

## Seeing The Whole Mapping The Extended Value Stream Lean Enterprise Institute

Shingo Research and Professional Publication Award recipient When the first edition of *Seeing the Whole* was published in 2003, the world was in a mad rush to outsource and offshore in pursuit of suppliers with drastically lower piece prices. Today the situation is very different; currencies have shifted, labor costs in many low-wage countries have risen, and the potential for squeezing further price reductions from suppliers is largely exhausted. What's more, high product quality and rapid response to changing customer demands have proved elusive along unwieldy, opaque supply chains. *Seeing the Whole Value Stream* provides managers with a proven method for understanding and improving the value-creating process that suppliers share with customers. By identifying all the steps and time required to move a typical product from raw materials to finished goods, the authors show that nearly 90 percent of the actions and 99.9 percent of the time required for the supply chain's current state create no value. In addition, the method clearly shows demand amplification of orders as they travel up the supply chain, steadily growing quality problems, and steadily deteriorating shipping performance at every point up stream from the customer. Applying the method to a realistic example, the authors show how four firms sharing a value stream can create a win-win-win-win future in which everyone, including the end consumer, can be better off. The workbook goes step-by-step through an improvement process that converts the traditional supply chain of isolated, compartmentalized operations into an ideal future-state value stream in which value flows from raw materials to customer in just 6 percent of the time previously needed. The dramatically improved value stream also eliminates unnecessary transport links, inventories, and handoffs, the key drivers of hidden connectivity costs. The information in the 108-page book is supported by multiple diagrams, charts, and maps. The main sections of the book are: Getting Started The Current-State Map The Extended Value Stream Future States 1 & 2 Ideal State Perspectives on Extended Value Streams: 5 essays In response to feedback asking for examples in other sectors and questions about how to understand supply chain costs more accurately, five essays have been added to the book for this new edition. These essays demonstrate how real companies have taken on the challenge of improving their extended value streams working in collaboration with their suppliers and customers. The new essays for the book are: Spreading value-stream thinking from manufacturers to final customers through service providers—extending the wiper example. This extends the value-stream analysis in the first edition—using the same example of a windshield wiper—through the auto service system to the end customer. Applying extended value-stream thinking to retail—a look at the Tesco story. This follows the path of an individual product through a complex retail channel from manufacturer to end customer. Learning to use value-stream thinking collaboratively with suppliers and customers. This essay demonstrates how a second-tier supplier convinced much larger partners to embrace collaborative thinking about their shared value stream. Product costing in value-stream analysis. An essay on adding realistic costing to value streams to more accurately understand total cost. Seeing and configuring the global value stream. This essays shows how a manufacturer can analyze all of the value streams in a complex supply network.

Part of The Geological Field Guide Series, *Basic Geological Mapping, 5th Edition* is an essential basic guide to field techniques in mapping geology. Now completely revised and updated the book retains the concise clarity which has made it an indispensable instant reference in its previous editions. It provides the reader with all the necessary practical information and techniques that they will need while carrying out work in the field, covering a wide spectrum of different conditions, needs and types of countries. This edition covers new developments in technology including Google Earth and the use of GPS. This is an ideal field guide to geological mapping for 2nd/3rd year undergraduates of Geology, Hydrogeology and Geological Engineering.

**#1 NEW YORK TIMES BESTSELLER** • In her latest book, Bren é Brown writes, "If we want to find the way back to ourselves and one another, we need language and the grounded confidence to both tell our stories and be stewards of the stories that we hear. This is the framework for meaningful connection." In *Atlas of the Heart*, Brown takes us on a journey through eighty-seven of the emotions and experiences that define what it means to be human. As she maps the necessary skills and an actionable framework for meaningful connection, she gives us the language and tools to access a universe of new choices and second chances—a universe where we can share and steward the stories of our bravest and most heartbreaking moments with one another in a way that builds connection. Over the past two decades, Brown's extensive research into the experiences that make us who we are has shaped the cultural conversation and helped define what it means to be courageous with our lives. *Atlas of the Heart* draws on this research, as well as on Brown's singular skills as a storyteller, to show us how accurately naming an experience doesn't give the experience more power—it gives us the power of understanding, meaning, and choice. Brown shares, "I want this book to be an atlas for all of us, because I believe that, with an adventurous heart and the right maps, we can travel anywhere and never fear losing ourselves."

