

## Visual Workplace Visual Thinking: Creating Enterprise Excellence Through The Technologies Of The Visual Workplace, Second Edition

*This workbook explains in simple, step-by-step terms how to introduce and sustain lean flows of material and information in pacemaker cells and lines, a prerequisite for achieving a lean value stream. A sight we frequently encounter when touring plants is the relocation of processing steps from departments (process villages) to product-family work cells, but too often these "cells" produce only intermittent and erratic flow. Output gyrates from hour to hour and small piles of inventory accumulate between each operation so that few of the benefits of cellularization are actually being realized; and, if the cell is located upstream from the pacemaker process, none of the benefits may ever reach the customer. This sequel to Learning to See (which focused on plant level operations) provides simple step-by-step instructions for eliminating waste and creating continuous flow at the process level. This isn't a workbook you will read once then relegate to the bookshelf. It's an action guide for managers, engineers, and production associates that you will use to improve flow each and every day. Creating Continuous Flow takes you to the next level in work cell design where you'll achieve even greater cost and lead time savings. You'll learn: where to focus your continuous flow efforts, how to create much more efficient work cells and lines, how to operate a pacemaker process so that a lean value stream is possible, how to sustain the gains, and keep improving. Creating Continuous Flow is the next logical step after Learning to See. The value-stream mapping process defined the pacemaker process and the overall flow of products and information in the plant. The next step is to shift your focus from the plant to the process level by zeroing in on the pacemaker process, which sets the production rhythm for the plant or value stream, and apply the principles of continuous flow. Every production facility has at least one pacemaker process. The pacemaker processes is usually where products take their final form before going to external customers. It's called the pacemaker because how you operate here determines both how well you can serve the customer and what the demand pattern is like for your upstream supplying processes. How the pacemaker process operates is critically important. A steady and consistently flowing pacemaker places steady and consistent demands on the rest of the value stream. The continuous flow processing that results allows companies to create leaner value streams. [Source : 4e de couv.]*

*Thinking like Einstein is a refreshing intellectual drink in the drought of contemporary visual literacy. It raises important issues and historical facts that restore the balance-of-power between non-verbal/visual creative thinking and verbal/math creative thinking. The book is a valuable tool that recognizes the potency of data-driven digital visualization and empowers our visual technological futures. It is a must read for any visualization educator. -Professor Donna Cox, Director, Visualization and Experimental Technologies, National Center for Supercomputing Applications, University of Illinois*

*This book is a fascinating look at the history of the relationship between logical and visual thinking. There are aspects to this history that are both frightening and encouraging and, with the current pendulum swing back towards visualization as a respectable thinking tool, it provides an important guide to what has been done before and what can be done in the future. -Dr. James F. Blinn, Graphics Fellow at Microsoft Research, MacArthur Fellow, and columnist for IEEE Computer Graphics*

*Albert Einstein once said that all of his most important and productive thinking was done by playing with images in his imagination. Only in a secondary stage did he translate - with great effort, he says - these images into the language of words and mathematics that could be understood by others. According to Thomas G. West, Einstein was a classic example of a strong visual thinker, a person who tends to think in images and visual patterns, and sometimes has difficulty with words and numbers. In his awarding-winning book, In the Mind's Eye, West discussed the connections between highly talented, visually oriented persons like Einstein and certain learning disabilities such as dyslexia. Now, in Thinking Like Einstein, West investigates the new worlds of visual thinking, insight, and creativity made possible by computer graphics and information visualization technologies. He argues that, with the rapid spread of inexpensive and powerful computers, we are now at the beginning of a major transition, moving from an old world based mainly on words and numbers to a new world where high level work in all fields will eventually involve insights based on the display and manipulation of complex information using moving computer images. West profiles several highly creative visual thinkers, such as James Clerk Maxwell, Nikola Tesla, and Richard Feynman, pointing out that there is a long history of using visualization rather than words or numbers to solve problems. Citing the longstanding historical conflicts between image lovers and image haters, West examines the relationship of art, scientific knowledge, and differences in brain capabilities - observing how modern visual thinkers with visualization technologies seem to have learned how to cut through the problems of overspecialization in academia and in the workplace. West predicts that computer visualization technology will radically change the way we all work and think. For thousands of years the technology of writing and reading has tended to promote the dominance of the left hemisphere of the brain, with its linear processing of words and numbers. Now the spread of graphical computer technologies is permitting a return to our visual roots with a new balance between hemispheres and ways of thinking - presenting new opportunities for problem solving and big picture thinking. Thus, he argues that the newest technologies will help us to reaffirm some of our oldest capabilities, allowing us to see previously unseen patterns and to restore a balance in thought and action. Thomas G. West is a writer, lecturer and consultant based in Washington, DC. In connection with In the Mind's Eye, he has been invited to provide over 200 presentations, interviews and documentary segments for computer, business, education, art, design, scientific and medical groups in the U.S. and fourteen countries overseas. More on In the Mind's Eye*

*Make workplace conflict resolution a game that EVERYBODY wins! Recent studies show that typical managers devote more than a quarter of their time to resolving coworker disputes. The Big Book of Conflict-Resolution Games offers a wealth of activities and exercises for groups of any size that let you manage your business (instead of managing personalities). Part of the acclaimed, bestselling Big Books series, this guide offers step-by-step directions and customizable tools that empower you to heal rifts arising from ineffective communication, cultural/personality clashes, and other specific problem areas—before they affect your organization's bottom line. Let The Big Book of Conflict-Resolution Games help you to: Build trust Foster*

