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Creating A Lean Culture Tools To Sustain Lean Conversions Third Edition

For companies to be competitive, leaders must engage people at all levels in order to focus their energy and enable them to apply lean principles to everything they do. Strategy deployment,

called hoshin kanri by Toyota, has proven to be the most effective process for meeting this ongoing challenge. In his new book Getting the Right Things Done, author and LEI faculty member Pascal Dennis

***outlines the nuts and bolts of
strategy deployment,
answering two tough questions
that ultimately can make or
break a company's lean
transformation: * What kind of
planning system is required to***

***inspire meaningful company-
wide continuous improvement?
* How might we change
existing mental models that do
not support a culture of
continuous improvement?
Getting the Right Things Done***

demonstrates how strategy deployment can help leaders harness the full power of Lean. Organization leaders at all levels and the management teams who are responsible for strategy deployment will find

***this book especially insightful.
It tells the story of a fictional
(yet very real) midsized
company, Atlas Industries that
needs to dramatically improve
to compete with emerging
rivals and meet new customer***

demands. Getting the Right Things Done chronicles the journey of the company and its President/COO, an experienced lean leader who was hired five years ago to steer Atlas in the right direction. While Atlas

had already applied some basic lean principles, it had not really connected the people and business processes so that the company could dramatically improve. Atlas' challenge: "Something was

missing: a way of focusing and aligning the efforts of good people, and a delivery system, something that would direct the tools to the right places." Enter strategy deployment. The book is designed to

***provide readers with a
framework for understanding
the key components of strategy
deployment: agreeing on the
company's "True North,"
working within the PDCA cycle,
getting conse***

If you examine the characteristics of successful organizations, you will find that speed is a common denominator. Once there is a focus on speed, industry-leading improvements follow,

momentum is created, and employees become further engaged to continue executing the strategy. The Four Components of a Fast-Paced Organization: Going Beyond Lean Sigma Tools examines

***the components that must be
in place for manufacturing and
service organizations to
achieve world-class business
results at a rapid pace:
leadership and mentoring,
process design and visual value***

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***streams, organization
structure for sustainment, and
fast knowledge sharing. The
book illustrates the author's
experience working on a
special Lean Sigma
transformation at an***

organization going through a market alteration and having to consider outsourcing production to low-cost countries. It describes how the four key components helped the company achieve a

doubling of productivity, a 75% improvement to its yield, and on-time delivery above 90%. Outlining a simple, yet effective, implementation plan, the book supplies valuable guidance for Lean

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***practitioners and
organizational leaders on what
needs to be done after Lean
Sigma. It presents only the
necessary information to allow
you to dive right in to proven
methods without having to***

waste time sorting through unnecessary details. We all want a culture of continuous improvement, learning, and customer orientation; and this is what the four components can help you achieve. Follow

the implementation steps outlined in the text and you will be on your way to developing and refining these characteristics.

This book, which takes the employees' perspective,

illustrates what works and what doesn't work to engage, involve, and motivate a workforce. Through examples, it shows how the "engage" methodology links to the Lean Process. While focusing on the

softer/"people" part of Lean, it maximizes the value returned on the organization's investment in Lean. It links "engagement" to measurable performance improvements. The how-to book includes a

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***methodology overview and
details on how to implement
including communication do's
and don'ts as well as a
checklist for leader standard
work (a tool for individual
leaders to track and be***

***recognized for their "engage,
involve, and motivate"
behaviors).***

***Known worldwide in
manufacturing among those
striving to maximize
productivity and create pull***

***scheduling of production as
"the yellow book," this is the
premier how to book for
companies going lean. Touted
by experts everywhere as
practical, down-to-earth, and
easy to read, it warns of***

cultural issues that are certain to arise, and gives step by step instructions for making the transformation. It clearly explains such tools as continuous flow, value stream mapping, kanban, kaizen, six

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***sigma, just-in-time (JIT),
techniques for quick set-ups,
and other pillars of the Toyota
Production System. It's full of
examples of value stream
mapping, how kanban can
resolve material supply issues,***

***how kaizen brainstorming can
result in startling
improvements overnight, how
just-in-time (JIT) frees
mountains of money tied up in
work-in-progress, why Six
Sigma quality needs to be built***

***in and not inspected in, how
bottlenecks can be eliminated,
kanban snafus spotted before
they happen, and how instilling
a championship mentality in
cross-functional teams can lead
to increased productivity and***

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***continuous improvement that
doesn't stop after the initial
kaizen event.***

***Getting the Right Things Done
Global Lean for Higher
Education
Leading Lean***

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***The Executive Guide to
Healthcare Kaizen
Practical Lean Techniques for
Building to Demand, Second
Edition
The Highly Effective Office
Lean Office and Service***

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Simplified

Ensuring Success and

***Developing a Framework for
Leadership***

**Higher education (HE) is
amongst the hardest sectors
in which to apply lean.**

**Universities resist change,
their organizational cultures
being far from the
manufacturing environment
where lean was born. The way
HE organizations are
structured, funded, and**

**function globally is
idiosyncratic; one size is
unlikely to fit all. However, the
sector is also dynamic and a
mature understanding of lean,
as a philosophy, led by
principles, suggests there are**

many ways HE could grow through lean. This collection of work reflects the state-of-the-art in the global practical application of lean for higher education. It aims to demonstrate the diverse

**applications of lean in
universities inspiring others to
deeply engage with lean
thinking in their own unique
context and to drive
successful, sustainable, lean
work. Contributors are both**

**well-known experts in lean HE
and up-and-coming
practitioners. Authors live
globally, in countries such as
Australia, Canada, Malaysia,
Poland, the UK, and the USA.
They represent higher**

**education environments from
applied teaching institutions to
research-focused universities
from 50 years old to more than
800 years old. The collection
focuses on lean applied
across universities as a whole,**

**often addressing the
administrative support or
professional services side of
how these institutions work.
The application of lean is not
limited purely to the
administration of such**

organizations but is applied to the primary purpose of universities: teaching and research. This volume is not focused on lean theory. Instead, it discusses how HE institutions have taken lean

