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Special 100th Birthday Edition

Taiichi Ohnos
Workplace
Management Special
100th Birthday Edition

*Taiichi Ohnos Workplace
Management Special 100th
Birthday Edition McGraw Hill
Professional*

*CHANGE FOR THE BETTER!
Learn to create world-class
logistics and supply chains in
any industry using kaizen's
seven main principles At a
time when businesses are
restructuring to become more
competitive, many seek a road
map to improve their
operations. Kaizen in Logistics*

and Supply Chains is at the forefront of this journey--and can point you in the right direction to help your company in implementing innovative production and logistics systems and changing its culture for the better. Based on the themes of Masaaki Imai's bestseller, Gemba Kaizen, considered the "bible" of the quality/management movement, this new work provides the first highly detailed explanation of how to create world-class logistics and supply chains regardless of industry. It includes more than 200 photographs, flow diagrams, value stream maps,

and tables--and features a case study that illustrates how a company became more competitive by successfully implementing kaizen principles. There's never been a better guide to lead your company's quest for improvement. KEY FEATURES: Explanation of how the seven main kaizen principles can be applied to transform world-class logistics and worldwide supply chains Prerequisites for implementing these systems, including stabilization and change management activities Concrete steps to implementing kanban systems,

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internal and external logistics loops, design flow production lines, and supermarket systems Detailed real-world case study to illustrate successful implementation of the book's theories, and scorecards so readers can evaluate their progress in practice Foreword by Masaaki Imai, Founder and Chairman of the Kaizen Institute, and author of the bestseller Gemba Kaizen

Thousands of business books are published every year— Here are the best of the best After years of reading, evaluating, and selling business books, Jack Covert

and Todd Sattersten are among the most respected experts on the category. Now they have chosen and reviewed the one hundred best business titles of all time—the ones that deliver the biggest payoff for today's busy readers. The 100 Best Business Books of All Time puts each book in context so that readers can quickly find solutions to the problems they face, such as how best to spend The First 90 Days in a new job or how to take their company from Good to Great. Many of the choices are surprising—you'll find reviews of Moneyball and Orbiting the

Giant Hairball, but not Jack Welch's memoir. At the end of each review, Jack and Todd direct readers to other books both inside and outside The 100 Best. And sprinkled throughout are sidebars taking the reader beyond business books, suggesting movies, novels, and even children's books that offer equally relevant insights. This guide will appeal to anyone, from entry-level to CEO, who wants to cut through the clutter and discover the brilliant books that are truly worth their investment of time and money. Principles of Mass and Flow Production is a 55th

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Anniversary Special Reprint Edition of Frank G. Woollard's long-forgotten book published in 1954, and includes Woollard's amazing 1925 paper "Some Notes on British Methods of Continuous Production." Both are presented as unabridged digitized images of the original works, and include commentary and analysis by noted Lean management practitioner, author, and educator, Bob Emiliani, Ph.D. Frank G. Woollard made major contributions to progressive manufacturing management practices in the British automobile industry of the

1920s, and was also the first to develop and implement mechanical materials handling equipment known as automatic transfer machines while working at Morris Motors Ltd., Engines Branch, in Coventry, U.K. His work is comparable to that of the legendary Taiichi Ohno, the principal architect of Toyota Motor Corporation's production system, and suggests that the timeline for discoveries and attributions of key accomplishments must be revised. Woollard deserves widespread recognition for his own groundbreaking achievements, which lie between the time of Henry

Ford and Kiichiro Toyoda, the founder of Toyota Motor Corporation. His work is highly relevant to current-day Lean management, in that he understood the idea and practice of continuous improvement in a flow environment. Woollard also recognized that flow production will not work properly if used by management in a zero-sum manner, which is an insightful and distinctive feature of Woollard's flow production system, and shows he understood the importance of what is today called the "Respect for People" principle

in Lean management.

Woollard's remarkable work in flow production and his prescient innovations in industrial automation ensure him a prominent place in the history of production engineering, automation, and industrial management.

Readers interested in Lean management, the evolution of flow production, and the history of industrial management and automation will find this book to be entertaining, informative, and a valuable resource for future reference.