**morale Improve processes Overcome diversity issues And more Dozens of physical and verbal activities help create a safe environment for teams to explore several common forms of conflict—and their resolution. Inexpensive, easy-to-implement, and proved effective at Fortune 500 corporations and mom-and-pop businesses alike, the exercises in The Big Book of Conflict-Resolution Games delivers everything you need to make your workplace more efficient, effective, and engaged.**

**These are the proven benefits of implementing "visual systems" - a highly successful lean-production approach that uses visual indicators, signals, controls, and guarantees to direct and support activities on the shop floor. The result is a self-explaining and self-regulating workplace where critical information is shared rapidly, accurately, and without speaking a word. Visual Systems is a comprehensive look at how to implement this breakthrough approach. Any company can use Dr. Gwendolyn D. Galsworth's approach to organize, share, and visually manage the thousands of location details on which the daily life of an enterprise depends. Use this book to build common sense and a common improvement language directly into the workplace and put an end to costly secrets, surprises, and microsupervision.**

**Visual Workplace Visual Thinking**

**A Step-by-Step Guide to Implementing and Sustaining Your 5S Program**

**Visual Thinking**

**The Hidden Gifts of People Who Think in Pictures, Patterns and Abstractions**

**Work that Makes Sense Operator-led Visuality**

**Mastering Visual Studio .NET**

**The 8 Forces We Must Master to Truly Transform Our Schools**

An introduction to data visualization and data storytelling. This book explains (visually) the fundamental principles of a meaningful chart making at high level. No coding or statistics skills required. Audience: data visualization students, senior data scientists, prescriptive analytics consultants. Written by a design thinking professor and multiple-times awarded kaggle master, this book hits the sweet spot between abstraction and detail.

Discover why and how schools must become places where thinking is valued, visible, and actively promoted. As educators, parents, and citizens, we must settle for nothing less than environments that bring out the best in people, take learning to the next level, allow for great discoveries, and propel both the individual and the group forward into a lifetime of learning. This is something all teachers want and all students deserve. In *Creating Cultures of Thinking: The 8 Forces We Must Master to Truly Transform Our Schools*, Ron Ritchhart, author of *Making Thinking Visible*, explains how creating a culture of thinking is more important to learning than any particular curriculum and he outlines how any school or teacher can accomplish this by leveraging 8 cultural forces: expectations, language, time, modeling, opportunities, routines, interactions, and environment. With the techniques and rich classroom vignettes throughout this book, Ritchhart shows that creating a culture of thinking is not about just adhering to a particular set of practices or a general expectation that people should be involved in thinking. A culture of thinking produces the feelings, energy, and even joy that can propel learning forward and motivate us to do what at times can be hard and challenging mental work.

'Grandin has helped us understand autism not just as a phenomenon, but as a different and coherent mode of existence that otherwise confounds us' *The New York Times* 'A powerful and provocative testament to the diverse coalition of minds we'll need to face the mounting challenges of the twenty-first century' Steve Silberman, bestselling author of *NeuroTribes* Do you think in pictures, patterns or words? In a world engineered for the verbal thinker, those of us with a visual brain can often be overlooked and underestimated. In this landmark book, international bestselling author and activist Temple Grandin transforms our understanding of how our brains are wired differently. Bringing together cutting-edge research and her own experience as a visual thinker, Grandin reveals a ground-breaking new approach to revolutionizing modern structures such as education, health and media so that they equally serve people with all kinds of minds. *Visual Thinking* is a perspective shifting book that will open our eyes to the value of a life in picture.

The ability to see deeply affects how human beings perceive and interpret the world around them. For most people, eyesight is part of everyday communication, social activities, educational and professional pursuits, the care of others, and the maintenance of personal health, independence, and mobility. Functioning eyes and vision system can reduce an adult's risk of chronic health conditions, death, falls and injuries, social isolation, depression, and other psychological problems. In children, properly maintained eye and vision health contributes to a child's social development, academic achievement, and better health across the lifespan. The public generally recognizes its reliance on sight and fears its loss, but emphasis on eye and vision health, in general, has not been integrated into daily life to the same extent as other health promotion activities, such as teeth brushing; hand washing; physical and mental exercise; and various injury prevention behaviors. A larger population health approach is needed to engage a wide range of stakeholders in coordinated efforts that can sustain the scope of behavior change. The shaping of socioeconomic environments can eventually lead to new social norms that promote eye and vision health. *Making Eye Health a Population Health Imperative: Vision for Tomorrow* proposes a new population-centered framework to guide action and coordination among various, and sometimes competing, stakeholders in pursuit of improved eye and vision health and health equity in the United States. Building on the momentum of previous public health efforts, this report also introduces a model for action that highlights different levels of prevention activities across a range of stakeholders and provides specific examples of how population health strategies can be translated into cohesive areas for action at federal, state, and local levels.

**The Wim Hof Method**

**Identifying and Eliminating Waste in Office and Service Processes**

**Visual Project Management**

**Includes Leader's Guide**

**5S Made Easy**

**Creating Continuous Flow**

**Intercultural Collaboration by Design**

*In his best-selling book Japanese Manufacturing Techniques, Richard J. Schonberger revolutionized American manufacturing theory and, more important, practice. In that breakthrough book, he revealed that Japanese manufacturing excellence was not culturally bound. Offering the first demystified explanation of the simple techniques that fueled Japan's industrial success, he demonstrated how the same methods could be put to work as effectively in U.S. plants.*

*Visual thinking and drawing are both becoming increasingly important in today's business*

settings. A picture really can tell a thousand words. Visualization is a crucial part of the journey for companies seeking to boost enterprise agility, break down silos and increase employee and customer engagement. Visualizing thought processes can help break down complex problems. It empowers teams and staff to build on one another's ideas, fosters collaboration, jump-starts co-creation and boosts innovation. This book will help brush aside misconceptions that may have prevented you using these techniques in your workplace. You don't need Van Gogh's artistic talent or Einstein's intelligence to harness the power of visual thinking and make your company more successful. With the right mindset and the simple skills this book provides you the skills to develop your own signature and style and start generating change by integrating visual communication into your business setting.