Value-stream maps are the blueprints for lean transformations and *Learning to See* is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, *Learning to See* contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.].

Breaking Through the Invisible Boundaries of Global Business

Mapping the Soul of the City

Lean Supply Chain Management

How to Use VSM to Address Behavioral and Cultural Patterns and Quantify Waste in Multifunctional and Nonrepetitive Work Environments

How to Visualize Work and Align Leadership for Organizational Transformation

Cross-Cultural Exchange in Pre-Modern Asia

A First Look at Mapping Skills

A Handbook for Strategic Procurement

***"Founded by the British Cartographic Society (BCS) and first published in June 1964, The Cartographic Journal was the first general distribution English language journal in cartography. This volume of classic papers and accompanying invited reflections brings together some of the key papers to celebrate 50 years of publication. It is a celebration of The Cartographic Journal and of the work that scholars, cartographers and map-makers have published which have made it the foremost international journal of cartography. The intention here is to bring a flavor of the breadth of the journal in one volume spanning the history to date. As a reference work it highlights some of the very best work and, perhaps, allows readers to discover or re-discover a paper from the annals. As we constantly strive for new work and new insights we mustn't ignore the vast repository of material that has gone before. It is this that has shaped cartography as it exists today and as new research contributes to the discipline, which will continue to do so."***

***The problems and needs of rural substance abusers vary from those of abusers in urban areas. Accordingly, the means of treatment must acknowledge and address these differences. Despite this call for specialized care, no theoretically grounded therapy has yet been made available to rural patients. Behavioral Therapy for Rural Substance Abusers, developed and piloted over three years by University of Kentucky faculty and staff and substance abuse counselors in rural eastern Kentucky, provides a model for effective treatment for this segment of the population. A two-phase outpatient treatment, this approach combines group and individual sessions in an environment that is both comfortable and useful for the client. The success of this method lies in its regional approach to therapy. Rather than using role-playing techniques to examine old behaviors, therapy is designed around storytelling activities. Rural patients respond more positively to such time-honored traditions and thus become active participants in their own treatment. This manual offers a clear and well-constructed guide through the strategies of Structured Behavioral Outpatient Rural Therapy (SBORT). Supplemented with illustrations, sample exercises, and case studies, Behavioral Therapy for Rural Substance Abusers is a vital tool in meeting the treatment needs of an otherwise ignored rural population.***

***There are very few accounts of the afterlife across the period from Homer to Dante. Most traditional studies approach the classical afterlife from the point of view of its "evolution" towards the Christian afterlife. This book tries to do something different: to explore afterlife narratives in spatial terms and to situate this tradition within the ambit of a fundamental need in human psychology for the synthesis of soul (or "self") and universe. Drawing on the works of Homer, Plato, Cicero, Virgil, and Dante, among others, as well as on modern works on psychology, cartography, and music theory, Mapping the Afterlife argues that the topography of the afterlife in the Greek and Roman tradition, and in Dante, reflects the state of "scientific" knowledge at the time of the various contexts in which we find it. The book posits that there is a dominant spatial idiom in afterlife landscapes, a "journey-vision paradigm"--the horizontal journey of the soul across the afterlife landscape, and a synoptic vision of the universe. Many scholars have argued that the vision of the universe is out of place in the underworld landscape. However, looking across the entire tradition, we find that afterlife landscapes, almost without exception, contain these two kinds of space in one form or another. This double vision of space brings the underworld, as the landscape of the soul, into contact with the "scientific" universe; and brings humanity into line with the cosmos.***

***Providing a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose in the process industry. This book describes in detail how to create a complete VSM for a process industry manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation. Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated Provides examples of the calculations needed for the flow parameters in data boxes Explains how the VSM concept can be applied to the entire supply chain Includes strategies for engaging your entire workforce in map creation The book introduces a target manufacturing process and uses it to describe how to create a complete VSM. The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and decisions. The book includes real examples of how VSMs brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate investments.***