**forward and the lessons
learned that others can share
and learn from. It is composed
of six sections: Starting out,
People, Projects, Technology,
Sustaining Lean, and Culture.
The rich and wide**

**perspectives in this book will
enable the reader to
understand the many ways
that lean thinking is applied in
higher education globally.
More importantly, this book
will help the reader better**

**understand and apply lean in
the context of their own work.
While there are numerous
Lean Certification programs,
most companies have their
own certification paths
whereby they bestow expert**

status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, The

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**Lean Practitioner's Field Book:
Proven, Practical, Profitable
and Powerful Techniques for
Making Lean Really Work
outlines a true learning path
for anyone seeking to
understand essential Lean**

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principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their

simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that

will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the

**differences between the kaizen
event approach and the Lean
system level approach as well
as the difference between
station balancing and baton
zone. This book takes readers
on a journey that begins with**

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an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the

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**book includes discussions
and examples that
demonstrate how to transition
from traditional accounting
methods to a Lean accounting
system. The book outlines an
integrated, structured**

approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a

**successful and sustainable
transformation of your
organization.**

**While worker safety is often
touted as a company's first
priority, more often than not,
safety activity is driven by**

**compliance to legislation
rather than any safety
improvement initiative. Lean
takes a proactive approach – it
is not contingent on
legislation. A serious Lean
effort will tear apart an old**

**inefficient entitlement-riddled
culture and build it into
something effective. Lean
Safety: Transforming your
Safety Culture with Lean
Management takes lessons
learned from Lean and applies**

them to the building of a world-class safety-first organization. Based on 30 years of experience with successful implementation of continuous improvement, Robert Hafey focuses the power of Lean

**improvement on the universal
topic of safety. In doing so, he
shows how Lean and safety
are linked; that the
achievement of one is often
dependent upon achievement
of the other. In this book,**

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**written for managers and
executives as well as workers
on the line, Hafey: Challenges
each stakeholder to think
proactively and accept
individual responsibility for
safety Emphasizes that the**

**building of a top safety
program requires the building
of a world-class safety culture
Demonstrates how basic Lean
tools are as applicable to
safety as they are to Lean,
such as the A3 problem-**

**solving process and the
facilitated kaizen blitz
Removes fear from the
accident investigation process
so that root causes are
addressed rather than hidden
Establishes standards and**

metrics for safety

**management that are clearly
definable and measurable Any
lasting improvement must
become both institutionalized
and perpetually capable of
adaptation. World class safety**

**is not about writing correct
rules, but more about righting
the culture responsible for the
well-being of its stakeholders.
Listen to what Robert Hafey
has to say about Lean Safety.
A Lean Safety Gemba Walk is**

a walk through the work area (Gemba) that focuses on the continuous improvement of safety. When conducted in a respectful manner, by skilled facilitators, Safety Gemba Walks can have a dramatic

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**long-lasting impact on the
culture of a business. Lean
Safety Gemba Walks: A
Methodology for Workforce
Engagement and Culture
Change is a follow-up to the
author's bestselling book,**

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Lean Safety, published in 2010. It is a natural progression from the philosophical overview provided by Lean Safety to the reality of the application of those principles in facilities

**around the world. This book
presents a collection of Lean
Safety Gemba Walk case
studies that are based on the
author's experiences over the
last four years. As the stories
unfold, readers are**

**transported on a journey of
discovery through the Gemba
and begin to see safety
differently just as those who
physically participated.
Illustrating the importance of
employee engagement and**

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**culture change, the book
provides you with the tools to
engage managers, employees,
and hourly staff in the
continuous improvement of
safety. The concepts covered
will allow you to empower**

**employees to make a
difference in their safety
culture rather than simply
complying with safety rules.
Creating Mixed Model Value
Streams
Tools to Sustain Lean**

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Conversions, Third Edition
How to Build a Culture of
Continuous Improvement
Methodology, Case Studies
and Trends from Latin
America
Applying Lean Practices to the

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Work of IT

**The Definitive How-To Guide
How to Grow People and Build
a Fun Lean Culture
Educating and Elevating Lean
Practitioners Throughout Your
Organization**

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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**

**The formula for Lean success! Toyota
veterans reveal how to build continuous
improvement into your company's DNA
Ever since Toyota introduced the
revolutionary Toyota Production
System (TPS), businesses have tried to**

replicate Toyota's success. Few have succeeded over the long term. What businesses have failed to realize is that TPS calls for a fundamentally different way of thinking. Now, at long last, here is a straightforward guide that make sense of the thinking culture behind Toyota's phenomenal success. In its

pages, authors Tracey and Ernie Richardson speak from the heart as Toyota employees who worked in the Kentucky factory when the company was first introducing its people-first approach in the U.S., and went on in the ensuing decades to teach Lean thinking around the world. In The Toyota

Engagement Equation, the authors take you through Toyota's own journey of discovery. This deep dive into the company's game-changing work practices reveals how employees were developed, how they were taught to spot and define problems through standardization, how they were coached

to solve them, and how they were encouraged to improve their thinking as they moved forward. And you'll see how Toyota developed this simple but profoundly effective approach into an overall management system—and how you can achieve amazing results in your company through the same system. In

the world of Lean design and implementation handbooks, The Toyota Engagement Equation stands out as a fresh, unique, and authoritative guide to building your business into the Toyota of your industry. As the authors see it, TPS has now evolved to the “Thinking People System!”

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Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide Creating Mixed Model Value Streams, Second Edition.

**This second edition takes a step-by-step approach to implementing Lean in c
In 2004 Charlie Protzman created The BASICS Lean Implementation Model, which covers the full spectrum of what is needed to be effective and successful at implementing a Lean System. The reader is taken through a step by step**

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approach developed over the last 15 years, in the use and understanding of Lean tools, principles, and processes. The authors break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. You will learn an integrated, structured, problem-solving

**approach identified by the acronym
BASICS (Baseline, Analyze, Suggest
Solutions, Implement, Check and
Sustain). This methodology is combined
with a proven business strategy to help
ensure a successful and sustainable
transformation of any organization.
The BASICS approach produces "real"**

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bottom line savings with 20% to 50% or more increases in productivity when compared to pure batching environments. As those who have read the book will tell you, this is not a theory book... but rather a book you can return to over and over again for reference, throughout your Lean

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journey.