An exploration of why we play video games despite the fact that we are almost certain to feel unhappy when we fail at them. We may think of video games as being "fun," but in *The Art of Failure*, Jesper Juul claims that this is almost entirely mistaken. When we play video games, our facial expressions are rarely those of happiness or bliss. Instead, we frown, grimace, and shout in frustration as we lose, or die, or fail to advance to the next level. Humans may have a fundamental desire to succeed and feel competent, but game players choose to engage in an activity in which they are nearly certain to fail and feel incompetent. So why do we play video games even though they make us unhappy? Juul examines this paradox. In video games, as in tragic works of art, literature, theater, and cinema, it seems that we want to experience unpleasantness even if we also dislike it. Reader or audience reaction to tragedy is often explained as catharsis, as a purging of negative emotions. But, Juul points out, this doesn't seem to be the case for video game players. Games do not purge us of unpleasant emotions; they produce them in the first place. What, then, does failure in video game playing do? Juul argues that failure in a game is unique in that when you fail in a game, you (not a character) are in some way inadequate. Yet games also motivate us to play more, in order to escape that inadequacy, and the feeling of escaping failure (often by improving skills) is a central enjoyment of games. Games, writes Juul, are the art of failure: the singular art form that sets us up for failure and allows us to experience it and experiment with it. *The Art of Failure* is essential reading for anyone interested in video games, whether as entertainment, art, or education.

*Dataviz—the new language of business* A good visualization can communicate the nature and potential impact of information and ideas more powerfully than any other form of communication. For a long time "dataviz" was left to specialists—data scientists and professional designers. No longer. A new generation of tools and massive amounts of available data make it easy for anyone to create visualizations that communicate ideas far more effectively than generic spreadsheet charts ever could. What's more, building good charts is quickly becoming a need-to-have skill for managers. If you're not doing it, other managers are, and they're getting noticed for it and getting credit for contributing to your company's success. In *Good Charts*, dataviz maven Scott Berinato provides an essential guide to how visualization works and how to use this new language to impress and persuade. Dataviz today is where spreadsheets and word processors were in the early 1980s—on the cusp of changing how we work. Berinato lays out a system for thinking visually and building better charts through a process of talking, sketching, and prototyping. This book is much more than a set of static rules for making visualizations. It taps into both well-established and cutting-edge research in visual perception and neuroscience, as well as the emerging field of visualization science, to explore why good charts (and bad ones) create "feelings behind our eyes." Along the way, Berinato also includes many engaging vignettes of dataviz pros, illustrating the ideas in practice. *Good Charts* will help you turn plain, uninspiring charts that merely present information into smart, effective visualizations that powerfully convey ideas.

*Why Certain Experiences Have Extraordinary Impact*

*How to Promote Engagement, Understanding, and Independence for All Learners*

*Visual Design Solutions*

*Creating the Efficient Hospital of the Future*

*The Art of Failure*

*Visual Workplace Visual Thinking, Second Edition*

*An Action Guide for Managers, Engineers & Production Associates*

**Visual Workplace/Visual Thinking (VWVT)** was written by the acknowledged leading expert in workplace visuality. While other books touch upon visual workplace tools and practices, no other author has addressed the topic with the clarity and depth presented here. This is a seminal book, considered by many the definition of the field itself. First published by a small, independent press in 2005, the book won the prestigious Shingo Research Prize in the same year. It was then and remains the only book of its kind that describes the conceptual and practical foundation for workplace visuality, derived from dozens of hands-on implementations in some of the world's best or most challenging companies. Written not by an academic, but by a hands-on practitioner who has worked for three decades with companies in various phases of visual transformation, the work carries the reader from the usual starting point of 5S through to the full power of the visual-lean® alliance. The book's 11 chapters are in four sections. The first defines the visual workplace in relation to operational excellence, along with the eight building blocks of visual thinking. The next section, which targets the cultural conversion, is unexpectedly thrilling as it describes the genuine transformation of both company and employee which is at the heart

of every visual conversion. Section 3 maps the logic and sequence of Dr. Galsworth's 10-Doorway template as you learn about the visual side of 5S, visual standards, visual scheduling, visual material control, visual metrics, visual problem-solving, visual leadership as well as the visual machine® and visual-lean® office. The final section of VTVW places visual management within the visual continuum, shows you how to use the ten doorways to assess your own company, and concludes with a discussion of the visual-lean alliance, illustrated through a conversion case study. With over 25 full-color albums of visual solutions, 50+ graphs and charts, a detailed table of contents and in-depth Index, this 277-page book positions the technologies of the visual workplace as a premier improvement strategy on every company's journey to operational excellence.

