lead and assist over 100 small to medium-sized enterprise (SME) manufacturing operations. This experience has now been condensed in to Grow Your Factory, Grow your Profits: Lean for Small and Medium-Sized Manufacturing Enterprises, a start-to-finish guide on how to run a successful small and medium-sized manufacturing operation. The book presents case studies, practical examples,*

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*illustrations, charts, and pictures from real SME manufacturers to provide straightforward solutions to the issues facing every growing manufacturing business. In the book, Tim McLean explains: How to recruit the right people and design the right organization How to empower those people to take accountability and free yourself up from day to day "fire fighting" How to develop a Lean Plant Layout that will maximize productivity*

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*and optimize the use of space How to manage materials in order to slash inventory and shortages How to schedule production in order to cut lead times, cut inventory, and delight customers How to get started on a Lean transformation when you lack the resources of a big company The book details how SMEs differ from large organizations and why the approach to improvement must also be different. Covering the complete life cycle of*

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*small and medium-sized manufacturers, the book addresses a different SME manufacturing issue in each chapter. This enables readers to tackle issues at their own pace and in their own order of priority. Grow Your Factory, Grow Your Profits is essential reading for owners, managers, and operational leaders in the 90 percent of manufacturing enterprises that are small or medium sized. This book, which is the fifth of series*

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*dedicated to Standardized Work, focuses on operator training and auditing. The whole process of deploying Standardized Work is a pure waste if it does not include operator training and auditing that allows to "check" that operators are actually doing the work as defined in the Standardized Work forms.*

*Unfortunately Standardized Work without effective training and auditing is very common. In order to be successful training and auditing should be*

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*conducted in a certain way with certain tools. This book shows and illustrates the right tools and the right process to train and sustain Standardized Work. Numerous examples, charts and drawings are used to convey the knowledge effectively.*

*For decades, 5S practitioners have struggled with exactly how to implement and sustain a 5S program in their workplaces. While there are many books available on the organization methods*

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*suggested by 5S, few provide easy-to-understand, step-by-step guidance on how to set up and sustain successful 5S implementations. 5S Made Easy fills this need. Written by an expert whose focus for the last decade has been nothing but 5S, the book supplies in-depth guidance on how to implement and sustain each of the 5S pillars—sort, set in order, shine, standardize, and sustain. The book uses an easy-to-follow format that was designed for use*

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*during 5S events. It provides color images of real-world 5S solutions, including before and after pictures from the field. It also supplies readers with online access to all of the forms and documents needed for an effective 5S program. All the forms and documents are provided in an easily editable format to fit any operation.*

*Strategic Error-Proofing*

*Turbo Flow*

*Process Improvement*



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*: A Playbook for Lean Manufacturing*

*Creating a Lean Culture*

*Grow Your Factory, Grow Your Profits*

*Achieving Success Every Time with*

*Smarter FMEAs*

Are you ready to implement a just-in-time (JIT) manufacturing program but need some help orienting employees to the power of JIT? Here is a concise and practical guide to introduce equipment operators, assembly workers, and other frontline employees to the basic concepts, techniques, and benefits of JIT practices. Like all Shop Floor Series

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books, Just-in-Time for Operators presents concepts and tools in simple and accessible language. The book includes ample illustrations and examples to explain basic JIT concepts and some of the changes people may encounter in a JIT implementation. Key definitions Elimination of process waste Leveled production, kanban, and standard work U-shaped cells and automation JIT support techniques The JIT approach is simple and universal -- it works in companies all over the world. Educating employees ensures their full participation and allows them to share their experiences and ideas more effectively.

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Overall Equipment Effectiveness (OEE) is a crucial measure in TPM that reports on how well equipment is running. It factors three elements ---the time the machine is actually running, the quantity of products the machine is turning out, and the quantity of good output - into a single combined score. Directly addressing those who are best positioned to track and improve the effectiveness of equipment, OEE for Operators defines basic concepts and then provides a systematic explanation of how OEE should be applied to maximize a piece of equipment's productivity and recognize when

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its efficiency is being compromised. Features This book illustrates how the strategic placement of 'error-proofing' devices, which is referred in this book as Success Every Time (SET), drives up industries' profits and throughput. It highlights the deficiencies of Failure Mode Effects Analysis (FMEA) and compares the strategy to the SET.