***Map of Flames (The Forgotten Five, Book 1)***

***Seeing the Whole Value Stream, 2nd Ed.***

***Seeing the Whole***

***Mapping the Planets and Space***

***The ArcGIS Book  
An Action Guide for Managers, Engineers & Production Associates  
Eight Steps to Planning, Mapping, and Sustaining Lean Improvements  
A Maisie Dobbs Novel***

Industrial engineering affects all levels of society, with innovations in manufacturing and other forms of engineering oftentimes spawning cultural or educational shifts along with new technologies. Industrial Engineering: Concepts, Methodologies, Tools, and Applications serves as a vital compendium of research, detailing the latest research, theories, and case studies on industrial engineering. Bringing together contributions from authors around the world, this three-volume collection represents the most sophisticated research and developments from the field of industrial engineering and will prove a valuable resource for researchers, academics, and practitioners alike.

Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

This book constitutes the refereed proceedings of the 12th IFIP WG 5.5 Working Conference on Virtual Enterprises, PRO-VE 2011, held in Sao Paulo, Brazil, in October 2011. The 61 revised papers presented were carefully selected from numerous submissions. They provide a comprehensive overview of recent advances in various collaborative network (CN) domains and their applications with a particular focus on adaptation of the networks and their value creation, specifically emphasizing topics related to evolution from social networking to collaborative networks; social capital; value chains; co-creation of complex products; performance management; behavioral aspects in collaborative networks; collaborative networks planning and modeling; benefit analysis and sustainability issues, as well as including important technical and scientific challenges in applying CNs to areas such as advanced logistics networks, business process modeling, service orientation, and other emerging application domains such as ageing, tourism, crisis, and emergency scenarios.

The Creating Level Pull workbook shows you how to advance a lean transformation from a focus on isolated improvements to improving the entire plantwide production system by implementing a lean production control system. "The workbook is unique because it is a step-by-step case study on how to implement a level, pull-based production control system," said author Art Smalley. This is a new step towards 'system kaizen that is not yet well understood outside of Toyota. The lean efforts at most companies focus on "point kaizen" (e.g., reducing set up times, implementing 5S, etc.) that improves a small portion of the value stream running from raw materials to finished products. Or they focus on "flow kaizen" that improves the entire value stream for one product family. Creating Level Pull shows how companies can make the leap to "system kaizen" by introducing a lean production control system that ties together the flows of information and materials supporting every product family in a facility. With this system in place, each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the plant.[Source : 4e de couv.].

Reading and Mapping Fiction

Behavioral Therapy for Rural Substance Abusers

Mapping Meaningful Connection and the Language of Human Experience

Value Stream Management for the Lean Office

Creating a Roadmap for Lean Transformation

Creating Level Pull

The Culture Map

A Complete Guide to Creating Value through Journeys, Blueprints, and Diagrams

*Explains and demonstrates key mapping concepts, discussing the use of symbols, legends, a compass, scale, landmarks, and gridlines, along with instructions for making a map of a bedroom.*

*This book is a printed edition of the Special Issue "Deep Mapping" that was published in Humanities*

*Long before Vasco da Gama rounded the Cape of Good Hope en route to India, the peoples of Africa, the Middle East, and Asia engaged in vigorous cross-cultural exchanges across the Indian Ocean. This book focuses on the years 700 to 1500, a period when powerful dynasties governed both regions, to document the relationship between the Islamic and Chinese worlds before the arrival of the Europeans. Through a close analysis of the maps, geographic accounts, and travelogues compiled by both Chinese and Islamic writers, the book traces the development of major contacts between people in China and the Islamic world and explores their interactions on matters as varied as diplomacy, commerce, mutual understanding, world geography, navigation, shipbuilding, and scientific exploration. When the Mongols ruled both China and Iran in the thirteenth and fourteenth centuries, their geographic understanding of each other's society increased markedly. This rich, engaging, and pioneering study offers glimpses into the worlds of Asian geographers and mapmakers, whose accumulated wisdom underpinned the celebrated voyages of European explorers like Vasco da Gama.*