Today's project manager has more to manage than just project scope, deliverables, communications and teams. They are also expected to manage large volumes of project-related data. And the expectation goes beyond just managing the data. It extends into creating great visualizations that allow stakeholders to fully digest that large volume of data in a manner that is quick, effective and clear. They are also expected to serve as facilitators in the use of visual thinking tools as a method for working through project issues, risks and problems. These new expectations require new skills. The era of multi-page, text-based project status reporting is over. The era of visual project management is here. Time to "skill up!" The New York Times bestselling authors of *Switch* and *Made to Stick* explore why certain brief experiences can jolt us and elevate us and change us—and how we can learn to create such extraordinary moments in our life and work. While human lives are endlessly variable, our most memorable positive moments are dominated by four elements: elevation, insight, pride, and connection. If we embrace these elements, we can conjure more moments that matter. What if a teacher could design a lesson that he knew his students would remember twenty years later? What if a manager knew how to create an experience that would delight customers? What if you had a better sense of how to create memories that matter for your children? This book delves into some fascinating mysteries of experience: Why we tend to remember the best or worst moment of an experience, as well as the last moment, and forget the rest. Why "we feel most comfortable when things are certain, but we feel most alive when they're not." And why our most cherished memories are clustered into a brief period during our youth. Readers discover how brief experiences can change lives, such as the experiment in which two strangers meet in a room, and forty-five minutes later, they leave as best friends. (What happens in that time?) Or the tale of the world's youngest female billionaire, who credits her resilience to something her father asked the family at the dinner table. (What was that simple question?) Many of the defining moments in our lives are the result of accident or luck—but why would we leave our most meaningful, memorable moments to chance when we can create them? *The Power of Moments* shows us how to be the author of richer experiences.

Are you looking for ways to differentiate your instruction to meet the needs of gifted visual-spatial learners? You've found it in *Visual-Spatial Learners: Understanding the Learning Style Preference of Bright But Disengaged Students* (2nd ed.). Visual-spatial learners are students who show advanced abilities with computers, maps, construction toys, and puzzles. The techniques outlined within these pages help all learners succeed—regardless of preferred learning style. Based on the most current understanding of the brain's hemispheric functions, the author provides a number of strategies and lesson plan ideas to help make your classroom a successful learning environment for all learners. These strategies address preparing students to succeed on timed tests; easing the pain of handwriting; teaching spelling using imagery; incorporating mnemonics, rhyme, and other tricks that engage the right hemisphere of the brain; helping students stay focused and on track; getting—and keeping—students organized; and much more!

5S for Operators Learning Package

Drawing from Differences, Distances, and Disciplines Through Visual Thinking

Making Eye Health a Population Health Imperative

Returning to Our Visual Roots with the Emerging Revolution in Computer Information Visualization Drive

The FlowingData Guide to Design, Visualization, and Statistics

A Guide for the Data Scientist

**Learning Package Special Features: - Designed to give team leaders everything necessary to facilitate study groups.- Encourages workers to become actively involved in their own learning.- Prepares operators to participate in company improvement efforts.;**

**Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, *Metrics-Based Process Mapping: An Excel-Based Solution*, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This**

**flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: [www.mbpmapping.com](http://www.mbpmapping.com) This book presents the mechanics of implementing visuality on the value-add level known as Work That Makes Sense (WTMS). The step-by-step WTMS process described in this book teaches operators a proven method for translating information deficits into visual solutions that take the struggle out of their day-to-day work. As a result, operators transform their work area into a work environment that speaks—a work environment that, by design, shares vital information in the form of visual devices that help them perform their day-to-day work with precision and completeness. At the heart of this visual conversion approach is an element unique to Galsworth's paradigm called I-driven that recognizes that operators will pursue self-leadership in the company's improvement initiatives if they are given the opportunity to learn how to do so. Also recognized is the fact that this can only happen if associates are taught—and given the opportunity to learn and apply a new system of thinking. The author calls this new system visual thinking. This book provides that learning pathway, in detail, supported by hundreds of actual visual solutions, developed by operators who have followed that pathway and become visual thinkers for themselves—I-driven. They become self-leaders, in control of their corner of the world and able and willing to share their strengths with others. In this way, the WTMS process produces a deep and abiding change in the company's work culture that builds creativity and ownership. As a result, the organization's leadership framework widens to include operators. When effectively applied the WTMS process detailed in this book produces 15% to 30% improvement in local KPIs, including productivity, on-time delivery, quality, and costs; these figures are documented and presented in the pages of this book. Written for operators, this book includes a wealth of color photographs, the majority of which are visual solutions created by visual thinkers who have lived this process for themselves. All are fully captioned and thoughtfully described. The book also includes twelve tasks that managers implement in support that they seek on the operator level. WTMS teaches that visual devices translate information into exact behavior, embedding and sustaining precision through visual solutions. Precision is built in by the same operators who execute it. This is the heart of an I-driven visual enterprise. Once learned and operationalized, this paradigm allows the organization to take on any new improvement effort. Organizational alignment and teamwork have been redefined and operationalized.**

**A detailed handbook for experienced developers explains how to get the most out of Microsoft's Visual Studio .NET, offering helpful guidelines on how to use its integrated development environment, start-up templates, and other features and tools to create a variety of applications, including Web services. Original. (Advanced)**

**The Big Book of Conflict Resolution Games: Quick, Effective Activities to Improve Communication, Trust and Collaboration**

**Principles and Creative Inspiration for Learning Professionals**

**Studio Thinking 2**

**Activate Your Full Human Potential**

**The HBR Guide to Making Smarter, More Persuasive Data Visualizations**

**Gamestorming**

**5S for Operators**

A proven program for enhancing students' thinking and comprehension abilities Visible Thinking is a research-based approach to teaching thinking, begun at Harvard's Project Zero, that develops students' thinking dispositions, while at the same time deepening their understanding of the topics they study. Rather than a set of fixed lessons, Visible Thinking is a varied collection of practices, including thinking routines—small sets of questions or a short sequence of steps—as well as the documentation of student thinking. Using this process thinking becomes visible as the students' different viewpoints are expressed, documented, discussed and reflected upon. Helps direct student thinking and structure classroom discussion Can be applied with students at all grade levels and in all content areas Includes easy-to-implement classroom strategies The book also comes with a DVD of video clips featuring Visible Thinking in practice in different classrooms.

