

## Creating A Lean Culture Tools To Sustain Lean Conversions

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 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 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 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 decades of experience-based wisdom that Graupp, Steward and Parsons share will set you on a new path to a more joyful organization and the tangible results it will produce." Rich Sheridan, CEO, Menlo Innovations; author of Joy, Inc. and Chief Joy Officer "A fine book by skilled practitioners that integrates Kata and TWI, with Strategy Deployment in pursuit of an integrated management system. Well done, Skip, Brad and Patrick." Pascal Dennis, president, Lean Pathways Inc.; author of Lean Production Simplified, Andy & Me, Andy & Me and the Hospital, Getting the Right Things Done, and The Remedy "In this practical and engaging book, Patrick Graupp, Skip Steward, and Brad Parsons give a concise and extremely clear explanation of what systems thinking looks like in a healthcare setting. And they do so in a way that translates easily to any type of organization. Highly recommended!" Alan Robinson, co-author of Ideas Are Free and The Idea-Driven Organization Despite the vast library of knowledge on Lean tools and models, the majority of Lean implementations fail to sustain themselves over time for lack of a functioning management system. In turn, when organizations try to apply a prescribed, one-size-fits-all, management system they inevitably find that what works for others may not work quite as well in their unique situation. Putting the right pieces in the right places is the prime challenge for every organization and no two successful management systems will, or should, be the same. This book provides and examines core principles that must be in place for an organization to find what an effective management system should constitute for them. It outlines key elements and how they work together as a necessary system to achieve overall success. Based on their extensive experience with organizational development and hands-on leadership in policy deployment, TWI and Kata, the authors describe their own journey in helping organizations discover and develop systems that function like well-designed and smooth-running machines while capturing the humanistic aspects of the foundational skills that emphasize the inherent synergy of the system. Readers will learn to help their own organizations "connect the dots" between the various pieces of Lean methodology and effectively create their own management systems that ultimately fulfil customers' needs and expectations.

Provides Reassurance and Suggestions From Those Who Have Walked the Same Lean Road Perhaps the most fundamental challenge that companies adopting a lean strategy must face is how to sustain initial momentum and develop a corporate culture with an ongoing commitment to that strategy. While efficient tools and strategies are essential to the cause, just as critical is a shared confidence that this endeavor is the right course. While one has to make the road by walking it, knowing that others have walked a similar path can both be instructive and encouraging. Make Rapid Changes and Enjoy Long-Term Success Sustaining Lean: Case Studies in Transforming Culture, the third compilation of articles originally published in AME's well-regarded Target Magazine, provides accounts of challenges encountered and methods applied by organizations in pursuit of lean. While a few of the articles broadly discuss issues involved in long-term transformation, the vast majority provide illuminating and often inspirational case studies. Following an insightful introduction by noted lean expert David Mann, this compelling volume tells the stories of companies that overcame significant cultural challenges. It helps any manager understand what it takes to communicate a vision of improvement and achieve the empowerment of stakeholders vital to rapid change and long-term success.

The Highly Effective Office covers the transformation journey required to change the culture in the workplace from processes that suffer from functional separation and "silo-ed" departments to efficient and integrated systems. Most office processes have evolved into separate and autonomous stand-alone functions that are sub-optimized. The result is added wastes in the processes, and the customers are often the first to notice. The wastes parallel the manufacturing floor wastes and deserve the same attention for identification and removal. Yet, the culture of the office is predisposed to work by a separation of duties. Roles and responsibilities are not aligned around processes. The same type of dramatic transformations that were enabled on the concrete factory floor are needed in carpeted offices. This book describes methods to transform the value streams in the office and administrative areas of organizations, and it outlines why Lean works just as well in the office as it does in manufacturing. Wastes typically reach 50% of the process effort, and these processes are ripe for improvement. Throughout the book, waste removal in office processes are fully illustrated with descriptions of applying Lean tools to achieve flow. Case studies from the corporations, non-profits, and higher education institutions demonstrate how various types of organizations have reached success by applying Lean principles to their processes. Lean expert Timothy Schipper outlines the structural and leadership changes that are required to create a transformational journey for process change and continuous improvement. Leadership activities are outlined along with descriptions of how to assign ownership and responsibility for the changes inside the organization. Various leadership behaviors are explored that support and help to sustain the effort. Attention is given to how to start the journey, how to select projects and launch them with clear goals and objectives, and how to run successful workshops, as well as visual tools and techniques and educational content. Finally, and most importantly, a description of the mature Lean culture is offered to show how to embed process improvement into the organization.