**The Four Components of a Fast-Paced
Organization**

Going Beyond Lean Sigma Tools

Lean Math: Figuring to Improve

Developing a Lean Workforce

Lean Execution

Lean Safety Gemba Walks

**Lean Tools to Drive Daily Innovation
and Increased Profitability**

Lean transformations are
decidedly more challenging
when the math is
inconsistent with lean
principles, misapplied, or

just plain wrong. Math should never get in the way of a lean transformation, but instead should facilitate it. Lean Math is the indispensable reference

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for this very purpose. A
single, comprehensive
source, the book presents
standard and specialized
approaches to tackling the
math required of lean and
six sigma practitioners

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across all

industries—seasoned and
newly minted practitioners
alike. Lean Math features
more than 160 thoughtfully
organized entries. Ten
chapters cover system-

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oriented math, time, the
“-ilities” (availability,
repeatability, stability,
etc.), work, inventory,
performance metrics, basic
math and hypothesis
testing, measurement,

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experimentation, and more.

Two appendices cover

standard work for

analyzing data and

understanding and dealing

with variation.

Practitioners will quickly

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locate the precise
entry(ies) that is
relevant to the problem or
continuous improvement
opportunity at hand. Each
entry not only provides
background on the related

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lean principles, formulas,
examples, figures, and
tables, but also tips,
cautions, cross-references
to other associated
entries, and the
occasional “Gemba Tale”

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that shares real-world experiences. The book consistently encourages the practitioner to engage in math-assisted plan-do-check-act (PDCA) cycles, employing approaches that

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include simulation and
“trystorming.” Lean Math
truly transcends the
“numbers” by reinforcing
and refreshing lean
thinking for the very
purpose of Figuring to

Improve. REVIEWER COMMENTS

"Hamel and O'Connor
provide both the novice
and experienced lean
practitioner a
comprehensive, common-
sense reference for lean

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math. For example, I know that our Lean Support Office team would have gladly used dozens of Lean Math entries during a recent lean management system pilot. The

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concepts, context, and
examples would have
certainly helped our
execution and provided
greater clarity during our
training activities. Lean
Math is a must have book

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for Lean Support Office
people!” –Dave Pienta,
Director, Lean Support
Office, Moog, Inc.
Aircraft Group “A
practical math book may
sound like an oxymoron,

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but Lean Math is both pragmatic and accessible. Hamel and O'Connor do an excellent job keeping the math as simple as possible, while bringing lean principles to the

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forefront of the
discussion. The use of
insurance and healthcare
industry examples
especially helps simplify
the translation for lean
practitioners in non-

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manufacturing industries.

Readers will be able to
use the numerous tables
and figures to clearly
illustrate and teach lean
concepts to others. Lean
Math is a reference book

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that every lean
practitioner or Black Belt
should have in their
library!" –Peter Barnett,
MBB, Liberty Management
System Architect, Liberty
Mutual Insurance "Lean

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Math is a comprehensive
reference book within
which the lean
practitioner can quickly
find straightforward
examples illustrating how
to perform almost any lean

calculation. Equally
useful, it imparts the
importance of the relevant
lean principal(s). While
coaching some recent
transformation efforts, I
put Lean Math to the test

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by asking several novice practitioners to reference it during their work. They were promptly rewarded with deeper insight and effectiveness—a reflection of this book's utility and

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value to the lean
practitioner.” –Greg Lane,
international lean
transformation coach,
speaker, and author of
three books including,
“Made-to-Order Lean:

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Excelling in a High-Mix,
Low-Volume Environment”

“While the technical,
social, and management
sciences behind lean must
be learned by doing, their
conceptual bases are

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absolutely validated by
the math. This validation
is particularly crucial to
overcoming common blind
spots ingrained by
traditional practice.
Hamel and O'Connor's text

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is a comprehensive and readable resource for lean implementers at all levels who are seeking a deeper understanding of lean tools and systems. Clear diagrams and real-world

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examples create a bridge
for readers between theory
and practice—theory proven
by practice. If math is
the language of science,
then Lean Math is indeed
the language of lean

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science.” –Bruce Hamilton,
President, Greater Boston
Manufacturing Partnership,
Director Emeritus for the
Shingo Institute “Mark and
Michael have done a
tremendous service for the

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lean community by tackling
this daunting subject.

There are so many ways to
quantify value, display
improvement, and define
complex problems that
choosing the right methods

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and measures becomes an
obstacle to progress. Lean
Math helps remove that
obstacle. Almost daily,
operations leaders in
every industry need the
practical math and lean

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guidance in these pages.

Now, finally, we have it
in one place. Thank you.”

—Zane Ferry, Executive
Director, National
Operations, QMS Continuous
Improvement, Quest

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Diagnostics “Too many lean books dwell on principles, but offer little to address critical how-to questions, such as, ‘How do I use these concepts to solve my specific

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problem?' With plain English explanations, simple illustrations, and examples across industries, Lean Math bridges a long-standing gap. Hamel and O'Connor's

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Lean Math is sure to
become a must-have
reference for every lean
practitioner working to
improve performance in any
modern workplace.” –Jeff
Fuchs, Executive Director,

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Maryland World Class

Consortia, Past Chairman,
Lean Certification

Oversight Committee "Lean
Math fills a huge gap in
the continuous improvement
library, helping

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practitioners to translate
data, activities, and
ideas into meaningful
information for effective
experimentation and
intelligent decisions.
This reference comes at a

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critical time for the
healthcare industry as we
struggle to improve
quality, while controlling
costs. Though we don't
make widgets, our people,
processes, and patients

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will benefit from the tools provided in this reference. The numerous examples, as well as the Gemba Tales scattered throughout the book, bring life to the principles and

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formulas. Lean Math is
impressive in both scope
and presentation of
content.” –Tim Pettry,
Senior Process Improvement
Specialist, Cleveland
Clinic “Lean Math is a

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great book for those times
when only the correct
answer will do. The math,
along with the Gemba
Tales, are helpful for
those in the midst of the
technical aspects of a

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transformation, as well as
those of us who once knew
much of this but haven't
used it in a while." -Beau
Keyte, organization
transformation and
performance improvement

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coach, author of two
Shingo-Award winning
books: “The Complete Lean
Enterprise” and
“Perfecting Patient
Journeys” “Math and
numbers aren’t exclusively

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the domain of six sigma!