*Do we map as we read? How central to our experience of literature is the way in which we spatialise and visualise a fictional world? Reading and Mapping Fiction offers a fresh approach to the interpretation of literary space and place centred upon the emergence of a fictional map alongside the text in the late nineteenth and early twentieth centuries. Bringing together a range of new and emerging theories, including cognitive mapping and critical cartography, Bushell compellingly argues that this activity, whatever it is called – mapping, diagramming, visualising, spatialising – is a vital and intrinsic part of how we experience literature, and of what makes it so powerful. Drawing on both the theory and history of literature and cartography, this richly illustrated study opens up understanding of spatial meaning and interpretation in new ways that are relevant to both more traditional academic scholarship and to newly emerging digital practices.*

*Discover the Whole Story, Build the Right Product*

*Concepts, Methodologies, Tools, and Applications*

*Mapping the Extended Value Stream*

*Step-by-step Exercises that Promote Visual, Auditory and Kinesthetic Learning*

*Probabilistic Mapping of Spatial Motion Patterns for Mobile Robots*

*The New Map*

*Value Stream Management*

*Follow that Map!*

**When Mike Rother and John Shook first realized the power of value stream mapping in the mid-1990s they began to offer workshops on this invaluable technique.**

**The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development.**

**Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.**

**Shingo Research and Professional Publication Award recipient 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 p**

**X-Men meets Spy Kids in this instant New York Times bestseller! Here's the first book in a new middle-grade fantasy/adventure series from the author of The Unwanteds. Fifteen years ago, eight supernatural criminals fled Estero City to make a new life in an isolated tropical hideout. Over time, seven of them disappeared without a trace, presumed captured or killed. And now, the remaining one has died. Left behind to fend for themselves are the criminals' five children, each with superpowers of their own: Birdie can communicate with animals. Brix has athletic abilities and can heal quickly. Tenner can swim like a fish and can see in the dark and hear from a distance. Seven's skin camouflages to match whatever is around him. Cabot hasn't shown signs of any unusual power—yet. Then one day Birdie finds a map among her father's things that leads to a secret stash. There is also a note: Go to Estero, find your mother, and give her the map. The five have lived their entire lives in isolation. What would it mean to follow the map to a strange world full of things they've only heard about, like cell phones, cars, and electricity? A world where, thanks to their parents, being supernatural is a crime?**

**Learning to See**

**50 Years of the Cartographic Journal**

**Energy, Climate, and the Clash of Nations**

**10 Big Ideas about Applying the Science of where  
Atlas of the Heart  
Thinking Visually  
Basic Geological Mapping**

A Wall Street Journal bestseller and a USA Today Best Book of 2020 Named Energy Writer of the Year for The New Map by the American Energy Society “ A master class on how the world works. ” —NPR Pulitzer Prize-winning author and global energy expert, Daniel Yergin offers a revelatory new account of how energy revolutions, climate battles, and geopolitics are mapping our future The world is being shaken by the collision of energy, climate change, and the clashing power of nations in a time of global crisis. Out of this tumult is emerging a new map of energy and geopolitics. The “ shale revolution ” in oil and gas has transformed the American economy, ending the “ era of shortage ” but introducing a turbulent new era. Almost overnight, the United States has become the world's number one energy powerhouse. Yet concern about energy's role in climate change is challenging the global economy and way of life, accelerating a second energy revolution in the search for a low-carbon future. All of this has been made starker and more urgent by the coronavirus pandemic and the economic dark age that it has wrought. World politics is being upended, as a new cold war develops between the United States and China, and the rivalry grows more dangerous with Russia, which is pivoting east toward Beijing. Vladimir Putin and China's Xi Jinping are converging both on energy and on challenging American leadership, as China projects its power and influence in all directions. The South China Sea, claimed by China and the world's most critical trade route, could become the arena where the United States and China directly collide. The map of the Middle East, which was laid down after World War I, is being challenged by jihadists, revolutionary Iran, ethnic and religious clashes, and restive populations. But the region has also been shocked by the two recent oil price collapses--and by the very question of oil's future in the rest of this century. A master storyteller and global energy expert, Daniel Yergin takes the reader on an utterly riveting and timely journey across the world's new map. He illuminates the great energy and geopolitical questions in an era of rising political turbulence and points to the profound challenges that lie ahead.