Shopfloor Management

Lean Culture in Higher Education

The Gold Mine – Die Geschichte eines gelungenen Lean Turnarounds

Der Toyota-Weg

Organization Theory & Design

Lean Leader Auf Allen Management-Ebenen Entwickeln

14 Managementprinzipien des weltweit erfolgreichsten Automobilkonzerns

Das Lean Six Sigma Toolbook

*Das in der zweiten überarbeiteten und aktualisierten Auflage vorliegende Buch stellt das Konzept und die Methoden des japanischen Management-Ansatzes "Hoshin Kanri" vor, der im amerikanischen Sprachraum auch als "Policy Deployment" bekannt ist. Als unternehmensweites Planungs- und Steuerungssystem strebt Hoshin Kanri an, alle Aktivitäten und Kräfte des Unternehmens auf ein Ziel hin auszurichten. Der Leitfaden zeigt die Einsatzbereiche und Vorteile des Systems. Mit Best-Practice-Beispielen, die veranschaulichen, wie Hoshin Kanri im Unternehmen erfolgreich eingeführt und umgesetzt wird.*

*Lean has proven itself as an exceptional business system in manufacturing and a variety of other sectors, such as supply chain, retail, and healthcare. Where Lean has not yet made much of an impact is in professional "white-collar" industries such as banking and insurance, technology services, or government. Why? It is not, as many have assumed, a matter of Lean being irrelevant to "knowledge work," but rather a problem of it being poorly understood and therefore poorly applied in professional office settings. This book closes the gap between Lean's promise, on the one hand, of innovation, business growth, and sustainable competitive advantage; and, on the other, the too frequent reality of Lean's application ending in disappointing results. While nearly every major professional business -- including the digital giants like Apple, Google and Amazon -- has attempted to apply Lean concepts in some way (sometimes under the name Agile), its practice in white-collar industries typically ends up being limited to a small bunch of highly-specialized experts making small, fairly inconsequential improvements in isolated areas, leaving leaders wondering how to make Lean's transformative potential work on a broader basis. The purpose of the book is to help Lean practitioners (both leaders/managers and coaches/consultants) who work in professional office environments gain purchase on the amazing, transformative results Lean can bring to all companies. Overturning the common perception that Lean is about imposing overly rigid rules, or eliminating waste, the book presents Lean as a dynamic, flexible, people-centric philosophy that delivers outstanding financial results by improving both employee engagement and customer experience. The book explains, in simple terms, what Lean is -- and what Lean isn't -- enabling office professionals to understand how it can be successfully applied to their complex office-based work environments. It combines practical explanations of the most important core concepts of the Lean philosophy with relevant, practical, real-world examples from the fields of accounting, finance, insurance, IT, HR and government.*

*This book deepens the understanding of cultural conditions for implementing organizational and process changes in higher education institutions. Developing the humanistic and critical trend in Lean management research, it aims to define the notion and maturity of a Lean culture in higher education institutions as well as to determine its key dimensions and descriptions in the light of adopted ontological and epistemological assumptions. This book defines the notion of Lean Culture, proposes a model to assess its maturity, determines conditions for its implementation, and presents the tools of the Lean management model in a university. It supplements the issues related to the implementation of the Lean concept by adopting a humanistic approach.*

*Die Referenz zum Verständnis der Konzepte und Werkzeuge von Lean Six Sigma: Six Sigma ist ein statistisches Qualitätsziel und zugleich ein Instrument des Qualitätsmanagements. Ausgangspunkt dieser auf Effizienz und Qualität ausgerichteten Methode ist die Zieldefinition. Danach wird die Fehlerabweichung von diesem Idealziel ermittelt. Ihr Kernelement ist also die Beschreibung, Messung, Analyse, Verbesserung und Überwachung von Geschäftsprozessen unter anderem mit statistischen Mitteln. Dabei orientieren sich die Ziele an Prozesskennzahlen eines Unternehmens und an den Kundenbedürfnissen. In diesem Buch werden alle wichtigen Werkzeuge zur Anwendung von Lean Six Sigma vorgestellt und systematisch auf ihre Einsatzgebiete hin eingeordnet. Detaillierte Erläuterungen helfen zu verstehen, welches Werkzeug wann, wie und warum einzusetzen ist. Aus dem Inhalt: - Voice of the Customer - Wertstromanalyse und Prozessflussdiagramme - Datenerhebung und Abweichungsanalysen - Fehlerursachen identifizieren und verifizieren - Minderung der Durchlaufzeiten und der nicht-wertschöpfenden Kosten - Komplexität und Komplexitätsanalyse - Auswahl und Pilotierung von Lösungen Michael L. George ist Chairman der George Group, der weltweit führenden Six-Sigma-Beratung. David Rowlands ist Vice President für Six Sigma bei der North American Solution Group, einer Division von Xerox. Marc Pice und John Maxey sind Mitarbeiter der George Group. Die Übersetzung dieses Buchs wurde vom Six-Sigma-Experten Dirk Dose, Partner bei der PPI AG ([www.sixsigma.de](http://www.sixsigma.de)), und seinem Team vorgenommen. Er verfügt über umfangreiche Beratungspraxis mit Prozessoptimierungsprojekten, bei denen Six Sigma zur Verbesserung von Geschäftsprozessen eingesetzt wurde. Lean Six Sigma ist eine der führenden Techniken zur Maximierung der Prozesseffizienz und zur Steuerung jedes Schritts eines Geschäftsprozesses. Mit dem Lean Six Sigma Toolbook werden Sie entdecken, wie Sie Ihr Unternehmen auf ein neues Niveau der Wettbewerbsfähigkeit heben können.*