Toyota leaders describe
lean as an organizational
culture, a managerial
approach, and a
philosophy. They also
maintain that the last

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piece of lean is technical
methods, which includes
the math we need for
properly sizing inventory
levels, validating
hypotheses, gauging
improvement, and more.

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Lean Math is a useful book that compiles important mathematical and quantitative methods that complement the people side of lean. Hamel and O'Connor are extremely

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qualified to deftly
explain these methods.
Lest you think it's a dry
math text, there are Gemba
Tales and examples from
multiple industries,
including healthcare,

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which illustrate these approaches in very relatable ways.” –Mark Graban, Shingo–Award winning author, speaker, consultant, and blogger
“When you begin a lean

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journey, it's like
starting an exercise
regimen—the most important
thing is to start. But as
you mature, and as you
achieve higher levels of
excellence, rigor becomes

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increasingly important.

Lean Math provides easy,
elegant access to the
necessary rigor required
for effective measurement
and analysis and does so
in practical terms with

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excellent examples.”

—Misael Cabrera, PE,

Director, Arizona

Department Environmental

Quality

Winner of a Shingo

Research and Professional

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Publication Award The new
and revised edition of
this modern day classic
provides the critical
piece that will make any
lean transformation a
dynamic continuous

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success. It shows you how
to implement a
transformation that cannot
fail by developing a
culture that will have all
your stakeholders involved
in the process and

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invested in the outcome.
It will teach you how to
build success from the top
down and the bottom up at
the same time. If you are
a leader at any level in
an organization undergoing

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or considering a lean transformation, this is where you should start and finish ... and start again. Praise for the First Edition of the Shingo Prize Winning

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International Bestseller.

. an excellent
review of one of the most
common implementation
issues in a lean
transformation -- the
essential day to day work

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practices of team
leaders/supervisors/value
stream managers that
enable the lean system. --
George Koenigsaecker,
President, Lean
Investments, LLC . . .

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reprinted seven times The purpose of lean systems is to make problems glaringly obvious. If implementation does not include standard leadership and cultural support systems to

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constantly address
problems, the point of the
system is missed. Many
books address lean tools
and initial conversion,
but if you want the system
to stick, read David's

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book. --Robert (Doc) Hall,
Editor-In-Chief, Target,
Association for
Manufacturing Excellence .
. . now being translated
into Russian, Thai, and
Chinese... Mann's book is

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an excellent start toward
Lean Leadership as
'process-dependent' rather
than 'person-dependent' in
style. --Ross E. Robson,
Executive Director, Shingo
Prize for Excellence in

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Manufacturing Now

empowered with five more
years of accumulated
knowledge and experience,
David Mann's seminal work:
Offers new insights on
applications of lean

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management in
administrative, technical,
and professional
environments Provides new
guidance on how to begin
implementing lean
management in discrete

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manufacturing, office, and
process manufacturing
environments. Details
specifics on how to engage
executives through gemba
walks* Shows the
difference between

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measuring improvement
through results and
through processes Adds new
case studies throughout
Expands the lean
management assessment
based on actual use, and

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now offers up two separate
versions (both available
online) one for
manufacturing and one for
administrative, technical,
and professional settings
*In a gemba walk, a

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teacher, or sensei, and
student walk the
production floor. The
teacher asks the student
to tell what he or she
sees and, depending on the
answer, asks more

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questions to stimulate the student to think differently about what is in front of him or her. This includes learning to see what is not there...Gemba walks often

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include assignments to act on what the student has come to see. ...

This book explains how to sustain lean, or, continuous improvement practices. It introduces

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the BASICS® lean
leadership development
path, combining the "human
aspect" with published
BASICS® lean tools. It
lays out the methodology
to empower, lead, and

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drive ongoing improvements
in your business. The book
includes engaging stories
and case studies to
demonstrate the
effectiveness of shop
floor management tactics,

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including visual
management tools, gemba
walks, standard work, time
analysis, kanban, 5S, and
more.

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EXCELLENCE in**

MANUFACTURING RESEARCH

Lean production has been proven unbeatable in organizing production operations, yet the majority of attempts to implement lean end in

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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

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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

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transformation. It provides a practical guide to implementing the missing links needed to sustain a lean implementation. Mann provides critical guidance

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on developing and using
the key elements of a lean
management system,
including: leader standard
work, visual controls,
daily accountability
processes, maintaining a

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process focus, managing key HR issues, and much more. In addition, a questionnaire is included to help assess current management practices and monitor progress.

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Transforming your Safety
Culture with Lean
Management
A Leader's Guide to
Planning and Execution
Tools for Developing
Leadership in a Lean

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Culture

The BASICS Lean™
Implementation Model
Lean Culture for the
Construction Industry
Lean Culture - The
Leader's Guide

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Develop and Empower Lean
Leaders to Sustain
Continuous Improvement
The Work of Management
***Companies from startups to
corporate giants face
massive amounts of***

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disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl,

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***a senior executive and
expert in the Lean mindset
and its methods,
demonstrates why you
need to embrace Modern
Lean principles and
thinking to redefine***

leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays

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***out a new holistic
framework for developing
Modern Lean leaders.
Through personal
experiences and
compelling real-world case
studies, she explains***

***specific steps necessary for
you and your company to
proactively understand and
respond to change.***

***Understand the leadership
challenges Lean leaders
face in our 21st century***

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***global economy Explore the
six dimensions of the
Modern Lean Framework™
Learn and apply the nine
steps necessary to become
a Lean leader Use Modern
Lean methods to build a***