To learn about its territories in the New World, Spain commissioned a survey of Spanish officials in Mexico between 1578 and 1584, asking for local maps as well as descriptions of local resources, history, and geography. In The Mapping of New Spain, Barbara Mundy illuminates both the Amerindian (Aztec, Mixtec, and Zapotec) and the Spanish traditions represented in these maps and traces the reshaping of indigene world views in the wake of colonization. "Its contribution to its specific field is both significant and original. . . . It is a pure pleasure to read." —Sabine MacCormack, Isis "Mundy has done a fine job of balancing the artistic interpretation of the maps with the larger historical context within which they were drawn. . . . This is an important work." —John F. Schwaller, Sixteenth Century Journal "This beautiful book opens a Pandora's box in the most positive sense, for it provokes the reconsideration of several long-held opinions about Spanish colonialism and its effects on Native American culture." —Susan Schroeder, American Historical Review

Unlike other strategic procurement guides, Lean Supply Chain Management considers an organization's "business condition" as a contributing factor in the development of a strategic procurement strategy. That is, rather than taking a "one-size fits all" approach, the author's more individualized approach illustrates techniques specific to organizations operating in a standard or crisis environment. Highlights include: Methods for developing and tracking strategic procurement initiatives. Planning in the "standard" and "crisis" environments. Coordinating supply chain management and lean manufacturing. Performance measurement tools. Lean Supply Chain Management provides purchasers and supplier development professionals with the tools needed to transform procurement from a mere cost center to a profit generator.

Customers who have inconsistent, broken experiences with products and services are understandably frustrated. But it ' s worse when people inside these companies can ' t pinpoint the problem because they ' re too focused on business processes. This practical book shows your company how to use alignment diagrams to turn valuable customer observations into actionable insight. With this unique tool, you can visually map your existing customer experience and envision future solutions. Product and brand managers, marketing specialists, and business owners will learn how experience diagramming can help determine where business goals and customer perspectives intersect. Once you ' re armed with this data, you can provide users with real value. Mapping Experiences is divided into three parts: Understand the underlying principles of diagramming, and discover how these diagrams can inform strategy Learn how to create diagrams with the four iterative modes in the mapping process: setting up a mapping initiative, investigating the evidence, visualizing the process, and using diagrams in workshops and experiments See key diagrams in action, including service blueprints, customer journey maps, experience maps, mental models, and spatial maps and ecosystem models

Galaxy

Value Stream Mapping for Healthcare Made Easy

Value Stream Mapping for Administrative and Office Processes

Value Stream Mapping Workshop

Untangling with Value Stream Mapping

Industrial Engineering: Concepts, Methodologies, Tools, and Applications

You Are Here: NYC

Indigenous Cartography and the Maps of the Relaciones Geograficas

Each night, we are able to gaze up at the night sky and look at the thousands of stars that stretch to the end of our individual horizons. But the stars we see are only those that make up our own Milky Way galaxy—but one of hundreds of billions in the whole of the universe, each separated by inconceivably huge tracts of empty space. In this book, astronomer James Geach tells the rich stories of both the evolution of galaxies and our ability to observe them, offering a fascinating history of how we've come to realize humanity's tiny place in the vast universe. Taking us on a compelling tour of the state-of-the-art science involved in mapping the infinite, Geach offers a first-hand account of both the science itself and how it is done, describing what we currently know as well as that which we still do not. He goes back one hundred years to when scientists first proved the existence of other galaxies, tracking our continued improvement in the ability to collect and interpret the light that stars in faraway galaxies have emitted through space and time. He discusses examples of this rapidly accelerating research, from the initial discovery that the faint "spiral nebulae" were actually separate star systems located far beyond the Milky Way to the latest observations of the nature of galaxies and how they have evolved. He also delves into the theoretical framework and simulations that describe our current "world model" of the universe. With one hundred superb color illustrations, Galaxy is an illuminating guide to the choreography of the cosmos and how we came to know our place within it that will appeal to any stargazer who has wondered

what was beyond their sight.

Maps are magical. Every graphic, like every story, has a point of view, and New York is rife with mapmaking possibilities, thick with mythology, and glutted with history. You Are Here: NYC assembles some two hundred maps charting every inch and facet of the five boroughs, depicting New Yorks of past and present, and a city that never was. "A Nightclub Map of Harlem" traces a boozy night from the Radium and the Cotton Club to the Savoy and then the Lafayette; "Wonders of New York" pinpoints three hundred sites of interest, including the alleged location of Captain Kidd's buried treasure; the Ghostbusters subway map plots the route from Astral Projections Place to Stay Puft Street; and a rejected proposal of ornate topiaries illustrates a Central Park that might have been. This sequel to the best-selling You Are Here includes original essays by Bob Mankoff, Maria Popova, Sarah Boxer, and Rebecca Cooper, among others.