*Organization Theory and Design*

*The Definitive How-To Guide*

*Ein informationslogistischer Ansatz zur Auswahl einer effizienten Prozessvariante*

*Schnell, risikolos und erfolgreich Unternehmen gründen*

*Towards Continuous Improvement*

*Wie Top-Entscheider Potenziale zur Optimierung erkennen und nutzen*

*Implementing TWI*

*Innovationen und Innovationsmanagement im Gesundheitswesen*

Dieses einzigartige Buch beschreibt Toyotas Weg zu einem der weltweit führenden Unternehmen. Toyotas 14 Management-Prinzipien für höchste Qualität und Effizienz, der so genannte "Lean Management"-Ansatz, werden ausführlich und anschaulich beschrieben. Nach dem Lesen des Buches versteht jeder, ob Unternehmer oder Angestellter, warum für den Firmenerfolg neben der richtigen Strategie auch die Unternehmensphilosophie und die Mitarbeiterverantwortung überlebenswichtig sind. Mit dem legendären Toyota-Ansatz aus der Automobilindustrie bringen Sie jedes Unternehmen auf Vordermann. - Geschäftsprozesse nachhaltig beschleunigen - Qualitätsmanagement at its best - Versteckte Kosten minimieren - So schaffen Sie eine Atmosphäre ständiger Verbesserung

Was Toyota so erfolgreich macht, sind vor allem die sogenannten Kata: besondere Denk- und Verhaltensweisen der Mitarbeiter und Routinen, die damit einhergehen. Mike Rother erläutert in der erweiterten Auflage seines Standardwerks anhand zahlreicher Beispiele, wie die Kata funktionieren, und zeigt, wie Führungskräfte sie in ihr Unternehmen integrieren können.

2016 Gewinner des SHINGO Forschung und berufliche VERÖFFENTLICHUNG AWARD, Entwicklung von Lean Führungskräfte auf allen Ebenen: A Practical Guide ist ein Management-Must Read. Die Lean Leadership Development Model (LLDM) in diesem Buch ist intuitiv, und deckt sich gut mit den anerkannten Grundsätzen der operativen Exzellenz. Es dehnt sich deutlich auf die Elemente der Lean, strukturieren sie in einer bestimmten Weise, die durch schlanke Praktiker operationalisiert werden kann. Sie können alles, was Sie über den Toyota-Weg wollen zu lernen; können Sie die Werkzeuge, die sie erstellt haben, zu implementieren, aber wenn Sie nicht über die in Ihrer Kultur etabliert Verhaltensweisen, wird es nicht erfolgreich für die langfristige Erhaltung der operativen Exzellenz sein. Führung muss die Rede von der geografischen Nordrichtung in jedem Aspekt des Lean Leadership Development Model (LLDM) zu Fuß, wie ausführlich von Dr. Liker in diesem letzten Shingo-Preis übermittelt Gewinnen buchen. Das Erfolgsgeheimnis von Toyota hinsichtlich der Entwicklung von Führungskräften haben Jeffrey Liker und Toyota-Veteran Gary Convis zum ersten Mal in ihrem Buch The Toyota Way to Lean Leadership gelüftet. Toyota-Führungskräfte leben die Unternehmenswerte, verbessern das Unternehmen kontinuierlich und können sich auf ein schnell veränderndes Umfeld einstellen. Für Toyota-Führungskräfte wird ein Kern-Set von Fähigkeiten vorausgesetzt. Dies zielt darauf ab, den richtigen Weg zu finden, um Wertschaffung für die Kunden zu verbessern - unabhängig für welchen Unternehmensbereich (Verkauf, Logistik, Personal, Fertigung, Forschung & Entwicklung, Finanzen). Dieser Prozess wird oftmals mit den Ergebnissen des Prozesses verwechselt, welche als Werkzeuge bei einer Toyota-Werksbesichtigung anschaulich werden. Das Phänomen eines jeden Toyota-Werkes ist, dass eine Kultur von Menschen geschaffen wird, die wohl durchdacht eine Methode des Definierens, der Analyse sowie der Problemlösung erlernt haben, um das Unternehmen weiter nach vorne zu bringen.