Maintenance Engineering Handbook

*What They Say, Why They
Matter, and How They Can
Help You*

*Management Insights for the
Digital Age*

The Lean Sensei

*Toyota Kata: Managing People
for Improvement,*

*Adaptiveness and Superior
Results*

*Management Begins at the
Workplace*

The Birth of Lean

*Stay Up to Date on the Latest Issues
in Maintenance Engineering The most
comprehensive resource of its kind,
Maintenance Engineering Handbook
has long been a staple for engineers,
managers, and technicians seeking
current advice on everything from tools
and techniques to planning and*

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scheduling. This brand-new edition brings you up to date on the most pertinent aspects of identifying and repairing faulty equipment; such dated subjects as sanitation and housekeeping have been removed. Maintenance Engineering Handbook has been advising plant and facility professionals for more than 50 years. Whether you're new to the profession or a practiced veteran, this updated edition is an absolute necessity. New and updated sections include: Belt Drives, provided by the Gates Corporation Repair and Maintenance Cost Estimation Ventilation Fans and Exhaust Systems 10 New Chapters on Maintenance of Mechanical Equipment Inside: • Organization and Management of the Maintenance Function • Maintenance Practices • Engineering and Analysis Tools •

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*Maintenance of Facilities and
Equipment • Maintenance of
Mechanical Equipment • Maintenance
of Electrical Equipment •
Instrumentation and Reliability Tools •
Lubrication • Maintenance Welding •
Chemical Corrosion Control and
Cleaning*

*Part of the Toyota Production System,
Kamishibai boards are simple and
flexible visual controls for performing
audits within a manufacturing process.
When used properly, they are powerful
tools for performing, managing, and
auditing tasks of specific
duties. Kamishibai Boards: A Lean
Visual Management System That
Supports Layered Audits explains how
Please note: This is a companion
version & not the original book.
Sample Book Insights: #1 The gemba
is not easily changed. People's ideas*

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are unreliable things, and we should expect that a normal person is right half of the time and wrong the other half of the time. If you are wrong, do not hesitate to correct yourself. #2 Having a sense of humility is one of the conditions for developing strong powers of persuasion. If you fear the other person, or if you do not understand why, and you just keep going ahead, knowing you are wrong but doing nothing about it, you will not know what is really wrong.

What is a lean sensei and what exactly do they do? That is the key question at the heart of this important new book sharing the secret of Lean thinking, which Dan Jones calls "the alternative business model for our age." Jones explains that "behind all the tools for operational excellence and the different management system needed

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to support their use, lies a much deeper challenge: to develop the human potential of everyone to create a culture of accelerating continuous improvement to meet today's changing circumstances. Learning is at the heart of lean." The Lean Sensei provides both a conceptual and hands-on toolkit for developing lean leaders-and becoming one yourself. It will challenge you to reflect on how you coach; share mindful questions that improve your awareness of what to look for; and keep both you and your students focused on the signs, symptoms, and syndromes that can slow your lean success. This book, written by six lean pioneers who have experienced and followed the path of the Sensei, shares a radical vision of how to flourish with this approach. They argue that Lean is a system of

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gaining competitiveness by continuously developing people, and as such, sensei play a vital role in helping others deepen their thinking every day. To be effective in transforming processes and the people who operate within them, any sensei "must first learn to transform yourself," they write. "No one can do lean for you. It is up to you. But you will also need a Sensei to help you discover new ways of seeing and acting, and to help everyone learn to adapt to a rapidly changing world. These lean pioneers discovered what Senseis really do. Learn from them before you search for your own Sensei." - Daniel T. Jones, co-author of The Machine That Changed The World, Lean Thinking, Lean Solutions and The Lean Strategy

Kamishibai Boards

*How to Do a Gemba Walk: Coaching
Gemba Walkers*

*Quality Management in Engineering
The Completely Revised Handbook of
Coaching*

*Construction Drawings for the Building
Trade*

*How to Minimize Waste, Increase
Efficiency, and Maximize Value and
Profits with Less Work*