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines—called kata—that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata—a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to

ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

Instead of building new hospitals that import old systems and problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excellence! Answering these questions and more, *Lean-Led Hospital Design: Creating the Efficient Hospital of the Future* explains how hospitals can be built to increase patient safety and reduce wait times while eliminating waste, lowering costs, and easing some of healthcare's most persistent problems. It supplies a simplified timeline of architectural planning—from start to finish—to guide readers through the various stages of the Lean design development philosophy, including Lean architectural design and Lean work design. It includes examples from several real healthcare facility design and construction projects, as well as interviews with hospital leaders and architects. Check out a video of the authors discussing their book, *Lean-Led Hospital Design* at the 2012 Med Assets Healthcare Business Summit. [www.modernhealthcare.com/section/LiveatHBS](http://www.modernhealthcare.com/section/LiveatHBS)

"The first edition of this bestseller was featured in *The New York Times* and *The Boston Globe* for its groundbreaking research on the positive effects of art education on student learning across the curriculum. Capitalizing on observations and conversations with educators who have used the *Studio Thinking Framework* in diverse settings, this expanded edition features new material, including: The addition of Exhibitions as a fourth Studio Structure for Learning (along with Demonstration-Lecture, Students-at-Work, and Critique). Explanation and examples of the dispositional elements of each Habit, including skill, alertness (noticing appropriate times to put skills to use), and inclination (the drive or motivation to employ skills). A chart aligning Habits to the English Language Arts and Mathematics Common Core. Descriptions of how the Framework has been used inside and outside of schools in curriculum planning, teaching, and assessment across arts and non-arts disciplines. A full-color insert with new examples of student art. *Studio Thinking 2* will help advocates explain arts education to policymakers, help art teachers develop and refine their teaching and assessment practices, and assist educators in other disciplines to learn from existing practices in arts education. Lois Hetland is professor and chair of art education at Massachusetts College of Art and Design and senior research affiliate at Project Zero, Harvard Graduate School of Education. Ellen Winner is professor and chair of psychology at Boston College and a senior research associate at Project Zero. Shirley Veenema is an instructor in visual arts at Phillips Academy in Andover, Massachusetts. Kimberly M. Sheridan is an assistant professor in the College of Education and Human Development and the College of Visual and Performing Arts at George Mason University. "Our decade of using the *Studio Thinking Framework* in California's schools positions us for success in this new era because of the foundation of reflective, creative, and critical thinking developed in our schools and districts." —From the Foreword to the Second Edition by Louise Music, Executive Director of Integrated Learning, Alameda County Office of Education, Hayward, CA "Studio Thinking [is] a vision not only of learning in the arts but what could be learning most anywhere." —From the Foreword to the First Edition by David N. Perkins, Professor of Education, Harvard Graduate School of Education, and Senior Co-Director of Harvard Project Zero Praise for the First Edition of *Studio Thinking*— "Winner and Hetland have set out to show what it means to take education in the arts seriously, in its own right." —*The New York Times* "This book is very educational and would be helpful to art teachers in promoting quality teaching in their classrooms." —*School Arts Magazine* "Studio Thinking is a major contribution to the field." —*Arts & Learning Review* "The research in *Studio Thinking* is groundbreaking and important because it is anchored in the actual practice of teaching artists.... The ideas in *Studio Thinking* continue to provide a vehicle with which to navigate and understand the complex work in which we are all engaged." —*Teaching Artists Journal* "Hetland and her colleagues reveal dozens of practical measures that could be adopted by any arts program, inside or outside of the school.... This is a bold new step in arts education." —David R. Olson, Professor Emeritus, University of Toronto "Will be at the top of the list of essential texts in arts education. I know of no other work in art education with this combination of authenticity and insight." —Lars Lindström, Stockholm Institute of Education "The eight studio habits of mind should become a conceptual framework for all preservice art education programs; this book should be read by all early and experienced art educators." —Mary Ann Stankiewicz, The Pennsylvania State University "

*Applying Visual Management to the Factory*

*Lean-Led Hospital Design*

*The Power of Moments*

*An Essay on the Pain of Playing Video Games*

*Introduction to Data Visualization and Storytelling*

*Good Charts*

*The First 20 Hours*

*Practical data design tips from a data visualization expert of the modern age Data doesn't decrease; it is ever-increasing and can be overwhelming to organize in a way that makes sense to its intended audience. Wouldn't it be wonderful if we could actually visualize data in such a way that we could maximize its potential and tell a story in a clear, concise manner? Thanks to the creative genius of Nathan Yau, we can. With this full-color book, data visualization guru and author Nathan Yau uses step-by-step tutorials to show you how to visualize and tell stories with data. He explains how to gather, parse, and format data and then design high quality graphics that help you explore and present patterns, outliers, and relationships. Presents a unique approach to visualizing and telling stories with data, from a data visualization expert and the creator of [flowingdata.com](http://flowingdata.com), Nathan Yau Offers step-by-step tutorials and practical design tips for creating statistical graphics, geographical maps, and information design to find meaning in the numbers Details tools that can be used to visualize data-native graphics for the Web, such as ActionScript, Flash libraries, PHP, and JavaScript and tools to design graphics for print, such as *Rand Illustration* Contains numerous examples and descriptions of patterns*