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

Office Lean

Lean Behavioral Health

Lean Manufacturing in the Real World

Mehr als 100 Werkzeuge zur Verbesserung der Prozessgeschwindigkeit und -qualität

Die zweite Revolution in der Autoindustrie

Praxishandbuch Operative Wertsteigerung

Agile Methoden und Lean Management im Bauwesen

Lean Office and Service Simplified

Im aktuellen Gesundheitsmarkt entstehen vielfältige innovative Produkte und Dienstleistungen, die dazu beitragen, die Qualität und Sicherheit der medizinischen Versorgung weiter zu steigern. Vora von Innovationen sind Akteure, die Potenziale und Lösungswege aufspüren und den Mut haben kreative Ideen in die Tat umzusetzen sowie ein innovationsfreundliches Klima in Unternehmen. Dazu g zum Ausprobieren, Erproben und Experimentieren für Mitarbeiter und auf der Führungsebene eine Akzeptanz für ein gewisses Maß an Fehlschlägen, die bei der Suche nach Lösungen entstehen. Nu Ausgangspunkt für den wirtschaftlichen Erfolg von Unternehmen bilden und zur treibenden Kraft in der Gesundheitswirtschaft werden. Dieses Buch stellt Best-Practice-Beispiele vor und zeigt dabei Vorgehensweisen und Methoden sich für das Erreichen von unternehmerischen Innovationszielen besonders gut eignen. Zugleich bietet es einen ganzheitlichen Ansatz von Innovationsmanagement Praktiker und Wissenschaftler.

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 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 re 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 hoshin kanri, gr organizational learning, flow accounting, system thinking, problem solving, internationalization aspects, luxury industry, and product innovation. Since the term "lean" first entered contemporary op 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 manufacturing sectors. It has reshaped the support functions of manufacturing businesses and has evolved from private industry into the public sector. Lean thinking is now a dominant model of

brought with it a new language and toolbox.

This collection explores what the social and philosophical aspects of veganism offer to critical theory. Bringing together leading and emerging scholars working in animal studies and critical animal in Literature and Culture shows how the experience of being vegan, and the conditions of thought fostered by veganism, pose new questions for work across multiple disciplines. Offering accurate contemporary conceptualizations of it as a faddish dietary preference or set of proscriptions, it explores the messiness and necessary contradictions involved in thinking about or practicing a vegan through as well as about veganism, the project establishes the value of a vegan mode of reading, writing, looking, and thinking.

Examining Lean processes in the context of the authors' academic research in-progress, *People, Process, & Culture: Lean Manufacturing in the Real World* illustrates the impact of culture on the Manufacturing (LM) across various geographic and cultural areas. It identifies cultural values, as examined against Lean manufacturing disciplines, and derives culturally based Lean Manufacturing assesses these cultural values in light of specific LM components, such as PULL systems and TPM, to demonstrate varying perspectives and applications. Illustrates global cultural influences on L academic research as the foundation of the material Examines the many Lean components currently in use around the world Building on the continued prominence of LM as the preferred operati time-tested advice to help you sort through the flood of information on Lean techniques and culture. It examines the numerous Lean components currently being deployed successfully around th limitations that can result from the varying interpretations and applications of Lean systems. Lean culture is all about Lean vision, mission, and values. This book not only identifies the Lean value understanding to integrate these values across all levels of your organization. The book will be especially helpful to international corporate managers working to demystify the sometimes hard-to Lean transformation.

Enabling and Sustaining Your Lean Transformation

Scaling-Up Corporate Startups

Toyotas Erfolgsmethoden

Case Studies in Transforming Culture

Understanding and Implementing Flow in a Professional and Administrative Environment

Improving Quality and the Patient Experience at NHS Highland

An Industrial Engineering Approach to Implementing Lean in High-Mix Low-Volume Production Systems

Führen am Ort des Geschehens

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. This book systematically describes how NHS Highland uses Lean principles and mindsets to improve safety, quality, access, and morale while reducing costs, and increasing capacity. Existing books often describe the gains obtained by using Lean methods, but often do not describe the underlying concepts and methods in details.

Other books describe continuous improvement work, or specific techniques such as daily management in detail. This book seeks to occupy a middle space by providing an overview of the range of Lean ideas applicable to healthcare with sufficient examples and cases studies from NHS Highland and partner organizations so readers can see them in use and practice.

2006 SHINGO PRIZE for EXCELLENCE in MANUFACTURING RESEARCH Lean production has been proven unbeatable in organizing production operations, yet the majority of attempts to implement lean end in disappointing results. The critical factor so often overlooked is that lean implementation requires day-to-day, hour-by-hour management practices and skills that leaders in conventional batch-and-queue environments are neither familiar nor comfortable with. Creating a Lean Culture helps lean leaders succeed in their personal batch-to-lean transformation. It provides a practical guide to implementing the missing links needed to sustain a lean implementation. Mann provides critical guidance on developing and using the key elements of a lean management system, including: leader standard work, visual controls, daily accountability processes, maintaining a process focus, managing key HR issues, and much more. In addition, a questionnaire is included to help assess current management practices and monitor progress.

