

Read Online Value Stream Management For The
Lean Office Eight Steps To Planning Mapping
Sustaining Lean Improvements In Administrative
Areas

Value Stream Management For The Lean Office Eight Steps To Planning Mapping Sustaining Lean Improvements In Administrative Areas

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! Shingo Research and Professional Publication Award recipient When the first

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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

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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. Winner of a 2012 Shingo Research and Professional Publication AwardDemystifying the application of Lean methods, Lean Office and Service Simplified: The

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Definitive How-To Guide goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by Value stream design is increasingly asserting itself as the key approach for production optimization, but there has never been a detailed and systematic presentation of the value stream method before – a gap that has now been filled by this book. The author provides an easily comprehensible code of practice for the effective analysis of production processes, product family-oriented factory structuring and the target-oriented development of an ideal future state of production. The book plausibly conveys ten design guidelines for production optimization with corresponding equations, descriptive illustrations and industrial examples well-proven in numerous industrial projects. It addresses the professional public, practitioners wishing to avoid waste and systematically improve their factories' value streams, and students - tomorrow's practitioners. In contrast to other publications, this book complements the value stream analysis and its unique compact visualization of the entire production process by a detailed

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illustration of the information flow and a comprehensive discussion of the operator balance chart. The »traditional« concept of value stream design is significantly expanded with a view to its applicability in complex productions by way of methodological innovation and further development concerning campaign formation, value stream management and technological process integration. The method is embedded in a comprehensive procedural approach for factory planning, starting with the definition of the desired lean production goals.

Value Stream Mapping to Add Value and Eliminate Muda

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

Value Stream Mapping for Lean Development Eight Steps to Planning, Mapping, and Sustaining Lean Improvements

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

Shaping the Future Through Standardization Lean Thinking

Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a

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simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide Creating Mixed Model Value Streams, Second Edition. This second edition takes a step-by-step approach to implementing Lean in c

Written by one of the world 's most respected consultants on Lean, this work presents a methodology for value stream mapping that is appropriate for any organization, whether it be service or product oriented.

Over the past 25 years, Locher has proven just how powerful this process is, having employed it in healthcare, transportation, distribution, education, financial services, and manufacturing environments.

Illustrating his methodology through the example of the

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imaginary DevelopTek company, he explains how to:

- Identify development waste
- Assess an organization ' s current state and develop a Current State Map
- Apply Lean principles to create a Future State Map

Tens of thousands of patients die unnecessarily every year as a result of errors and defects in our healthcare processes. Those that survive often pay too much for the privilege. The value stream mapping methods described in Mapping Clinical Value Streams will help you achieve more efficient health care processes and will pave the way to an improved medical system with significantly reduced medical errors and other costly waste. Part of the Lean Tools in Healthcare series, this user-friendly book will help you understand how to use value stream mapping to provide quality, patient-centered care. Value stream mapping is a powerful tool for observing and depicting processes as they truly are—and for envisioning and reconfiguring the same processes to eliminate errors and other waste. With this book, you ' ll learn how to:

- Map current-state processes
- Create a future-state map with processes streamlined through "flow" and "pull"
- Manage the rollout of your future state with "A3" project plans

Presented in a highly organized and easy-to-assimilate format, the book includes examples from actual healthcare processes, plus numerous illustrations and margin assists that call your attention to key points. Value stream mapping icons make it easy to see and understand the ebb and flow of healthcare processes. Each chapter also includes a summary for quick review. Throughout the book you will be asked to reflect on questions that will help you

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apply these concepts and techniques to your own workplace. To be competitive in today ' s marketplace, you cannot afford to leave processes unexamined, or let them become haphazard. You must apply conscious, quality attention to continuously see and fix your healthcare processes. In Mapping Clinical Value Streams, Shingo Prize-winning author Thomas L. Jackson shows you how.

How to Change Your Business Into a Lean Enterprise
Driving DevOps with Value Stream Management
How to Survive and Thrive in the Age of Digital
Disruption with the Flow Framework

Standing on Shoulders

Mapping Clinical Value Streams

When and How to Use Lean Tools and Climb the Four
Steps of Lean Maturity

Value Stream Mapping for the Process Industries

**"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.

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, A supply stream is the process of getting a product from the manufacturer to the consumer. The authors show how to ensure that value is added at each point in the stream to give maximum benefit to the customer and maximise the business benefits.

This book acquaints the reader with Value Stream Mapping as well as Process Mapping, and thereby provides a dual set of tools. This dual set is far more effective than either technique alone. With photos and examples of related Lean practices, the book focuses on implementing VSM, not just drawing diagrams and graphs.

Learning to See

Proceedings of the 5th International Conference on Changeable, Agile, Reconfigurable and Virtual Production (CARV 2013), Munich, Germany, October 6th-9th, 2013

Identifying and Eliminating Waste in Office and Service Processes

The Last Lecture

Using Hoshin Kanri to Improve the Value Stream

Lean Transformation

Occupational Outlook Handbook

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In *Project to Product*, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you. Struggling to apply Lean effectively in your office environment? *Office Lean* is a book for anyone who wants to apply Lean better in contexts where the work is both intangible and complex. It explains in simple terms, what Lean is -- and what Lean isn't -- enabling office professionals to understand how it can be successfully applied to their complex office-based work environments. Contrary to popular opinion, Lean is not only for mass manufacturing or healthcare. It applies just as much to

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the digital world of "knowledge work" industries such as banking and financial services, software development, and government. But the fundamental concepts, straight from the factory floor, need a fair amount of translation to be effectively applied in cube farms. Overturning the common perception that Lean is about imposing rigid rules, or simply eliminating waste in the name of "efficiency", Eakin presents Lean as a dynamic, flexible, people-centric philosophy that delivers outstanding business results by improving employee engagement and customer experience. Office Lean helps Lean practitioners (leaders/managers and coaches/consultants) working in professional office environments access the amazing, transformative results Lean can bring to their specific domains. It combines clear explanations of the core concepts of the Lean philosophy with relevant, practical examples from the fields of accounting, finance, insurance, IT and government.