*and outliers and explains how to show them Visualize This demonstrates how to explain data visually so that you can present your information in a way that is easy to understand and appealing.*

*The New York Times bestseller that gives readers a paradigm-shattering new way to think about motivation from the author of When: The Scientific Secrets of Perfect Timing Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink (author of To Sell Is Human: The Surprising Truth About Motivating Others). In this provocative and persuasive new book, he asserts that the secret to high performance and satisfaction—at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world. Drawing on four decades of scientific research on human motivation, Pink exposes the mismatch between what science knows and what business does—and how that affects every aspect of life. He examines the three elements of true motivation—autonomy, mastery, and purpose—and offers smart and surprising techniques for putting these into action in a unique book that will change how we think and transform how we live.*

*The New York Times Bestselling guide for managers and executives. Introducing the new, realistic loyalty pact between employer and employee. The employer-employee relationship is broken, and managers face a seemingly impossible dilemma: the old model of guaranteed long-term employment no longer works in a business environment defined by continuous change, but neither does a system in which every employee acts like a free agent. The solution? Stop thinking of employees as either family or as free agents. Think of them instead as allies. As a manager you want your employees to help transform the company for the future. And your employees want the company to help transform their careers for the long term. But this win-win scenario will happen only if both sides trust each other enough to commit to mutual investment and mutual benefit. Sadly, trust in the business world is hovering at an all-time low. We can rebuild that lost trust with straight talk that recognizes the realities of the modern economy. So, paradoxically, the alliance begins with managers acknowledging that great employees might leave the company, and with employees being honest about their own career aspirations. By putting this new alliance at the heart of your talent management strategy, you'll not only bring back trust, you'll be able to recruit and retain the entrepreneurial individuals you need to adapt to a fast-changing world.*

*These individuals, flexible, creative, and with a bias toward action, thrive when they're on a specific "tour of duty"—when they have a mission that's mutually beneficial to employee and company that can be completed in a realistic period of time. Coauthored by the founder of LinkedIn, this bold but practical guide for managers and executives will give you the tools you need to recruit, manage, and retain the kind of employees who will make your company thrive in today's world of constant innovation and fast-paced change. 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 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 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.*

*Understanding the Learning Style Preference of Bright But Disengaged Students*

*Metrics-Based Process Mapping*

*A Playbook for Innovators, Rulebreakers, and Changemakers*

*Empowering People and Organisations through Visual Collaboration*

*The Visual Factory*

*The Surprising Truth About What Motivates Us*

*Creating and Sustaining Visuality on the Value-add Level*

This book presents the mechanics of implementing visuality on the value-add level known as Work That Makes Sense (WTMS). The step-by-step WTMS process described in this book teaches operators a proven method for translating information deficits into visual solutions that take the struggle out of their day-to-day work. As a result, operators transform their work area into a work environment that speaks--a work environment that, by design, shares vital information in the form of visual devices that help them perform their day-to-day work with precision and completeness. At the heart of this visual conversion approach is an element unique to Galsworth's paradigm called I-driven that recognizes that operators will pursue self-leadership in the company's improvement initiatives if they are given the opportunity to learn how to do so. Also recognized is the fact that this can only happen if associates are taught--and given the opportunity to learn and apply a new system of thinking. The author calls this new system visual thinking. This book provides that learning pathway, in detail, supported by hundreds of actual visual solutions, developed by operators who have followed that pathway and become visual thinkers for themselves--I-driven. They become self-leaders, in control of their corner of the world and able and willing to share their strengths with others. In this way, the WTMS process produces a deep and abiding change in the company's work culture that builds creativity and ownership. As a result, the organization's leadership framework widens to include operators. When effectively applied the WTMS process detailed in this book produces 15% to 30% improvement in local KPIs, including productivity, on-time delivery, quality, and costs; these figures are documented and presented in the pages of this book. Written for operators, this book includes a wealth of color photographs, the majority of which are visual solutions created by visual thinkers who have lived this process for themselves. All are fully captioned and thoughtfully described. The book also includes twelve tasks that managers implement in support that they seek on the operator level. WTMS teaches that visual devices translate information into exact behavior, embedding and sustaining precision through visual solutions. Precision is built in by the same operators who execute it. This is the heart of an I-driven visual enterprise. Once learned and operationalized, this paradigm allows the organization to take on

any new improvement effort. Organizational alignment and teamwork have been redefined and operationalized.

Forget the 10,000 hour rule— what if it's possible to learn the basics of any new skill in 20 hours or less? Take a moment to consider how many things you want to learn to do. What's on your list? What's holding you back from getting started? Are you worried about the time and effort it takes to acquire new skills—time you don't have and effort you can't spare? Research suggests it takes 10,000 hours to develop a new skill. In this nonstop world when will you ever find that much time and energy? To make matters worse, the early hours of practicing something new are always the most frustrating. That's why it's difficult to learn how to speak a new language, play an instrument, hit a golf ball, or shoot great photos. It's so much easier to watch TV or surf the web . . . In *The First 20 Hours*, Josh Kaufman offers a systematic approach to rapid skill acquisition— how to learn any new skill as quickly as possible. His method shows you how to deconstruct complex skills, maximize productive practice, and remove common learning barriers. By completing just 20 hours of focused, deliberate practice you'll go from knowing absolutely nothing to performing noticeably well. Kaufman personally field-tested the methods in this book. You'll have a front row seat as he develops a personal yoga practice, writes his own web-based computer programs, teaches himself to touch type on a nonstandard keyboard, explores the oldest and most complex board game in history, picks up the ukulele, and learns how to windsurf. Here are a few of the simple techniques he teaches: Define your target performance level: Figure out what your desired level of skill looks like, what you're trying to achieve, and what you'll be able to do when you're done. The more specific, the better. Deconstruct the skill: Most of the things we think of as skills are actually bundles of smaller subskills. If you break down the subcomponents, it's easier to figure out which ones are most important and practice those first. Eliminate barriers to practice: Removing common distractions and unnecessary effort makes it much easier to sit down and focus on deliberate practice. Create fast feedback loops: Getting accurate, real-time information about how well you're performing during practice makes it much easier to improve. Whether you want to paint a portrait, launch a start-up, fly an airplane, or juggle flaming chainsaws, *The First 20 Hours* will help you pick up the basics of any skill in record time . . . and have more fun along the way.