Discover the most progressive thinking about organizations today as acclaimed author Richard Daft balances recent, innovative ideas with proven classic theories and effective business practices. Daft ' s best-selling ORGANIZATION THEORY AND DESIGN presents a captivating, compelling snapshot of contemporary organizations and the concepts driving their success that will immediately engage any reader. Recognized as one of the most systematic, well-organized texts in the market, the 12th edition of ORGANIZATION THEORY AND DESIGN helps both future and current managers thoroughly prepare for the challenges of today ' s business world. This revision showcases some of today ' s most current examples and research alongside time-tested principles. Readers see how many of today ' s well-known organizations thrive amidst a rapidly changing, highly competitive international environment. New learning features provide opportunities for readers to apply concepts and refine personal business skills and insights. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Performance management, the primary focus of a Lean organization, occurs through continuous improvement programs that focus on education, belief systems development, and effective change management. Presenting a first-of-its-kind approach, *The Lean Management Systems Handbook* details the critical components required for sustainable Lean management.

Die Kata des Weltmarktführers

Auf dem Weg zum perfekten Unternehmen

Creating an Effective Management System

(Lean thinking)

Erfolgsfaktor Mitarbeiter - wie man das Potenzial seiner Angestellten entdeckt und fördert

Gestaltung effizienter BI-Prozesse in informationsintensiven Dienstleistungsunternehmen

Lessons Learned from Italian Businesses

mit Wertstromdesign die Wertschöpfung erhöhen und Verschwendung beseitigen

*Der Weg zum eigenen Unternehmen ist nie ohne Risiko. Und bis die Firma sich auf dem Markt etabliert hat, dauert es. Wer doch scheitert, verliert in der Regel viel Geld. Genau hier setzt das Konzept von Eric Ries an. Lean Startup heißt seine Methode. Sie ist schnell, ressourcenfreundlich und radikal erfolgsorientiert. Anhand von durchgespielten Szenarien kann man von vornherein die Erfolgsaussichten von Ideen, Produkten und Märkten bestimmen. Und auch während der Gründungsphase wird der Stand der Dinge ständig überprüft. Machen, messen, lernen – so funktioniert der permanente Evaluationsprozess. Das spart enorm Zeit, Geld und Ressourcen und bietet die Möglichkeit, spontan den Kurs zu korrigieren. Das Lean-Startup-Tool hat sich schon zigtausenfach in der Praxis bewährt und setzt sich auch in Deutschland immer stärker durch.*

*Lean Behavioral Health: The Kings County Hospital Story is the first lean book that focuses entirely on behavioral health. Using the principles of the Toyota Production System, or lean, the contributors in this groundbreaking volume share their experience in transforming a major safety net public hospital after a tragic and internationally publicized event. As the largest municipal hospital system in the United States, the New York City Health & Hospitals Corporation adopted lean as the transformational approach for all of its hospitals and clinics. Kings County Hospital Center, one of the largest providers of behavioral health care in the country, continues on its transformational journey utilizing lean's techniques. While not every event was fully successful, most were and every event, including failures, increased the knowledge base about how to continually improve quality and safety. Having made major changes, Kings County Hospital Center is now recognized as a center for transformation and quality receiving high marks from oversight agencies. This volume begins by describing the basic principles of the lean approach—adding value, eliminating waste, and tapping the organization's line staff to create and sustain dramatic change. An overview of the use of lean from a quality improvement perspective follows. Lean tools are applied to many services that comprise the behavioral health value stream and these stories are highlighted. The experts in identifying waste and adding value are the line staff whose voices are captured in the clinical chapters. Insights learned by event participants are emphasized as teaching points to provide context for what has worked or has not worked at Kings County Hospital Center. While the burning platform at Kings County Hospital Center was white hot and while the Department of Justice scrutinized its quality of patient care, the application of lean methods and tools has transformed the hospital into a potential model for behavioral health programs facing the challenges of the present healthcare environment. It is a must-have story for clinicians, administrators and other leaders in the mental health field devoted to improving quality and safety at their hospitals and clinics.*

*Lean Transformations for Small and Medium Enterprises: Lessons Learned from Italian Businesses summarizes two decades of research, teaching, and practice on lean thinking. Based on quantitative analysis of 100 cases of Lean transformations and 20 in-depth case studies of successfully transformed SMEs, it explains how to undertake lean transformations that lead to operational and financial performance improvement, and uses the Lean Transformation Framework --conceptualized by John Shook at the Lean Enterprise Institute—as a practical approach to design and de-risk the transformation process. SMEs' leaders wishing to undertake and sustain a lean transformation must: Make a serious and lasting commitment to transform, avoiding the temptation to change course of action; Choose accurately the value streams that require improvement as defined by strategy deployment; Build capabilities to sustain the transformation; Lead by example by going to gemba and creating a culture of respect for people that goes beyond the visible devices and artifacts of Lean tools.*