Provides visual, auditory, and movement techniques to help students understand how to think.

This is a hands-on book about ArcGIS that you work with as much as read. By the end, using Learn ArcGIS lessons, you'll be able to say you made a story map, conducted geographic analysis, edited geographic data, worked in a 3D web scene, built a 3D model of Venice, and more.

Spatialising the Literary Text

The Complete Lean Enterprise

The Mapping of New Spain

Mapping the Chinese and Islamic Worlds

Mapping

Value Stream Mapping to Add Value and Eliminate Muda

Mapping the Total Value Stream

12th IFIP WG 5.5 Working Conference on Virtual Enterprises, PRO-VE 2011, Sao Paulo, Brazil, October 17-19, 2011, Proceedings

This book describes how robots can make sense of motion in their surroundings and use the patterns they observe to blend in better in dynamic environments shared with humans. The world around us is constantly changing. Nonetheless, we can find our way and aren't overwhelmed by all the buzz, since motion often follows discernible patterns. Just like humans, robots need to understand the patterns behind the dynamics in their surroundings to be able to efficiently operate e.g. in a busy airport. Yet robotic mapping has traditionally been based on the static world assumption, which disregards motion altogether. In this book, the authors describe how robots can instead explicitly learn patterns of dynamic change from observations, store those patterns in Maps of Dynamics (MoDs), and use MoDs to plan less intrusive, safer and more efficient paths. The authors discuss the pros and cons of recently introduced MoDs and approaches to MoD-informed motion planning, and provide an outlook on future work in this emerging, fascinating field.

Describes each planet in the solar system and explains why it is important to map them and other astronomical objects and how it is done.

Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case study to illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book is a CD containing a lean assessment tool, a storyboard template, charts, a team charter, and worksheets. BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets!

"Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research" Most lean initiatives conducted by manufacturers are focused mostly on shop-floor activities – mapping the value stream of raw material to the shop-floor customer. Much of the untapped potential for productivity improvements lies, however, in non-production areas – where the value stream is administrative (i.e., "order to cash"). These "office" value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book, *The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes*, offers a step-by-step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order-to-cash value stream. *The Complete Lean Enterprise* is a valuable tool in applying value stream mapping (VSM) to non-production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow, and improving office efficiency.

Eight Steps to Planning, Mapping, & Sustaining Lean Improvements in Administrative Areas

Mapping the Cosmos

Mapping Experiences

Deep Mapping

Adaptation and Value Creating Collaborative Networks

The Mapping of Love and Death

Creating Continuous Flow

Landmarks in Mapping

*The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of reaching beyond single-point kaizens to ensure a sustainable lean implementation process. Many people use the value stream map as an individual tool, but not within the context of a proven overall system. Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets. DVD Package (see Catalog No. PP7338) A training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide,*

*User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software*

*An international business expert helps you understand and navigate cultural differences in this insightful and practical guide, perfect for both your work and personal life. Americans precede anything negative with three nice comments; French, Dutch, Israelis, and Germans get straight to the point; Latin Americans and Asians are steeped in hierarchy; Scandinavians think the best boss is just one of the crowd. It's no surprise that when they try and talk to each other, chaos breaks out. In The Culture Map, INSEAD professor Erin Meyer is your guide through this subtle, sometimes treacherous terrain in which people from starkly different backgrounds are expected to work harmoniously together. She provides a field-tested model for decoding how cultural differences impact international business, and combines a smart analytical framework with practical, actionable advice.*

*Seeing the Whole Mapping the Extended Value Stream Seeing the Whole Value Stream, 2nd Ed. Lean Enterprise Institute*

*From Homer to Dante*

*A Comprehensive Guide for Production and Transactional Processes*

*User Story Mapping*

*A Lean Production-system Improvement Guide for Production-control, Operations, and Engineering Professionals*