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***culture of continuous
learning that can be
sustained and maintained
within your organization
Seize competitive
advantage by embracing
Modern Lean to tbuild an***

***enterprise that
understands how to
respond to disruption
Without Lean leaders, there
can be no Lean. If an
organization wants to be
Lean, its leaders must lead***

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using Lean principles. Put another way, until the top of your organization fully embraces Lean, the rest of your organization will never be Lean. The Lean Leader: A Personal Journey of

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Transformation uses a compelling novel format to tackle the nuts and bolts of leading a Lean transformation. Readers follow along as the characters face real crises

and what seem to be unreasonable deadlines. As the story progresses, readers will see how the main character, Don, and his colleagues transform from being "command and

***control" autocrats—those
who make decisions and
bark orders—to more
Socratic coaches and
mentors. As Don and his
staff come to realize that
the folks they employ are***

***the real experts in the
processes they control, you
will learn why it behooves
you to do more asking than
telling. You will come to
realize that a leader's
greatest skill must be in***

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***coaching great
performance from their
people. You will also
witness the difference
between managing and
leading. After reading this
book, you will understand***

why it's so important to shed the decision-making tasks that have cluttered your days, and how to delegate those decisions to employees who are closer to the action. You will learn

***how important it is to look
over the horizon to identify
upcoming challenges,
define and communicate
new courses of action, and
compel others to follow.
Most importantly, you will***

***learn exactly what it takes
to lead a Lean organization
that thrives socially, as well
as financially.***

***Courageous Leadership:
The Missing Link to
Creating a Lean Culture of***

***Excellence is one of the
firsts of its kind to wade
through the confusion
among leaders on selecting
the type of change
approach that will get the
best results in their***

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***organization. It educates
the senior executive
leaders and organizational
excellence practitioners on
the different characteristics
of change and answers why
the approach to***

***incremental and
transitional change cannot
deliver the results expected
from a transformational
change. The author shares
his experiences from
leading several small and***

***large scale organization
transformations in multiple
industries across different
countries on how to
establish a robust
foundation for an
excellence journey and***

integrate strategy into daily operations. This book elaborates on the types of courage and what it means to be a courageous leader while leading change in difficult situations, and

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***what leaders do differently
for putting the organization
on a path to excellence and
culture transformation.***

***This book shares an
innovative design, a
methodology and an***

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***approach that combines
best practices and
principles from Malcolm
Baldrige, Shingo, Lean, Six
Sigma, Balanced Scorecard,
accreditation, change
management, patient and***

***family-centered care, the
Competing Values
Framework, the LEADS
framework, and the project
management body of
knowledge. The
implementation of this***

***model at a hospital in
Canada propelled the
organization further ahead
on their transformational
journey compared to other
organizations that started
much earlier. Sensei in***

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***Japanese means Teacher
and Gyaan in Sanskrit
means Knowledge. Brief
sections on 'Sensei Gyaan'
have been interspersed
throughout the book to
provide valuable tips to the***

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***readers based on author's
experiential learnings over
the past two decades. This
book serves as a practical
guide for senior executive
leaders and organizational
excellence practitioners,***

***who wish to embark or are
in various stages of their
organizational excellence
and culture transformation
journey. Readers will be
guided through 26
elements necessary for***

***establishing a robust
foundation and an
additional set of 22
Management System
elements required to create
and sustain a culture of
quality across the***

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***organization. For leaders in
healthcare, the book
provides a framework,
guiding principles, and
associated practices that
support the implementation
of the 4 core concepts of***

patient and family centered care namely, dignity and respect, information sharing, participation and collaboration. Included in the book are several examples with creative

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***visuals, ready-to-use
templates and standard
works, models, guiding
principles, and strategies
based on best practices to
assist leaders in their
organization excellence***

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journey.

***Lean - Let's Get It Right!:
How to Build a Culture of
Continuous Improvement
(978-0-367-42991-1,
340939) Shelving Guide:
Business & Management /***

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Lean Management This book addresses the root causes of why a majority of Lean transformations have not met expectations. More importantly, it provides the information needed to turn

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***around the failure
mechanisms and transform
them into critical success
factors. Lean - Let's Get It
Right! delves into the
psychology of change and
motivation and clarifies the***

roles and responsibility changes which are required for alignment with Lean principles. While the author includes a review of Lean principles, the majority of the book either provides

more depth of understanding of the principles or highlights how misalignment can thwart Lean transformation efforts. What this provides is not only clarity, but it

***establishes a solid
reference point or
framework to guide the
Lean strategy. The reader
will begin to see how the
principles are not simply a
random set of***

characteristics or features of Lean, but are actually a set of fundamental beliefs on which all else is based. Though repeated throughout the book that an organization must

***develop the specifics of
their own Lean roadmap,
this book concludes with
guidance on making it
happen. This book, with its
primary focus on people,
leadership, and principles,***

and less so on the details of tools and techniques, can be thought of as providing the few critical missing puzzle pieces to enable an effective Lean transformation.

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***The Lean Practitioner's
Field Book***

***Creating a Successful Lean
Culture in Any Workplace***

2 Second Lean

***Operational Excellence as
Precursor to Becoming a***

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***High-Performance
Organization***

***The Lean Builder: A
Builder's Guide to Applying
Lean Tools in the Field
The Toyota Engagement
Equation: How to***

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***Understand and Implement
Continuous Improvement
Thinking in Any
Organization
How to Engage, Involve,
and Motivate Employees
Leadership for a***

Continuously Learning and Improving Organization

Changing an organization from a mass manufacturing environment to a lean environment is significant and affects all levels of the company

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if the implementation is done correctly. Many times, however, lean implementers become so involved with the nuts and bolts of lean implementation that the "people" side of the business is neglected. Transform your HR

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Department into an Agent of
Change during Lean
Implementation. With an HR
perspective, veteran consultants
Chris Harris and Rick Harris walk
readers through a simple, step-
by-step proven method for

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transforming a mass production workforce into a lean thinking one that possesses the necessary skills, training, and attitude to march in a new direction. They explain the role of human resources in a lean-

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oriented facility, emphasizing systematic training that continues for all employees. They also discuss the value of promoting employees from within a facility to team leader and group leader positions, and the

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importance of flexibility. This critically acclaimed book includes sample training sessions with explanations. Most of us are now far enough down the path in lean production to realize that the results lie in the details. This

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short volume presents all of the details you will need to create a frontline workforce and system of direct supervision that can effectively plan, do, reflect, and adjust, as you move your own operations steadily ahead.