*Dieses Buch liefert einen Einblick in neue Methoden für das Management von Bauprojekten. Gerade bei Großprojekten besteht Gefahr, dass Termine, Kosten und Qualität nicht eingehalten werden. Komplexe Bauvorhaben gehören zu dieser Projektkategorie und bedürfen einer speziellen Steuerung. Dieses Buch gibt durch Beispiele aus Großprojekten und unternehmensweiten Einführungen von Lean Management im Bauwesen einen tieferen Einblick in die Thematik. Lean Construction verspricht allen Beteiligten eines Bauprojektes, dass in der Planung und während der Bauphase definierte Parameter eingehalten werden. Dieses Buch wendet sich insbesondere an Bauabteilungen der Industrie, Bauträger und private Bauherren sowie Beteiligte eines Bauprojektes wie Architekten, Ingenieure und Projektverantwortliche, die mit Lean Construction eine nachhaltige Verbesserung der Planungs- und Umsetzungsphase erreichen wollen.*

*Toyota Talent*

*The Lean Management Systems Handbook*

*Hoshin Kanri*

*Creating a Successful Lean Culture in Any Workplace*

*The Lean Enterprise*

*Tools to Sustain Lean Conversions*

*Tools for Developing Leadership in a Lean Culture*

*The Kings County Hospital Story*

Lean culture should be developed so that the goal to improve a process or business condition on a continuous basis can be achieved. Organizations with a lean culture have reaped many successful experiences in implementing lean, so it is seen as a legitimate methodology for organizations. New employees coming into an organization that has a lean culture will be taught to see, think, and feel from a lean perspective in dealing with problems in their job. Lean needs to be a cultural mindset for all for an organization to remain successful. The effort to build a lean culture relies on the support and active participation of leaders as the agents of change. Research shows that the success of a lean implementation is around 50% depending on leadership, while the remaining 30% is on finance, 10% on organization and culture, and 10% on skills and expert human resources. In general, leaders play a role in developing subordinates, problem-solving skills, and producing various continuous improvement efforts. In addition, leaders are responsible for encouraging subordinates to continuously use problem-solving tools as part of their efforts to improve their skills and deal with bigger problems. This book focuses on leadership and the tools required to support a lean initiative. Understanding the basic and valuable tools of lean provides the foundation for leaders in support of their organization initiative. Topics in the book include a description of the eight wastes, organizational level process mapping, lean metrics, and developing a future position. The author includes a discussion and samples of basic lean tools such as Kanban, standard work, and visual management. The author also describes the tools each leader needs to be successful with in creating a culture of lean thinking, including the leader task board, the process performance board, and process walk.

Kontinuierliche Verbesserung von Prozessen am Ort des Geschehens! - Verknüpft Prozesse mit den Unternehmenszielen - Bezieht Mitarbeiter direkt mit ein - Leicht zu visualisieren - Hohe

Praxisorientierung - Kompakt und anschaulich - Mit Beispielen und konkreten Tipps Nachhaltig Prozesse verbessern: Nur wenn eine Führungskraft direkt in Kontakt mit den Mitarbeitern ist, diese mit einbezieht, die Produktion, die Werkstatt, die Maschine, den indirekten Bereich, das Arbeitsumfeld genau kennt, lassen sich auch fundierte Entscheidungen treffen, selbstorganisatorische Elemente stärken und Transparenz schaffen. Shopfloor Management setzt genau am Ort des Geschehens an und ist eine äußerst wirksames Instrument im Rahmen der Prozessverbesserung!

This book is an implementation guide for creating a Lean Culture from the ground up while gaining buy-in from key stakeholders and being able to sustain the results. Everyone talks about implementing a Lean Culture, but only provides Lean Tools for the implementation. This book discusses implementing the entire system from three main aspects. It will cover the people (structural and cultural), the operation system, and the tools. Also included is a full set of case studies to show real-life implementations as well. This text- Discusses Leader Standard work for all employees Covers the escalation process for tiers and daily accountability Shows how to deal with a change of SOP's and standardization within an organization Presents exercises for Lean Tools Implementation Offers real-life case studies of implementing a lean culture while sustaining it Building a Sustainable Lean Culture: An Implementation Guide discusses Lean Leadership from a managerial standpoint and ensures the lean journey does not fail through accountability, standardized work, and technological advances utilizing Lean Systems. Useful in manufacturing, services, IT, and healthcare, this book includes the implementation of empowering employees to want to build a Lean Culture.

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

Sustaining Lean

Technologien, Produkte und Dienstleistungen voranbringen

Thinking Veganism in Literature and Culture

The Highly Effective Office

Ein Roman

Lean Construction - Das Managementhandbuch

Building a Sustainable Lean Culture

Creating a Lean Culture

*Wie können Investoren und Manager durch operative Verbesserungen den Wert eines Unternehmens nachhaltig steigern? Basierend auf ihrer mehrjährigen Beratungserfahrung liefern die Autoren fundierte und praxistaugliche Hinweise, wie die wesentlichen Werttreiber identifiziert und positiv beeinflusst werden können. Die klare Struktur des Handbuchs ermöglicht die gezielte Suche nach geeigneten Management-Instrumenten. Zusammenfassungen, Abbildungen und Checklisten helfen, die wesentlichen Konzepte auch in kurzer Zeit zu verinnerlichen und umzusetzen.*