A Developmental Approach

**With technology use on the
rise, virtual working the
norm, and families
overscheduled, how do people
enhance their gatherings?
Purposeful gatherings takes
the reader through
professional and personal
situations and describes
current state as well as
techniques to continuously**

improve the human relationship. A quick read for anyone looking to create more purpose in their gatherings and stretch their paradigms at both home and work. Strong relationships at home lead to strong relations at work. A groundbreaking and revolutionary book that will transform how lean is understood, practiced, and used within organizations A lean strategy is about gaining a competitive edge by offering better quality products at competitive prices and making a sustainable profit by eliminating waste through engaging employees in discovering deeper ways to think about their own jobs

and smarter ways of working together. In its current form, lean has been radically effective, but its true powers have yet to be harnessed. Lean Strategy harnesses that power and delivers a new way of creating value from lean. Leading lean experts address popular misconceptions about the basics of lean/TPS, showing the true purpose of tools, methods, and attitudes that leverage the intelligence of every employee doing the work. You'll learn how to think—and then act—differently, tapping the power of every person in your organization in a disciplined manner that generates unparalleled, sustainable

success that is responsive to today's most pressing challenges

In this first comprehensive departure from the time-and-motion dictums of Frederick Taylor's Shop Management that have influenced management practices for most of this century, Kiyoshi Suzuki offers a framework for successfully conducting business at its most crucial point-the shop floor. Drawing on the principles of holistic management, where organizational boundaries are smashed and co-destiny is created, Suzuki demonstrates how modern shop floor management techniques -- focusing maximum energy on

the front line -- can lead to dramatic improvements in productivity and value added-to-services. The role of management today, Suzaki argues, is to eliminate its own responsibilities by thinking of the organization from the genba, or shop floor, point of view. In this challenge, Suzaki claims, organizations need to collect the wisdom of people by practicing "Glass Wall Management," where organizations become transparent, enabling employees to contribute maximum creativity as opposed to blocking their potential with what he calls "Brick Wall Management." Further, to empower

individuals to selfmanage their work and satisfy their customers, Suzaki asserts that they all should learn to manage their own "mini-company," where everybody is considered president of his or her area of responsibility. Front-line supervisors, Suzaki shows, must develop a mission and goals and share them both up and downstream. He cites examples of the "shop floor point of view" -- McDonald's Corporation's legal staff learning how to sell hamburgers and fix milkshake machines; Honda's human resource staff training on the assembly line -- that narrow the gap between top management and the shop

floor. By upgrading people's skills, focusing on empowerment, and streamlining processes, Suzaki illustrates that an organization will realize concrete improvements in quality, cost, delivery, safety, morale, and ultimately, its competitive position.

Transform your company's critical operations—and its destiny—through a powerful kaizen-focused strategy designed for 21st century efficiency A pioneer of the operational excellence movement that continues to transform businesses across the world, Masaaki Imai takes you to the next step of continuous

improvement—developing an overall strategy for measuring your company's operational performance and improving processes in ways that boost efficiency and gain competitiveness. In Strategic KAIZENTM, Imai walks you through the process of shifting your focus from volume and speed to his revolutionary Flow, Synchronization, and Leveling (FSLTM) evaluation—the most effective Lean paradigm available. At the heart of his approach is the concept of flow—ensuring that each work piece flows between processes without interruption and stagnation. This game-changing guide teaches you:

The critical importance of assessing corporate performance from both the financial and operational standpoints How to identify basic structures of the ideal production and operating systems Proven ways of implementing FSL to establish where improvements are most needed and build a strategy that takes you to new heights of corporate performance Certain to be another instant classic from Masaaki Imai, Strategic KAIZEN™ provides an abundance of case studies from companies that have successfully implemented FSL™ and tangible know-how to improve FSL™ status to achieve a lean summit.

Whether you run a business, serve in public service, or practice Lean, this groundbreaking guide provides everything you need to transform your organization—and help lead it to the top of your industry, trade, or business.

A Study of the Toyota Production System

The Ten Commandments of Taiichi Ohno

El Sistema de Produccion Toyota

The Toyota Template

Kanban Just-in Time at Toyota

Mas alla de la produccion a gran escala

Product Development for the Lean Enterprise

Si usted quiere entender como se

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origino el sistema de producci?n Toyota y por que tiene exito, debe leer este libro. Aqui encontrara una introducci?n avanzada del justo a tiempo. El mundo le debe mucho a Taiichi Ohno. Nos ha demostrado como fbricar con mayor eficacia, como reducir costos, como producir una mayor calidad, y a examinar atentamente como nosotros, en nuestra calidad de seres humanos, trabajamos en una fbrica. El relato que Ohno cuenta en este libro es brillante. Deberia ser leido por todos los gerentes. No es solo un relato acerca de la fabricaci?n; sino tambien sobre como dirigir exitosamente una empresa.