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--James Womack, Chairman,
Lean Enterprise Institute

Given that the greatest risk factor
on any project is manpower
costs, problems resulting in
delays, rework, or overtime will
lower profits through increased

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labor costs. Most of these process-generated costs are fully preventable. An in-depth exploration of the application of Lean initiatives in the construction industry, Lean Culture for the Construction

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Industry: Building Responsible and Committed Project Teams addresses employee issues in terms of productivity and waste by applying behavioral psychology principles at both tactical and strategic levels.

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Written by a veteran consultant in the construction field, the book draws a connection between how construction professionals act as leaders and how their attitude and behavior affect productivity and waste daily. He

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expands the notion of ethics beyond the simple litmus test of right and wrong, so team leaders can adopt professional and diplomatic attitudes and behaviors toward the implementation of Lean

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improvements. Poorly devised organizational structures, unclear roles and responsibilities, unresolved interpersonal conflicts that are allowed to fester, and an overall lack of focus on improving team

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process—any of these attitudes and behaviors on a construction job can cripple productivity and result in waste and lost profit. This book demonstrates how, in a business intrinsically loaded with a wide range of people and

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personalities, ineffective management structures, and poor communication, Lean thinking can make the difference between a profitable, competitive construction team and mass inefficiencies and lost

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profitability. The author can be
contacted at

www.interactiveconsulting.biz

While Lean practices have been
successfully implemented into
the process industry with
excellent results for over 20

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years (including the author's own award winning example at Exxon Chemical), that industry has been especially slow in adopting Lean. Part of the problem is that the process industry needs its own version of

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Lean. The larger part of t
Winner of a 2012 Shingo
Research and Professional
Publication AwardDemystifying
the application of Lean methods,
Lean Office and Service
Simplified: The Definitive How-

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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 The Lean Leader

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Lean Safety

A Themed Anthology of Case
Studies, Approaches, and Tools

Lean Leadership BASICS

Lean Transformation

The Basic Implementation Guide
for Maximizing Process

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Performance

Creating a Lean Culture
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Lean Culture - The
Leader's Guide provides
a road-map to

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implementing lean
culture within your
organization. This guide
represents the knowledge
gained through thirty-
five years of field
experience implementing

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large scale change in
the culture of
organizations. This
guide presents the
principles and process
of changing organization
culture to capitalize on

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the competitive
advantages of lean. Lean
culture is a lot more
than the tools and
techniques of lean. It
is the framework of
values, daily habits and

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relationships within
which those techniques
can succeed and be
sustained. Without the
support of the culture,
the techniques often
fail. The sustainable

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value is in the culture
and management process
in which continuous
improvement becomes a
daily habit at every
level. The purpose of
this book is to help you

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build this culture. The
Leader's Guide will show
you how to... ..

Instill the habits,
values and management
process of daily life in
a lean organization.

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...Engage all members of the organization, from top-to-bottom, in a consistent and organized process of improvement.

...Be the change! Model the behavior you expect

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from others. ...Align
systems, structure,
skills, style and
symbols to the new
culture.

The Highly Effective
Office covers the

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transformation journey
required to change the
culture in the workplace
from processes that
suffer from functional
separation and "silo-ed"
departments to efficient

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and integrated systems.
Most office processes
have evolved into
separate and autonomous
stand-alone functions
that are sub-optimized.
The result is added

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wastes in the processes,
and the customers are
often the first to
notice. The wastes
parallel the
manufacturing floor
wastes and deserve the

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same attention for
identification and
removal. Yet, the
culture of the office is
predisposed to work by a
separation of duties.
Roles and

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responsibilities are not
aligned around
processes. The same type
of dramatic
transformations that
were enabled on the
concrete factory floor

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are needed in carpeted
offices. This book
describes methods to
transform the value
streams in the office
and administrative areas
of organizations, and it

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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

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for improvement.

Throughout the book,
waste removal in office
processes are fully
illustrated with
descriptions of applying
Lean tools to achieve

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flow. Case studies from the corporations, non-profits, and higher education institutions demonstrate how various types of organizations have reached success by

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applying Lean principles
to their processes. Lean
expert Timothy Schipper
outlines the structural
and leadership changes
that are required to
create a

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transformational journey
for process change and
continuous improvement.
Leadership activities
are outlined along with
descriptions of how to
assign ownership and

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responsibility for the changes inside the organization. Various leadership behaviors are explored that support and help to sustain the effort. Attention is

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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

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well as visual tools and
techniques and
educational content.
Finally, and most
importantly, a
description of the
mature Lean culture is

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offered to show how to
embed process
improvement into the
organization.

"Lead With Respect is a
terrific book that puts
the elements of genuine

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motivation into a
broader context and
helps leaders translate
those principles into
action." —Daniel H.
Pink, author of To Sell
Is Human and Drive "The

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Ballé books are a great way to get started or to speed up your pace of transformation, personal and organizational."

—Jim Womack, Founder of
Lean Enterprise

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Institute In their new
business novel Lead With
Respect, authors Michael
and Freddy Ballé reveal
the true power of lean:
developing people
through a rigorous

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application of proven
tools and methods. And,
in the process, creating
the only sustainable
source of competitive
advantage—a culture of
continuous improvement.