This book explains how to sustain lean, or, continuous improvement practices. It introduces the BASICS® lean leadership development path, combining the "human aspect" with published BASICS® lean tools. It lays out the methodology to empower, lead,

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and drive ongoing improvements in your business. The book includes engaging stories and case studies to demonstrate the effectiveness of shop floor management tactics, including visual management tools, gemba walks, standard work, time analysis, kanban, 5S, and more.

Focused Equipment Improvement for TPM Teams  
A Step-by-Step Guide to Implementing and Sustaining Your 5S Program

Lean Leadership BASICS

A Complete Project Management Approach  
Essential Skills for Supervisors, Second Edition

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Kanban for the Shopfloor

Overall Equipment Effectiveness

*The first book in The One-Day Expert series detailed the initial steps that Thomas, a young, high-potential plant manager in an industrial group, took to assess his plant's situation through measurement of operators performance. The second book in the series, Implementing Standardized Work: Writing Standardized Work Forms focuses on the next step*

*Improving Changeover Performance is essential reading for managers, engineers and improvement practitioners working in*

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*manufacturing industries. It will also prove invaluable to original equipment manufacturers and postgraduates and academic researchers alike. Increasing importance is being placed on responsive, flexible manufacture in multi-product industrial environments. The ability to changeover production facilities both quickly and to a high standard is a key component of just-in-time and lean manufacturing paradigms, which are increasingly being adopted as businesses strive to compete in today's volatile and congested markets. Currently industry frequently adopts the SMED (Single Minute Exchange of Die)*

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*system, a well-established shop floor method to improve changeovers. This book takes a major step beyond the SMED system, by describing in much greater detail than hitherto the potential role of engineering design, of both substantive and non-substantive nature, to enhance changeovers. It also clearly sets out what better changeover performance can contribute to business competitiveness, and describes the many pitfalls that an improvement initiative can face. Provides overall methodology for changeover improvement Incorporates design into SMED system Recommended by the IMechE*



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*Journal of Engineering Manufacture*  
*Beyond Six Sigma and Lean! Design your processes to facilitate real business growth, in both healthy and unhealthy economies Design for Operational Excellence defines why companies embark upon continuous improvement—and the true answer is not to improve efficiency, quality, or eliminate waste! The reason is to achieve Operational Excellence. Duggan, an established authority on OpEx, provides the design criteria and guidelines that enable you to grow your business organically by refocusing management's attention from running the business to growing*

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*the business. Founded on eight key principles, this groundbreaking system facilitates the continuous flow of value into any operation—from customer service to sales to manufacturing. Kevin J. Duggan is a renowned speaker, executive mentor, and educator in applying advanced lean techniques to achieve Operational Excellence and the author of two books on the subject: Creating Mixed Model Value Streams and The Office That Grows Your Business—Achieving Operational Excellence in Your Business Processes. As the Founder of the Institute for Operational Excellence, the leading educational center on*

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*Operational Excellence, and Duggan Associates, an international training and advisory firm, Kevin has assisted many major corporations worldwide, including United Technologies Corporation, Caterpillar, Pratt & Whitney, Singapore Airlines, IDEX Corporation, GKN and Parker Hannifin. A recognized expert on Operational Excellence, Kevin is a frequent keynote speaker, master of ceremonies, and panelist at international conferences, and has appeared on CNN and the Fox Business Network.*

*This book (titled, Toyota Production System comprehensive from theories to technique), is*