Written by former Toyota associates,
Toyota By Toyota: Reflections from
the Inside Leaders on the Techniques
That Revolutionized the Industry

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focuses on the purpose of Lean methodologies, techniques, and principles. It compiles more than a century of combined experience from management-level employees who supply little-known insights about the Toyo

"Lead With Respect is a terrific book that puts the elements of genuine 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 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 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. In this engaging and insightful story, CEO Jane Delaney of Southcape Software discovers from her sensei Andy Ward that learning to lead with 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 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 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 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 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 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 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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Toyota's world-renowned success proves that just-in-time (JIT) makes other manufacturing practices obsolete. This simple but powerful book is based on the seminars given by Taiichi Ohno and other senior production staff to introduce Toyota's own supplier companies to JIT. It teaches the philosophy and implementation of what many call the most efficient production system in the world. Provides a clear structure for an introductory JIT training program. Explains every aspect of the JIT system, including how to set it up and how to refine it once it's in place. Shows how to use a simple visual system to control the production process. Every day more American companies are learning that JIT works outside Japan. Now you can get started with this step-by-step book

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which guides you through the implementation process. Every engineer, manager, supervisor, and worker should read this book to get the clearest, simplest, and most complete introduction to JIT available in English. Results at American companies after reading this book: Lead-time on one product was reduced from 12 weeks to 4 days. Setup time on a large blanking press was reduced from eight hours to one minute and four seconds. Work-in-process has been reduced 50 percent plant-wide. Factory floor space was opened up 30 to 40 percent in every one of their plants.

The Hitchhiker's Guide to Lean
A Scientific and Systematic Approach
Lead With Respect

The Five Keys to a Lean Business
Transformation

Conversations with Taiichi Ohno

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The 100 Best Business Books of All Time

Why Toyota's System Is Four Times More Productive and How You Can Implement It

COMMEMORATING THE 100th
BIRTHDAY OF TAIICHI OHNO

Businesses worldwide are successfully implementing the Toyota Production System to speed up processes, reduce waste, improve quality, and cut costs. While there is widespread adoption of TPS, there is still much to be learned about its fundamental principles. This unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, Taiicho Ohno, published to mark what would have been his 100th birthday. Filled with insightful new commentary from global quality visionaries, Taiichi Ohno ' s Workplace Management is

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a classic that shows how Toyota managers were taught to think. Based on a series of interviews with Ohno himself, this timeless work is a tribute to his genius and to the core values that have made, and continue to make, Toyota one of the most successful manufacturers in the world. "Whatever name you may give our system, there are parts of it that are so far removed from generally accepted ideas (common sense) that if you do it only half way, it can actually make things worse." "If you are going to do TPS you must do it all the way. You also need to change the way you think. You need to change how you look at things." -- Taiichi Ohno "This book brings to us Taiichi Ohno's philosophy of workplace management--the thinking behind the Toyota Production System. I personally get a thrill down my spine to read these thoughts in Ohno ' s own words." -- Dr. Jeffrey Liker, Director, Japan Technology

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Management Program, University of Michigan, and Author, The Toyota Way Based on a series of interviews with Taiicho Ohno, this unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, published to mark what would have been his 100th birthday. INCLUDES INSIGHTFUL NEW COMMENTARY FROM: Fujio Cho, Chairman of Toyota Corporation Masaaki Imai, Founder of the Kaizen Institute Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and author John Shook, Chairman and CEO of the Lean Enterprise Institute Bob Emiliani, Professor, School of Engineering and Technology, Connecticut State University Jon Miller, CEO of the Kaizen Institute "Toyota Kata gets to the essence of how Toyota manages continuous improvement

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and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary

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automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying

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customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

Whether a group of engineers is developing new cars, software applications, aerospace equipment, kitchen appliances, controls, sensors, or any of hundreds of different

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items, the process they follow is pretty much the same. Except in one company - Toyota, perhaps the most innovative and highly respected car company on the planet. What is most startling is that Toyota's product development engineers are four times as productive as their counterparts in other companies, according to a study by the National Center for Manufacturing Sciences. Most follow a linear process in developing new products. Toyota's engineers do not. As this book reveals and explains, Toyota's development engineers rely on a development paradigm that is totally different than that found in the West. Companies that are early adopters of the Toyota product development system are certain to realize tremendous advantages over their competitors. This is a change that is coming to businesses everywhere and this book shows the way. It is a must-read for anyone in management.