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In this engaging and
insightful story, CEO
Jane Delaney of
Southcape Software
discovers from her
sensei Andy Ward that
learning to lead with

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respect enables her to help people improve every day. "For us, lean is all about challenging yourself and each other to find the right problems, and working

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hard every day to engage
people in solving them,"
he says. Lead With
Respect's timely message
brings a new
understanding of lean.
While lean has become

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essential for companies
to compete in today's
global economy, most
practitioners see it as
a rigorous focus on
process to produce
higher quality goods and

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services—a limited understanding that fails to realize the true power of this approach. This new novel by the Ballés, the third in a series that includes

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Shingo Research Award-
winners The Gold Mine
and The Lean Manager,
breaks new ground by
sharing huge amounts of
practical information on
the most important yet

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least understood aspect
of lean management: how
to develop people
through a rigorous
application of lean
tools. You'll learn: How
to apply Lead With

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Respect attitudes to the lean tools you are using now so that you develop a truly sustainable lean culture. What specific steps to follow to make lean leadership

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behaviors daily

habits. How to manage
with respect through the
emotion, conflict,
tension, and self-doubt
that you'll face during
a lean transformation.

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Hospitals and health systems are facing many challenges, including shrinking reimbursements and the need to improve patient safety and quality. A growing

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number of healthcare organizations are turning to the Lean management system as an alternative to traditional cost cutting and layoffs. "Kaizen,"

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which is translated from Japanese as "good change" or "change for the better," is a core pillar of the Lean strategy for today's best healthcare

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organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture leads to

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everyday actions that
improve patient care and
create better
workplaces, while
improving the
organization's long-term
bottom line. The

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Executive Guide to
Healthcare Kaizen is the
perfect introduction to
executives and leaders
who want to create and
support this culture of
continuous improvement.

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The Executive Guide to
Healthcare Kaizen is an
introduction to kaizen
principles and an
overview of the
leadership behaviors and
mindsets required to

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create a kaizen culture
or a culture of
continuous improvement.
The book is specifically
written for busy C-level
executives, vice
presidents, directors,

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and managers who need to understand the power of this methodology. The Executive Guide to Healthcare Kaizen shares real and practical examples and stories

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from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have

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implemented and
documented 4,000 Kaizen
improvements each of the
last three years,
resulting in millions of
dollars in hard savings
and softer benefits for

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patients and staff.

Chapters cover topics
such as the need for
Kaizen, different types
of Kaizen (including
Rapid Improvement Events
and daily Kaizen),

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creating a Kaizen
culture, practical
methods for facilitating
Kaizen improvements, the
role of senior leaders
and other leaders in
Kaizen, and creating an

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organization-wide Kaizen
program. The book
contains a new
introduction by Gary
Kaplan, MD, CEO of
Virginia Mason Medical
Center in Seattle,

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Washington, which was named "Hospital of the Decade" in 2012. The Executive Guide to Healthcare Kaizen is a companion book to the larger book Healthcare

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Kaizen: Engaging Front-
Line Staff in
Sustainable Continuous
Improvements (2012).
Healthcare Kaizen is a
longer, more complete
"how to" guide that

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includes over 200 full
color images, including
over 100 real kaizen
examples from various
health systems around
the world. Healthcare
Kaizen was named a

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recipient of the
prestigious Shingo
Professional Publication
and Research Award.
Check out what the
experts at the
Franciscan St. Francis

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Health System have to
say about Healthcare
Kaizen. <http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jiTxn4nkMzOE5eTbf0Upw>

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A Personal Journey of
Transformation
Courageous Leadership
State of Readiness
Tools to Sustain Lean
Conversions, Second
Edition

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Leading the Lean

Enterprise

Transformation, Second
Edition

Lean Production

Simplified, Second
Edition

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Lead With Respect

A Plain-Language Guide
to the World's Most
Powerful Production
System

Lean culture should be developed so
that the goal to improve a process or

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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

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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.

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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-

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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

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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

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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

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leader task board, the process performance board, and process walk. Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a

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financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices

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with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful

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strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value

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stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize

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Hon as one of the "World's 100 Best Managed Firms." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define,

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develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization. The Lean Expert: Educating and Elevating Lean Practitioners

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Throughout Your Organization outlines a method that can help organizations engage associates and empower them to achieve "expert status" in the nine core principles of Lean. By implementing the Lean Discipline Expert process detailed in the book, companies will demonstrate to their

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associates that they believe they are the organization's greatest assets, while empowering them to make lasting improvements to the organization. The book provides a robust and proven process for creating a Lean culture. It outlines a method, with defined steps, for the

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development of Lean Discipline
Resource People that will help
associates achieve "expert status" in
the core Lean principles of 5S, Visual
Management, Value Stream Mapping,
Standard Work, Total Productive
Maintenance, Quick Changeover,
Error Proofing, Process Problem

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Solving, Material Management, and Continuous Improvement. You will be able develop Lean strategies, create a Master Schedule, initiate activities for supporting goals and objectives, and complete a Train-the-Trainer class as well as achieve facilitation skills to teach, communicate, guide, and lead

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Lean overview training as well as comprehensive subject-matter training. In addition, you will understand how the Lean Discipline Expert process can help to support associate involvement at all levels and learn where and how the nine principles overlap and interact. By engaging and

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empowering various levels of associates throughout the organization, you will provide strength and ownership for your business and, most importantly, your associates. The book includes access to additional resources on the book's page at www.crcpress.com. It includes a

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tracking mechanism for monitoring candidate progress, facilitation feedback forms, LDE checklists, and certificates of accomplishment you can use to acknowledge associates that achieve Lean Discipline Expert status. Creating a Lean Culture Tools to Sustain Lean Conversions, Third

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Edition CRC Press

The Lean Expert

Making IT Lean

Developing Lean Culture in the

Process Industries

How to Change Your Business Into a

Lean Enterprise

Proven, Practical, Profitable and

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Powerful Techniques for Making Lean
Really Work

A Methodology for Workforce

Engagement and Culture Change

Building a Culture of Lean Leadership
and Two-Way Communication

A Daily Path to Sustainable
Improvement

***Many books explain how to
construct a value stream
map, but few explain the
process conditions and
characteristics required to
ensure a value stream map
can be completed***

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**successfully. Lean
Execution: The Basic
Implementation Guide for
Maximizing Process
Performance fills this need.
Although the book explains
Lean methods and tools that**

maximize process performance, its main focus is on providing readers with detailed guidelines, process conditions, and helpful tips for ensuring successful implementation. Based on