Hiroyuki Hirano's five pillars of the visual workplace: sort, set in order, shine, standardize and sustain are the most fundamental and often overlooked aspects in continuous improvement initiatives. Together, these concepts form the framework of the 5S System, a set of principles whose simplicity often betrays its powerful impact on the workplace. So much of the 5S System seems like common sense, that it is astonishing how often such seemingly simple practices are absent in manufacturing operations. That is why Productivity Press is proud to bring you *5S for Operators: 5 Pillars of the Visual Workplace*, a hands-on book that explains the principles, rationale and implementation details of the 5S System. Easy-to-read and apply, each section of the text is loaded with questions, outlines, summaries, diagrams and illustrations. Most importantly, *5S for Operators* provides the foundational knowledge that is essential for implementing not just the 5S System, but overall manufacturing improvements like shorter equipment changeovers, just-in-time inventory, total quality management and total productive maintenance. Since its publication in 1996, *5S for Operators* has been and continues to be hugely popular, consistently ranking among Productivity's list of top-sellers, and its popularity is not hard to understand. 5S has proven its worth in one company after another, consistently reducing waste, guaranteeing product quality, ensuring safety and increasing the bottom line. With *5S for Operators*, the 5S System can have the same profound effect on your operations. To introduce the 5S system and sell its use to executives as well as workers, consider purchasing: *5S System: An Introduction DVD* (Catalog no. PP5934) Adhering to the principle of efficiency that defines this revolutionary and proven system, this video succinctly explains what is involved, who should participate, and what it will take to get started.

**INSTANT NEW YORK TIMES BESTSELLER** The only definitive book authored by Wim Hof on his powerful method for realizing our physical and spiritual potential. "This method is very simple, very accessible, and endorsed by science. Anybody can do it, and there is no dogma, only acceptance. Only freedom." —Wim Hof  
Wim Hof has a message for each of us: "You can literally do the impossible. You can overcome disease, improve your mental health and physical performance, and even control your physiology so you can thrive in any stressful situation." With *The Wim Hof Method*, this trailblazer of human potential shares a method that anyone can use—young or old, sick or healthy—to supercharge their capacity for strength, vitality, and happiness. Wim has become known as "The Iceman" for his astounding physical feats, such as spending hours in freezing water and running barefoot marathons over deserts and ice fields. Yet his most remarkable achievement is not any record-breaking performance—it is the creation of a method that thousands of people have used to transform their lives. In his gripping and passionate style, Wim shares his method and his story, including: • **Breath**—Wim's unique practices to change your body chemistry, infuse yourself with energy, and focus your mind • **Cold**—Safe, controlled, shock-free practices for using cold exposure to enhance your cardiovascular system and awaken your body's untapped strength • **Mindset**—Build your willpower, inner clarity, sensory awareness, and innate joyfulness in the miracle of living • **Science**—How users of this method have redefined what is medically possible in study after study • **Health**—True stories and testimonials from people using the method to overcome disease and chronic illness • **Performance**—Increase your endurance, improve recovery time, up your mental game, and more • **Wim's Story**—Follow Wim's inspiring personal journey of discovery, tragedy, and triumph • **Spiritual Awakening**—How breath, cold, and mindset can reveal the beauty of your soul  
Wim Hof is a man on a mission: to transform the way we live by reminding us of our true power and purpose. "This is how we will change the world, one soul at a time," Wim says. "We alter the collective consciousness by awakening to our own boundless potential. We are limited only by the depth of our imagination and the strength of our conviction." If you're ready to explore and exceed the limits of your own potential, *The Wim Hof Method* is waiting for you.

Managing Talent in the Networked Age

## 5 Pillars of the Visual Workplace

Harnessing the Power of the Visual Workplace

The Alliance

World Class Manufacturing

Visual Systems

Creating Enterprise Excellence Through the Technologies of the Visual Workplace, Second Edition

An effective visual communication system can help manufacturing employees eliminate significant waste from daily tasks. From work-zone color coding to posted metrics, visual controls clarify and simplify the path to enhanced processes and profits. Leaving little to chance, *Visual Controls: Applying Visual Management to the Factory* provides a detail

Great things don't happen in a vacuum. But creating an environment for creative thinking and innovation can be a daunting challenge. How can you make it happen at your company? The answer may surprise you: *gamestorming*. This book includes more than 80 games to help you break down barriers,

communicate better, and generate new ideas, insights, and strategies. The authors have identified tools and techniques from some of the world's most innovative professionals, whose teams collaborate and make great things happen. This book is the result: a unique collection of games that encourage

engagement and creativity while bringing more structure and clarity to the workplace. Find out why -- and how -- with *Gamestorming*. Overcome conflict and increase engagement with team-oriented games  
Improve collaboration and communication in cross-disciplinary teams with visual-thinking techniques  
Improve understanding by role-playing customer and user experiences  
Generate better ideas and more of them, faster than ever before  
Shorten meetings and make them more productive  
Simulate and explore complex systems, interactions, and dynamics  
Identify a problem's root cause, and find the paths that point toward a solution

Enhance learners' interest and understanding with visual design for instructional and information products  
No matter what medium you use to deliver content, if the visual design fails, the experience falls flat.