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This book introduces fundamental, advanced, and future-oriented scientific quality management methods for the engineering and manufacturing industries. It presents new knowledge and experiences in the manufacturing industry with real world case studies. It introduces Quality 4.0 with Industry 4.0, including quality engineering tools for software quality and offers lean quality management methods for lean manufacturing. It also bridges the gap between quality management and quality engineering, and offers a scientific methodology for problem solving and prevention. The methods, techniques, templates, and processes introduced in this book can be utilized in various areas in industry, from product engineering to manufacturing and shop floor management. This book will be of interest to manufacturing industry leaders and managers, who do not require in-depth

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engineering knowledge. It will also be helpful to engineers in design and suppliers in management and manufacturing, all who have daily concerns with project and quality management. Students in business and engineering programs may also find this book useful as they prepare for careers in the engineering and manufacturing industries. Presents new knowledge and experiences in the manufacturing industry with real world case studies Introduces quality engineering methods for software development Introduces Quality 4.0 with Industry 4.0 Offers lean quality management methods for lean manufacturing Bridges the gap between quality management methods and quality engineering Provides scientific methodology for product planning, problem solving and prevention management Includes forms, templates, and tools that can be used conveniently in the field Kaizen in Logistics and Supply Chains

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An Integrated Approach to Just-In-Time
The Plan for Just-In-Time and Culture
Change Beyond Lean Tools
Toyota Kata, TWI, and Lean Training
Purposeful Gatherings
Including Some Notes on British Methods
of Continuous Production 1925

"Originally published as Shop Floor
Kaikaku: Muda-tori is the Unbeatable
Management System, copyright 2009
Hitoshi Yamada." --verso of title page.
This is the "green book" that started it all
-- the first book in English on JIT, written
from the engineer's viewpoint. When
Omark Industries bought 500 copies and
studied it companywide, Omark became
the American pioneer in JIT. Here is Dr.
Shingo's classic industrial engineering
rationale for the priority of process-based
over operational improvements in
manufacturing. He explains the basic

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mechanisms of the Toyota production system, examines production as a functional network of processes and operations, and then discusses the mechanism necessary to make JIT possible in any manufacturing plant. Provides original source material on Just-In-Time Demonstrates new ways to think about profit, inventory, waste, and productivity Explains the principles of leveling, standard work procedures, multi-machine handling, supplier relations, and much more If you are a serious student of manufacturing, you will benefit greatly from reading this primary resource on the powerful fundamentals of JIT. 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

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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

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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

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effort with value-stream mapping. [Source : 4e de couv.].

Hitchhikers do not travel a fixed path. They intentionally wander so they can learn and grow along the way. Embarking on the lean journey is similar; there are many roads on which to wander and no single one is right for all. This title concludes with interviews of lean practitioners on the front lines of change at Chrysler, DTE Energy, and Nemak.

Lessons from the Road

Workplace Management

The Innovator's Toolkit

The Toyota Mindset

The Lean Farm

Forging a Kaizen Culture

Principles of Mass and Flow Production

Much has been written about

Toyota over the last 30

years focusing on both its

products (superior

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vehicles), and its operational excellence based on its Toyota Production System (TPS). The Toyota Template details the critical concepts and methods that Taiichi Ohno implemented in developing the Toyota Production System. This book is different, however, regarding the parallels it draws between Toyota's pre-TPS condition and companies today who are attempting to become more efficient and Lean. In view of efficiency, excellence, culture, and general "Leanness," many organizations are in the same position as Toyota prior to implementing what