*Discover the most progressive thinking about organizations today as acclaimed author Richard Daft balances recent, innovative ideas with proven classic theories and effective business practices. Daft's best-selling ORGANIZATION THEORY AND DESIGN presents a captivating, compelling snapshot of contemporary organizations and the concepts driving their success. Recognized as one of the most systematic, well-organized texts in the market, the 13th edition of ORGANIZATION THEORY AND DESIGN helps both future and current managers thoroughly prepare for the challenges of today's business world. This revision showcases some of the most current examples and research alongside time-tested principles. Readers see how many of today's well-known organizations thrive amidst a rapidly changing, highly competitive international environment. New learning features provide opportunities for readers to apply concepts and refine personal business skills and insights.*

*Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.*

*Featuring strategies employed in Lean, this volume describes the experiences of organizations using TWI more than 60 years after the Training Within Industry program turned the U.S. into the industrial giant that won World War II. Based on their experience implementing TWI in organizations as diverse as Virginia Mason Medical Center and Donnelly Ma*

*"The Gold Mine" verbindet in einer spannenden Geschichte die technischen und menschlichen Aspekte, die zu einer schlanken Produktion führen. - Internationaler Bestseller - Lean Management veranschaulicht in Roman-Form - Zentrale Aspekte und Werkzeuge - Unterhaltsam und lehrreich Im Mittelpunkt steht Phil Jenkinson, dessen Unternehmen sich trotz guter Produkte und hohem Auftragsbestand in einer Krise befindet. Sein Freund Bob Woods zeigt ihm, dass es hier nicht um ein Produktionsproblem geht - sondern um die Mitarbeiter, die Abläufe, das Management. Mit Hilfe des Lean-Ansatzes gelingt es Phil, die Krise zu bewältigen. Im Rahmen dieser Geschichte werden die zentralen Aspekte rund um den Lean-Gedanken einschließlich der entsprechenden Werkzeuge vermittelt. In diesem unterhaltsamen Werk wird eine integrierende und systematische Vorgehensweise vorgestellt, um Lean Management in einem Unternehmen zu implementieren und so langfristige Werte zu maximieren und Verschwendung zu vermeiden. Neben dem technischen Wissen, wie man Lean einführt, wird auch die chaotische Dynamik menschlicher Beziehungen gezeigt, wenn Arbeitsabläufe, Menschen und Methoden aufeinanderprallen. „The Gold Mine ist eine Goldmine für alle, die ein wirklich schlankes Unternehmen aufbauen wollen. Noch nie wurden in einem Buch - sei es ein Roman oder ein Sachbuch - die menschlichen und die technischen Seiten einer Lean-Transformation so umfassend dargestellt. Je öfter Sie dieses Buch lesen, desto mehr Nutzen werden Sie und Ihre Kollegen daraus ziehen. Ich kann Ihnen versichern, dass Sie es nicht nur einmal lesen werden. Sie werden es wieder und wieder lesen, je weiter Ihr Transformationsprozess voranschreitet.“ James P. Womack, President and Founder Lean Enterprise Institute „Dieser fesselnde Begleiter Ihrer Lean-Reise stammt von einem einmaligen Team. Freddy Ballé ist einer der ersten Gaijin, die sich mit dem Toyota-System beschäftigten. Er wurde von Toyota ausgebildet, entwickelte das Valeo-Produktionssystem und hat Dutzende Lean-Restrukturierungen geleitet. Michael Ballé, sein Sohn, ist Erkenntnissoziologe und hat sich mehr als jeder andere damit beschäftigt, wie wir lernen, lean zu denken, und zwar sowohl aus kognitiver als auch aus emotionaler Sicht. Dieses Buch ist das Rezept,*

*das Sie auf Ihrem Weg immer und immer wieder zur Hand nehmen werden.“ Daniel T. Jones, Chairman and Founder Lean Enterprise Academy*

*Integrating Policy Deployment, TWI, and Kata*

*Lean Startup*

*Ein Praktischer Leitfaden*

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

*Policy Deployment durch agile Strategieumsetzung*

*Towards a Vegan Theory*

*Job Shop Lean*

*Lean Transformations for Small and Medium Enterprises*

Ziel des Toyota-Produktionssystems ist die optimale Nutzung von Ressourcen jeglicher Art. Dies kann nur gelingen, wenn Qualifikation der Mitarbeiter, Verfügbarkeit der Maschinen und die im Prozess erzeugten Zwischenprodukte sehr hohen Standards genügen. Wie dies zu erreichen ist, beschreibt Taiichi Ohno anschaulich und praxisnah. Diese neue Auflage wird um ein aktuelles Vorwort des Toyota-Experten Mike Rother ergänzt.