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*based on invaluable experiences of the author in M/s Toyota Motor Corporation. In this, the philosophy and various techniques of how to imbibe Toyota Production System for organizational success have systematically been narrated with numerous real-life examples. It begins with a vivid description of how the Toyota Production System (TPS) was cradled and developed. This makes readers greatly enthused and interested in the Toyota Production System. Thereafter, the book deals in great depth with the methodology, tools and techniques, and the philosophy of the production management*

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*system. The uniqueness of the book is that it has provided step by step explanation of each aspect of TPS with live examples. Examples are the production system being followed by Toyota Motor Corporation to make cars. Apart from these details, the book focuses on how to implement the tools and techniques in varied conditions. Thus, the entire Production System has been very articulately presented so that the readers can understand and apply it very easily.*

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**Having no standardization work process means no**



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**quality. Everyone will do this task differently. Tracking the source of errors is difficult without the work standard. When a leader perform gemba walk on shop floor to observe the situation, there is no benefit from the walk when there is no standard. In the classic old way of management, companies were and (many are still) following the Tylor's principle, Tylor said that industrial engineers should be the only ones who initiate, create, modify, adapt and improve the process. And workers should follow what the industrial engineers are saying. Standard work is being used to measure employees performance. This is really a contrary to respect for people which is one of the main pillars in the Toyota production system**

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**and was the reason why Toyota is a high performance company. Toyota is strong by its people not by its process. Toyota Creates standard work to eliminate wastes, develop employees skills and develop high level of knowledge.**

**Standard work is an agreed upon set of work procedures that effectively combines people, materials, and machines to maintain quality, efficiency, safety, and predictability. Work is described precisely in terms of cycle time, work in process, sequence, time, layout, and the inventory needed to conduct the activity. Standard work begins as an improvement baseline and evolves into a reliable method. It establishes the best activities and**

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**sequence steps to maximize performance and minimize waste. In this book you will learn about: The characteristics of standards Key benefits and applications of standardization Standard work concepts and calculations Standard work steps and documentation Using standard work manuals, charts, and worksheets Cell staffing (line balancing and full work) Productivity's Shopfloor Series books offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Series books, Standard Work for the Shopfloor includes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and**

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As distinguished from autonomous maintenance, where the main goal is to restore basic conditions of cleanliness, lubrication, and proper fastening to prevent accelerated deterioration, FEI looks at specific losses or design weaknesses that everyone previously thought they just had to live with. Once your TPM operator teams are progressing with their daily autonomous maintenance activities, you will want to take the next advanced step in TPM training with this book. Key Features: a simple and powerful introduction to P-M Analysis hints for unraveling breakdown analysis numerous ideas for simplifying and shortening setups ideas for eliminating minor stoppages and speed losses basic concepts of building

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cultural level by respecting the people who work within them and leveraging their creativity to solve problems. As our workforce becomes more knowledgeable, skillful, and more perceptive of their needs and wants as employees, the ability to reach the true potential of an organization becomes more and more difficult. Managers must look at each individual element of an equation like this in order to fully understand how to achieve an answer. They must begin to answer more focused questions, such as: 1. How productive is the existing work climate and culture? 2. How do employees, as individuals, navigate the existing work climate? (How do they deal with day-to-day issues with each other?) 3. Where and

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how are individuals and their work processes assessed? 4. What obstacles do employees face every day, and are they empowered to fix these obstacles? 5. What role does leadership play at each level of the organization? (Looking at the organization in layers of management.) To address these challenges, this book focuses on three main aspects of leadership and management: 1. Addressing and Improving the Perspective of Management -- The ideas presented in this book are not limited to a certain industry or field of work, but can be applied in any setting because they speak to a universal human element. 2. Exploring and Improving Work Climate -- Organizations are social entities, operating within



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their own controlled environment. This book will explore the factors that contribute to, and encourage, a positive work climate. 3. Observing and Eliminating Wasteful Work Processes -- Observing wasteful activities and work processes requires a refined perspective. The case studies presented illustrate the How and Why to help refine expertise. This will also lead to the joy and benefits

Making materials flow  
Toyota Production System comprehensive from theories to technique