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was once called the "Ohno System." The building of TPS, with the goal to eliminate waste, evolved as problems were encountered and solutions put in place. A wonderful byproduct of these years of work was the growth of a problem-solving culture throughout Toyota that is unique in the business world. Currently, the Toyota Production System is well established. Though constantly improving, the historical picture is visible. The question many have tried to answer for their own companies is "how can they achieve world class efficiency?" The Toyota Template answers this

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question. This book:

Explains the critically important elements of the Toyota Production System. Analyzes the sequence of implementation as the system developed. Places these elements in a logical order of implementation based on the history and current knowledge. In addition, it addresses the effect of each element on the culture. The author was prompted to write this book because of his personal observations of the failure of most attempts to develop Lean systems. What makes Toyota stand out is not any of the individual elements – It is crucially important to have all the

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elements together as a system. Most attempts have been focused on bits and pieces of the elements, or the tools. The Toyota Template is about the relevance of the Toyota Production System to "any type of business" today. It is not an all-inclusive explanation of every aspect of TPS. Rather, this book succinctly identifies the key elements, places them in a logical, sequential order of implementation, and explains how each contributed to the formation of the Toyota culture. Taking a Gemba Walk to Go See, Ask Why, and Show Respect is a key way to more

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actively engage people in performance improvement activities. Even if you currently do Gemba Walks in all likelihood you fall short of what the best companies do. This The Sensei Way at Work follows in the wake of dozens of successful business books on the Toyota production system, lean enterprise, and the Toyota Way, yet it is unique. It identifies the five keys that sustain successful lean production in Western enterprises—a challenge that has stymied business leaders, managers, and lean coaches for decades. The first reason for our

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frequent inability to sustain the initial gains of lean startups is a misunderstanding of the Japanese term "kaizen mind." Many mistranslate it as a "hunger" for business efficiency and cost reduction. In fact, kaizen mind is a psychology of "mindfulness" joined with "creativity." And once evoked by a sensei, it can be applied (without training) when a leader mandates that employees and managers solve quality problems and redesign the work together. The second reason is our need to develop new change leaders who know "the way." A sensei

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immerses prospects in a series of challenges until they learn to do the work of change with the mind of a leader, that is, from the states of presence, flow, and compassion. Lasting organizational transformation becomes possible, even inevitable, when its leaders learn the five keys and realize "one big thing" in the Sensei Way.

Delivering a clear; concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements; this timeless book is a tribute to the core values that have made;

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and continue to make Toyota
one of the most successful
manufacturers in the world.

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Blueprint Reading
Special 100th Birthday
Edition
The Sensei Way at Work
New Shop Floor Management
A Lean Visual Management
System That Supports Layered
Audits
Reflections from the Inside
Leaders on the Techniques
That Revolutionized the
Industry
The Lean Strategy: Using
Lean to Create Competitive
Advantage, Unleash
Innovation, and Deliver
Sustainable Growth

Praise for The Completely Revised

HANDBOOK OF COACHING “Pam McLean has written a jewel of a book. Its straightforward, easy-to-read style lays out an elegantly simple, effective, and agile coaching methodology. This will become a well-used (‘dog-eared,’ in the days before e-books) guidebook for both the new and the seasoned coach.” —MARY BETH O’NEILL, author, *Executive Coaching with Backbone and Heart*
“A welcome and comprehensive update of the original Handbook, this theoretically grounded, yet highly practical book presents important integrative coaching models that deal with complex coaching issues in an easy-to-read way. This book will be of use to novices and experienced coaches alike.” —ANTHONY M. GRANT Ph.D.,

coauthor, *Evidence Based Coaching Handbook*; faculty, University of Sydney “I love this book. Pam McLean offers the most comprehensive and clear explanation of use of self—why it is important and where we need to focus our attention—that I have ever read. In addition, she describes the robust Hudson coaching methodology clearly with lots of examples and always links theory to practice.” —RICK MAURER, author, *Beyond the Wall of Resistance*; faculty, Gestalt Institute of Cleveland “The new *Handbook of Coaching* is intellectually satisfying and pragmatically rich, a tour-de-force grounded in a thorough exploration of adult development and coaching models. This major rework of Hudson’s classic offers

practitioners extensive guidance on coach methodology, the system dynamics of change, and the crucial use of self. Leadership coaches at any level will find this an invaluable resource.” —DOUG SILSBEE, author, Presence-Based Coaching
“With an emphasis on thoroughly understanding one’s self as a coach and supporting one’s clients to understand themselves, as well as their contexts, Pam’s book is very resourceful both practically and conceptually. Her very current real-life examples are insightful and useful.” —EDIE SEASHORE, M.A., author, Triple Impact Coaching
The Just-in-time (JIT) manufacturing system is an internal system in use by its founder, Toyota Motor Corporation, but it has taken on a new look. Toyota