Meaningful graphics and a compelling visual design supercharge instruction, training, and presentations, but this isn't easy to accomplish. Now you can conquer your design fears and knowledge gaps with *Visual Design Solutions*: a resource for learning professionals seeking to raise the bar on their graphics and visual design skills. This informal and friendly book guides you through the process and principles used by professional graphic designers. It also presents creative solutions and examples that you can start using right away. Anyone who envisions, designs, or creates instructional or informational graphics will benefit from the design strategies laid out in this comprehensive resource. Written by Connie Malamed, an art educator and instructional designer, this book will help you tap into your creativity, design with intention, and produce polished work. Whereas most graphic design books focus on logos, packaging, and brochures, *Visual Design Solutions* focuses on eLearning, presentations, and performance support. *Visual Design Solutions* includes practical guidelines for making smart design choices, ways to create professional-looking products, and principles for successful graphics that facilitate learning. Ideal for instructional designers, trainers, presenters, and professors who want to advance from haphazard to intentional design, this book will help them realize their design potential. Gain the knowledge and confidence to design impressive, effective visuals for learning  
Increase learner comprehension and retention with visual strategies offered by an expert author  
Serves as a reference and a resource, with a wealth of examples for inspiration and ideas  
Addresses an intimidating topic in an informal, friendly style  
In four parts, the book provides a thorough overview of the design process and design concepts; explores space, image, and typography; and presents workable solutions for your most persistent and puzzling design problems. Get started and begin creating captivating graphics for your learners.

*Intercultural Collaboration by Design* introduces a framework for collaborating across cultures and learning to use multicultural perspectives to address pressing global issues. This handbook helps people work, learn, and teach across cultures. Through the activities highlighted in this book, virtual and intercultural teams will find a practical route for initiating and sustaining productive work across disciplinary and social barriers. Teams can craft a plan to achieve their goals by selecting the activities that best meet their needs and interests. First-person anecdotes from the authors demonstrate how the activities encourage teams to embrace diverse perspectives in order to create innovative solutions. With over 30 hands-on activities, this book will be of great interest to diverse teams from a variety of disciplines who want to enhance intercultural learning and co-working. Whether in the classroom or workplace, the activities are appropriate for a variety of collaboration contexts, without a need for background in art or design.

Visual Workplace, Visual Thinking: DVD

Thinking Like Einstein

Visual Controls

How to Learn Anything . . . Fast!

Operator-Led Visuality, Second Edition

Vision for Tomorrow

Making Thinking Visible

*Visual Workplace/Visual Thinking (VWVT)* was written by the acknowledged leading expert in workplace visuality. Though other books touch upon visual workplace tools and practices, no other author has

addressed the topic with the clarity and depth presented here. This is a seminal book, considered by many the definition of the field itself. Also unique to this book are the hundreds of photographic examples of actual visual solutions, in full color. Visual Workplace/Visual Thinking was self-published in 2005 through the author's company imprint Visual-Lean(R) Enterprise Press. It won the Shingo Research Prize the same year. It was then and remains the only book of its kind, describing a comprehensive visual workplace model derived from on-site research in some of the world's best and most challenging companies. This means that VWVT is written not by an academic but by a hands-on practitioner who has worked for more than three decades directly with companies in some phase of the journey to workplace visuality. This usually starts with 5S and then moves to visual standards, visual scheduling, visual material control, visual metrics, visual problem solving, visual leadership, visual machine(R), and the visual-lean(R)office--to name several of the segments of the book's main model, called The Ten Doorways. VWVT is also distinctive in offering over 200 full-color visual solutions and some 50 figures as supporting, illustrative material. After an introduction from Peter Dobbs, head of strategy at Rolls-Royce, and Sherrie Ford, US culture guru, the book's eight chapters unfold. Chapters 1-4 introduce the core concepts on which the model is based. The next three chapters map each part of the model. The eighth and concluding chapter describes the visual-lean(R) alliance, positioning the visual workplace as lean's powerful partner. This 224-page book also has a comprehensive index and a complete table of figures and photos.

If you're aware of the tremendous improvements achieved in productivity and quality as a result of employee involvement, then you'll appreciate the great value of creating a visual factory. This book explains why conventional work areas, where fragmented information flows from "top to bottom," must be replaced by the "visual workplace," where information flows in every direction. It details how visual management can make the factory a place where workers and supervisors freely communicate so that every employee can take improvement action. The author's year-long worldwide research resulted in an abundance of practical recommendations. The communication techniques he suggests will: Foster cohesion within groups of employees. Turn fault-based into fact based communication. Overcome such problems as absenteeism and high defect rates. Stimulate an unending flow of suggestions from employees. A valuable resource for plant, operations, and human relations managers, this text discusses how successful companies develop meeting and communication areas, communicate work standard production controls such as kanban, and make goals and progress visible. Over 200 diagrams and photos illustrate the numerous visual techniques discussed.

Building Participation Through Shared Information

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

Creating Cultures of Thinking

Visualize This

The Real Benefits of Visual Arts Education, Second Edition

Visual-Spatial Learners

Work That Makes Sense