Technischer Fortschritt und globale Märkte haben den Bedarf nach Entscheidungsunterstützung in Unternehmen stark befördert. Insbesondere der technische Fortschritt ermöglicht heute die Anwendung mächtiger Methoden und Ansätze zur Entscheidungsunterstützung und damit zur Analyse komplexer Sachverhalte. Der tatsächliche Nutzen entsprechender IT-Lösungen und Prozesse zur Entscheidungsunterstützung lässt sich aber nur schwer bis gar nicht ermitteln. Um sich dieser Bewertung anzunähern, nutzt der Autor Effizienz als Erfolgssatzgröße und greift die Frage nach der effizienten Gestaltung von BI-Prozessen auf. Hierbei fokussiert er sich auf von IT-Systemen unabhängige Prozesse der Informationslogistik zur Bereitstellung von Informationen zur Entscheidungsunterstützung. Im Rahmen dieser Arbeit verbindet der Autor Ansätze der Entscheidungstheorie mit erprobten Ansätzen des Supply Chain Managements und entwickelt ein theoretisch fundiertes Referenzmodell für BI-Prozesse, das Zusammenhänge zwischen Informationsbedarfen von Entscheidern und Eigenschaften von Prozessen abbildet. Zudem wird sowohl fachlich als auch methodisch durch eine umfangreiche Literaturrecherche und Definition zentraler Begriffe sowie durch die theoriegeleitete Untersuchung und den stringenten Einsatz der Fallstudienmethodik eine Lücke in der Literatur zu Business Intelligence geschlossen.

This book focuses on one question: How can large companies generate business impact from non-incremental innovation? The situation seems paradox. Winning in non-incremental innovation should be the domain of large corporates, not of greenfield startups. Yet, 7 out of 8 corporate startups do not generate business impact. And the media is full of stories that greenfield startups are attacking and even 'disrupting' incumbents. To stack the odds for success, large corporates have tried to emulate the methods and approaches of greenfield startups. They set up explorative innovation units (called Innovation Centers, Incubators, Accelerators, Digital Labs, Innovation Outposts, Fab Labs, Maker Spaces, etc.). Around the globe there are more than 600 of these. But returns on innovation are decreasing - despite increasing investments into innovation. So apparently there is a problem. We think that the root cause - and hence the Archimedean point for solving the problem - lies in one part of the end-to-end innovation process. Corporates need to think one step further, beyond their explorative innovation units. They need to actively shape the phase that comes after a promising innovation concept has been found and validated. We call this phase Scaling-Up. In this phase, business impact is generated. Success in this phase requires an orchestrated interplay between the corporate startup and the core organization, built on a solid methodology. The book is written for Top Managers and members of the Board who are concerned about the business impact that their innovation investments create. It is also written for corporate practitioners working in explorative innovation units, in Corporate Innovation Management, Corporate Research, Group Technology, Corporate Strategy, Corporate In-house Consulting or in comparable functions. And we also had Senior Management from Business Units (BUs) in mind when we wrote this book. With excellence in Scaling-Up, a corporate startup has the entrepreneurial momentum of a small company and (by leveraging the assets of its parent company) an 'unfair advantage' in the innovation race. With every successful corporate scaleup, the company not only increases growth, EBIT and market cap - it also actively reshapes its core business for tomorrow. Without excellence in Scaling-Up, validated innovation concepts will not generate business impact. In other words, if a company is not good in Scaling-Up, all work done in the Ideation and Validation phases is just a costly hobby. This book draws on our extensive consulting experience in this space and is co-written with our clients. We assembled a cross-industry 'Peer Group' of well-known, large European companies - all of them widely seen as good innovators or even innovation leaders. In the process, the group members analyzed relevant research, shared their Good Practices, developed and validated methodological frameworks and helped each other in Peer Coaching. The reader of this book can benefit from the Peer Group's work and findings. Some readers might be more interested in 'how-to' methods, others more in practical experiences. This book contains both. It is organized in four parts Part 1 - 'UNDERSTAND' provides the thinking framework for excellence in Scaling-up. Part 2 - 'PREPARE' takes a closer look into the phase that precedes Scaling-Up. Part 3 - 'SCALING-UP' presents the framework for effective Scaling-Up that the Peer Group has co-created. Part 4 - 'BUILDING THE ORGANIZATIONAL CAPABILITY' features real life cases on how BP, Robert Bosch, Orange, SIX, Telefonica, TRUMPF and TÜV Rheinland are aiming for excellence in Scaling-Up.

Winner of a 2012 Shingo Research and Professional Publication Award Demystifying the application of Lean methods, Lean Office and Service Simplified: The Definitive How-To

Guide goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by

Das Toyota-Produktionssystem

Turn Innovation Concepts Into Business Impact

Tools to Sustain Lean Conversions, Third Edition

Lean IT

Sehen lernen

People, Process, and Culture

Creating and Managing a Skills-Based Culture

Konsequenzen aus der weltweiten Studie aus dem Massachusetts Institute of Technology