Production System, Second Edition systematically describes the changes that have occurred to the most efficient production system in use today. Since the publication of the first edition of this book in 1983, Toyota has integrated JIT with computer integrated manufacturing technology and a strategic information system. The JIT goal of producing the necessary items in the necessary quantity at the necessary time is an internal driver of production and operations management. The addition of computer integrated technology (including expert systems by artificial intelligence) and information systems technology serve to further reduce costs, increase quality, and improve lead time. The new Toyota production

system considers how to adapt production schedules to the demand changes in the marketplace while satisfying the goals of low cost, high quality, and timely delivery. The first edition of this book, Toyota Production System, published in 1983, is the basis for this book. It was translated into many languages including Spanish, Russian, Italian, Japanese, etc., and has played a definite role in inspiring production management systems throughout the world. Conversations with Taiichi Ohno is a fictional account of probing conversations between the author and Taiichi Ohno. It explores the purpose and meaning of the Toyota Production System and how it anticipated today's digital age. Ohno's remarkable work and his

unique way of thinking created a new management system that will energize and strengthen corporate digital transformation. Learn why the Toyota Production System is more relevant in the 21st century than it was in the 20th century and how it will help your company survive and prosper in the digital age. In danger of being forgotten as the years go by, critical elements of Ohno's work remain unknown, poorly known, or misunderstood. Ohno reminds us that good thinking, steady work habits, daily improvement, and long-term commitment to a purpose remain necessary now and into the future. Conversations with Taiichi Ohno is an exposition of the management thinking, practice, and decision-making that enables TPS to be

established and evolve in your company to achieve success in the digital age.

A practical, systems-based approach for a more sustainable farming operation To many people today, using the words “factory” and “farm” in the same sentence is nothing short of sacrilege. In many cases, though, the same sound business practices apply whether you are producing cars or carrots. Author Ben Hartman and other young farmers are increasingly finding that incorporating the best new ideas from business into their farming can drastically cut their wastes and increase their profits, making their farms more environmentally and economically sustainable. By explaining the lean system for identifying and

eliminating waste and introducing efficiency in every aspect of the farm operation, The Lean Farm makes the case that small-scale farming can be an attractive career option for young people who are interested in growing food for their community. Working smarter, not harder, also prevents the kind of burnout that start-up farmers often encounter in the face of long, hard, backbreaking labor. Lean principles grew out of the Japanese automotive industry, but they are now being followed on progressive farms around the world. Using examples from his own family's one-acre community-supported farm in Indiana, Hartman clearly instructs other small farmers in how to incorporate lean practices in each step of their production chain,

from starting a farm and harvesting crops to training employees and selling goods. While the intended audience for this book is small-scale farmers who are part of the growing local food movement, Hartman's prescriptions for high-value, low-cost production apply to farms and businesses of almost any size or scale that hope to harness the power of lean in their production processes.

Toyota by Toyota

*Taiichi Ohnos Workplace
Management*

*Taiichi Ohno's Workplace
Management*

*50+ Techniques for Predictable and
Sustainable Organic Growth*

Toyota Production System

*Strategic KAIZENTM: Using Flow,
Synchronization, and Leveling*

***[FSLTM] Assessment to Measure
and Strengthen Operational
Performance***

***Management Lessons from Taiichi
Ohno: What Every Leader Can
Learn from the Man who Invented
the Toyota Production System***

From the brilliant mind of a legend in the LEAN Manufacturing world comes the reasoning behind the importance of using your intellect, challenging your workers and why continuous improvement is not only a helpful tool but a necessity on the shop floor. Mr. Wakamatsu recounts captivating, first hand experiences with the man who changed the way the world looks at manufacturing. "If they do it with three people, we will do it with one!" Taiichi Ohno For anyone wishing to gain insight into how the

Toyota Production System came to be or who wishes to know more about the founders of the TPS, this book is for you. Through personal accounts and inspirational quotes, the story of Taiichi Ohno and the Toyota Production System is recounted in a manner that will give any reader a solid foundation in the LEAN world. If you have ever read a TPS book and ever wondered just how the founders came to the conclusions they did, what brought about their way of thinking, or how they solved a difficult problem then this book is a must have. Inspiring, insightful and easy to follow, this book is a stepping stone to a greater, more productive state of being.