*Mapping the Afterlife*

*Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation*

*Value Stream Mapping for the Process Industries*

*The standard belief in books about Lean initiatives and value stream mapping (VSM) is that VSM works well on transactional processes (which are primarily linear processes where handoffs are well defined and the outcome is known) and it is useful for repetitive projects or products. This book counters these statements by clearly demonstrating how a VSM exercise can be successfully performed in complex, multifunctional environments involving*

nonrepetitive work, such as aircraft new product development, custom engineering, software development and project management. The methodology described in this book is the result of more than ten years of refinement and is based on practice while working with multidisciplinary teams and helping them achieve their goals. This is a novel approach to capturing the information flow in a VSM by recognizing it as the place where most of the issues are generated, especially for the previously mentioned environments and the fact that classical mapping methodologies (including classical VSM) do not capture it well. The VSM methodology that the author developed goes to the essence of a VSM (activities flow, information flow, timeline), uses conventional VSM icons and some custom information flow icons and helps the following: Quantifying waste (VSM literature gap) Making disconnects visible (VSM literature gap) Making behavioral and cultural patterns visible (VSM literature gap) If the steps are followed thoroughly, then lead time reductions ranging from 60% to 88% are achieved, along with increased availability of resources, more output with the same resources, projects delivered on time and, most importantly, colleagues embracing the Lean mindset, which greatly contributes to maintaining the gains. Essentially, this book helps readers perform a VSM in environments where multiple stakeholders interact with each other to deliver a product or a service with unclear aspects, such as what the product/service is, how all involved can contribute to the product or service transformation and how the interactions between them occur. For example, the products/services targeted in this book include test results, analysis results, a custom design, a process, a methodology, an engineering change, integrated enterprise software and engineering drawings. Concurrently, this book helps readers map behavioral patterns, such as micromanagement, and company culture aspects, such as excessive governance and "decisions by committee."

"A praiseworthy introduction to the lore of maps and a mine of information for the amateur map-maker."—O.M. Miller, American Geographical Society "This book should be welcomed by all students of mapping, for it will take them in uncomplicated stages through the complexities of compiling a map. . . . Mr. Greenwood is to be congratulated on an excellent book."—C.J. Angus, Canadian Geographical Journal "For the baggy and middle-aged who cannot afford skiing in Austria or sailing off Bimini, Greenwood invites his readers to a sort of intellectual excitement which neither skiing nor sailing could equal. . . . Unless you work professionally with maps to the degree that a navigator does, for instance, this book will fascinate and enthrall you."—Monroe Bush, American Forests "A teacher who wishes to go into the classroom with a storehouse of knowledge and ideas will find this a remarkable book. It is easy to read, and each page contains information which can be fed into the work in progress no matter which area of the world is being studied."—Instructor

In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improvement processes simple enough that they are viable, reproducible, and teachable. Developed with the input of more than 60 healthcare organizations, Value Stream Mapping for Healthcare Made Easy introduces healthcare managers to the essential method developed by Toyota known as the Value Stream Map (VSM). The first half of the book provides an introduction to VSMS that shows healthcare workers at all levels how to look at any process with eyes that probe all the value-added and non-value-added activities in the delivery of a requested service or product. This will allow all stakeholders the opportunity to evaluate, create, and communicate innovation in their workplace. The second half reviews real value stream maps at real healthcare facilities created by teams of administrators, managers, physicians, and staff members. Most participants were not experienced with lean thinking and for many this was their first engagement with lean methods. What becomes clear through these examples is the importance of initiating realistic improvements that can quickly demonstrate successful change and encourage even more problem solving. This ability to be involved with creating a better way to work has been exceptionally well received by workers both at Toyota and now throughout the healthcare industry. Lean thinking involves employees in improving work that is meaningful to them, at a level where they can see and appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers, as well as to the everyday improvement of safety, patient satisfaction, and affordability. VSM is a proven high-level view tool that can be used in every aspect of healthcare to identify, understand, and improve processes. Information included illustrates the simplicity and completeness of the tool and describes its applications to staff communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as part of the VSM process.

"Maisie Dobbs must unravel a case of wartime love and death—an investigation that leads her to a doomed affair between a young cartographer and a mysterious nurse"—Provided by publisher.