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Clifford Fiore's insights and experiences gained through years of firsthand application and implementation of Lean methods, the book supplies easy-to-understand

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explanations of proven Lean tools, methods, and concepts. For example, the concept of flow/theory of constraints is reviewed using a garden hose analogy. The text introduces

***material in a manner that
mirrors the natural
sequence for general
implementation. It provides
simple calculations,
worksheets, and examples
to reinforce the key***

***concepts involved with
determining production
rates and process variation.
In addition to explaining
how to apply Lean tools
correctly, the book provides
the big picture perspective***

***required to select and apply
the appropriate Lean tool at
the right time, while gaining
helpful insight about the
process under review.
Sharing valuable lessons
learned by trial and error,***

***the book can help
practitioners save valuable
time and resources by not
repeating similar mistakes.
The book concludes with a
summary that outlines a
blueprint for maximizing***

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success during implementation. Clifford Fiore has spent more than 30 years at a Fortune 500 company and is a recognized leader in applying Lean and Six Sigma methodologies.

He is also a certified black belt and Lean expert. Through his work in adapting process improvement techniques in engineering, manufacturing, and the supply chain, he has

emerged as an industry leader in implementing concepts towards reducing product cost, quality defects, and development cycle times.

Accelerated Strategy

Development and Execution

***The company of today has
its supply chains and
finances stretched further
around the globe than ever
before while simultaneously
having increasing pressures***

***to drive value across a
complicated and fluid set of
metrics and deliver
innovations, products, and
services more quickly and
reliably. The competitive
advantage belongs to the***

***companies that can quicken
their vision-building and
strategy-execution
efforts—the ones that can
identify challenges more
swiftly and accelerate their
decision making so they are***

***better able to formulate and
deploy responses decisively
yet with greater agility. To
successfully accomplish this,
companies will have to
prioritize creating a culture
of leadership that***

strengthens communication skills and emphasizes systems thinking by building capacity and capability that cuts across the business smokestacks and permeates the entire organization. In

***State of Readiness, Joseph
F. Paris Jr. shares over thirty
years of international
business and operations
experience and guides C-
suite executives and
business-operations and***

***-improvement specialists on
a path toward operational
excellence, the
organizational capability
and situational awareness
that is attained as the
enterprise reaches a state of***

***alignment for pursuing its
strategies. In doing so,
create a corporate culture
that is committed to the
continuous and deliberate
improvement of company
performance and the***

***circumstances of those who
work there—a precursor to
becoming a high-
performance organization.
Making IT Lean: Applying
Lean Practices to the Work
of IT presents Lean concepts***

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***and techniques for
improving processes and
eliminating waste in IT
operations and IT Service
Management, in a manner
that is easy to understand.
The authors provide a***

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***context for discussing
several areas of application
within this domain, allowing
you to quickly gain i
A Practical, Hands-on Guide
to Lean Manufacturing This
real-world resource offers***

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***proven solutions for
implementing lean
manufacturing in an
enterprise environment,
covering the engineering
and production aspects as
well as the business culture***

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concerns. Filled with detailed examples, the book focuses on the rapid application of lean principles so that large, early financial gains can be made. How to Implement Lean

***Manufacturing explains
Toyota Production System
(TPS) practices and specifies
the distinct order in which
lean techniques should be
applied to achieve maximum
gains. Global case studies***

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***illustrate successes and
pitfalls of lean
manufacturing initiatives.
Discover how to: Rigorously
test and retest the state of
your "leanness" with unique
evaluators Develop and***

***deploy plant-wide strategies
and goals Improve speed
and quality and dramatically
reduce costs Reduce
variation in the
manufacturing system in
order to reduce inventory***

***Reduce lead times to enable
improved responsiveness
and flexibility Synchronize
production and supply to the
customer Create flow and
establish pull-demand
systems Perform system-***

wide and specific value-stream evaluations Generate a comprehensive list of highly focused Kaizen activities Sustain process gains Manage constraints and reduce bottlenecks

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***Implement cellular
manufacturing***

A Novel of Lean Practice

***The Missing Link to Creating
a Lean Culture of Excellence***

***Lean Manufacturing in the
Developing World***

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***The Lean Enterprise
Liquid Lean
A Guide for Human
Resources, Plant Managers,
and Lean Coordinators
Building Responsible and
Committed Project Teams***

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How To Implement Lean Manufacturing

Winner of a Shingo Research
and Professional Publication
Award Lean Production
Simplified, Second Edition is a
plain language guide to the

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lean production system
written for the practitioner by
a practitioner. It delivers a
comprehensive insider's view
of lean manufacturing. The
author helps the reader to
grasp the system as a whole

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and the factors that animate it by organizing the book around an image of a house of lean production. Highlights include: A comprehensive view of Toyota's lean manufacturing system A look

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at the origins and underlying
principles of lean Identifying
the goals of lean production
Practical problem solving for
lean production Activities that
support involvement - Kaizen
circles, suggestion systems,

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and problem solving This
second edition has been
updated with expanded
information on the Lean
Improvement Process;
Production Physics and
Little's Law - the fundamental

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equation for both
manufacturing and service
industries (cycle time = work
in process/throughput); Value
Stream Thinking - combining
processes required to bring
the product or service to the

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customer; Hoshin Planning --
using the Planning and
Execution Tree diagram and
Problem Solving -- including
the "Five Why" method and
how to use it. Lean
Production Simplified, Second

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Edition covers each of the components of lean within the context of the entire lean production system. The author's straightforward common sense approach makes this book an easily

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accessible on-the-floor
resource for every operator.
This book presents some
definitions and concepts
applied in Latin America on
lean manufacturing (LM), the
LM tools most widely used

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and human and cultural aspects that most matter in this field. The book contains a total of 14 tools used and reported by authors from different countries in Latin America, with definition,

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timeline with related
research, benefits that have
been reported in literature
and case studies implemented
in Latin American companies.
Finally, the book presents a
list of softwares available to

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facilitate the tools'
implementation, monitoring
and improvement.

Lean – Let ' s Get It Right!