A compendium of tools and techniques that every innovator

needs The Innovator's Toolkit is an essential companion for every innovator, innovation team leader, operations manager, and corporate change agent who needs to drive organic growth. Written and presented in an easy-to-use reference format, the book helps users understand why, when, and how to apply each technique for maximum benefits and results. The fifty-plus tools and techniques in this book are organized around a framework for identifying innovation opportunities, generating new and unusual ideas, selecting the best ideas for further refinement, and implementing new solutions that better meet customer expectations. This revised second edition includes significant updates to nearly two dozen techniques

Also offers several brand new techniques, including Idea Harvesting and Treatment, Seventy-six Standard Solutions, and Six Thinking Hats This updated and revised edition of The Innovator's Toolkit simply helps innovation leaders, managers, and specialists do their jobs better than ever before—giving them more confidence, greatly reducing the chance of expensive failures, and packing more practical innovation knowhow under one cover than ever before.

The biggest competitive advantage an organization can achieve comes from the synergies created by employees skilled in enhancing organizational dynamics. The Seven Kata: Toyota Kata, TWI, and Lean Training supplies time-tested

tools and advice to help readers adapt to changing conditions and outcompete their rivals. It explains why a mix of the ski

Improve Your Ability to Read and Interpret All Types of Construction Drawings Blueprint Reading is a step-by-step guide to reading and interpreting all types of construction drawings. Filled with hundreds of illustrations and study questions, this easy-to-use resource offers a complete overview of construction drawing basics for every aspect of the construction process- from site work, foundations, and structural systems to interior work and finishes. Covering all the latest technological advances, noted architect Sam Kubba offers detailed information on: **Blueprint**

standards-ANSI, ISO, AWS, and ASME Computer-aided design (CAD) and computer-aided design and drafting (CADD) Lines, views, elevations, and dimensions Layouts of all construction drawing types-architectural, structural, mechanical, and electrical Specifications-MasterFormat and UniFormat Symbols-materials, electrical, plumbing, HVAC, and others How to avoid costly pitfalls on construction projects You'll also find a glossary of terms for quick reference, convenient tables and charts for identifying symbols and abbreviations, and much more. Inside This Skills-Building Guide to Construction Drawing Basics • Blueprint Standards • Blueprints and Construction Drawings: A Universal Language •

Read Online Taiichi Ohno's
Workplace Management
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Understanding Lines • Types of Views • Understanding Dimensions • Layout of Construction Drawings • Understanding Industrial Blueprints • The Meaning of Symbols • Understanding Schedules • Specifications • ISO Issues, Codes, and Building Regulations • Construction Business Environment From an Industrial Engineering Viewpoint Value Stream Mapping to Add Value and Eliminate Muda Summary of Taiichi Ohno's Taiichi Ohno's Workplace Management The 7 Kata Empowering People for Continuous Improvement Learning to See A Novel of Lean Practice This is an honest look at

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the origins of lean, written in the words of the people who created the system.

Through interviews and annotated talks, you will hear first-person accounts of what these innovators and problem-solvers did and why they did it. You'll read rare, personal commentaries that explain the interplay of (sometimes opposing) ideas that created a revolution in thinking.

The 15 most powerful practices of the legendary Taiichi Ohno you can use to drive breakthrough productivity improvements in your company Having spent 40 years working at the side of Taiichii Ohno at Toyota,

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Takehiko Harada recounts his experiences transforming operations as we know them. In *Management Lessons from Taiichi Ohno*, Harada explains, “Good Kaizen makes an environment where work is meaningful. To create a workplace like this, it is crucial to train people in the management of a lean organization.” The book provides managers and executives with the tools they need to implement TPS/Lean within their organization.

Taiichi Ohnos Workplace
Management : Special 100th
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