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

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(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-

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to-use data collection and interpretation as part of the VSM process.

Developed by a plant manager who experienced first-hand the challenges to going green in a business environment, Green Intentions provides organizations with a simple, straightforward, and practical approach to green the Green Value Stream (GVS) process that is as mindful as it is profitable. Based on the highly successful, Lean philosophy, the GVS process shows you how to quickly identify, measure, and minimize the seven green wastes to realize immediate cost savings. With the initial savings from harvesting the low-hanging fruit, organizations will have the support and momentum needed to eliminate each of the green wastes, leading to environmental sustainability and the substantial business benefits that follow, including increased revenues, new customers, employee retention, innovation, and increased shareholder value. Part I, Going Green shows how the green value stream provides a dynamic, proven, and successful approach to going green. It also defines each of the seven green wastes, explains the overall green value stream process, provides guidance on implementing it in your organization, and shows how to map your green value stream. Part II, The Seven Green Wastes provides a step-by-step process for minimizing and eliminating each of the seven wastes. It includes real-life examples illustrating the environmental and economic benefits associated with moving toward the elimination of each. The book also includes: A Green Dictionary that defines current terms associated with the green movement Web links and other resources to help

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you in your journey toward environmental sustainability
An environmental primer that clears through the rhetoric
to give you a clear picture of what is going on with the
environment and what the end goal of environmental and
overall sustainability needs to look like

Metrics-Based Process Mapping

Enabling Manufacturing Competitiveness and Economic
Sustainability

Five Minute Lean

The Complete Lean Enterprise

The Strategos Guide to Value Stream & Process
Mapping

A Comprehensive Guide for Production and
Transactional Processes

Untangling with Value Stream Mapping

Understand value stream mapping in no time! Find out everything you need to know about this powerful tool with this practical and accessible guide. In an increasingly competitive business world, identifying the areas where your company is losing time and money can give you a vital edge. Value stream mapping is one of the most popular tools of lean management and is easy to apply to virtually any production process, allowing you to locate and eliminate sources of waste and streamline your operations. In 50 minutes you will be able to: •Understand the main principles behind value stream mapping and lean management •Identify the key icons used in VSM and find out what they mean •Draw up your own map of material and information flows and use it to identify sources of waste ABOUT 50MINUTES.COM | MANAGEMENT AND MARKETING The Management and Marketing series from the 50Minutes collection provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications

will give you elements of theory, definitions of key terms and case studies in a clear and easily digestible format, making them the ideal starting point for readers looking to develop their skills and expertise.

The changing manufacturing environment requires more responsive and adaptable manufacturing systems. The theme of the 5th International Conference on Changeable, Agile, Reconfigurable and Virtual production (CARV2013) is "Enabling Manufacturing Competitiveness and Economic Sustainability. Leading edge research and best implementation practices and experiences, which address these important issues and challenges, are presented. The proceedings include advances in manufacturing systems design, planning, evaluation, control and evolving paradigms such as mass customization, personalization, changeability, re-configurability and flexibility. New and important concepts such as the dynamic product families and platforms, co-evolution of products and systems, and methods for enhancing manufacturing systems' economic sustainability and prolonging their life to produce more than one product generation are treated. Enablers of change in manufacturing systems, production volume and capability, scalability and managing the volatility of markets, competition among global enterprises and the increasing complexity of products, manufacturing systems and management strategies are discussed. Industry challenges and future directions for research and development needed to help both practitioners and academicians are presented. About the Editor Prof. Dr.-Ing. Michael F. Zaeh, born in 1963, has been and is Professor for and Manufacturing Technology since 2002 and, together with Prof. Dr.-Ing. Gunther Reinhart, Head of the Institute for Machine Tools and Industrial Management (iwb) at the Technische Universitaet Muenchen (TUM). After studying general mechanical engineering, he was doctoral candidate under Prof. Dr.-Ing. Joachim Milberg at TUM from 1990 until 1993 and received his doctorate in 1993. From 1994 to 1995, he was

department leader under Prof. Dr.-Ing. Gunther Reinhart. From 1996 to 2002, he worked for a machine tool manufacturer in several positions, most recently as a member of the extended management. Prof. Dr.-Ing. Michael F. Zaeh is an associated member of the CIRP and member of acatech, WGP and WLP. His current researches include among others Joining and Cutting Technologies like Laser Cutting and Welding as well as Friction Stir Welding, Structural Behaviour and Energy Efficiency of Machine Tools and Manufacturing Processes like Additive Manufacturing.

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

manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: www.mbpmapping.com

"We cannot change the cards we are dealt, just how we play the hand."---Randy Pausch A lot of professors give talks titled "The Last Lecture." Professors are asked to consider their demise and to ruminate on what matters most to them. And while they speak, audiences can't help but mull the same question: What wisdom would we impart to the world if we knew it was our last chance? If we had to vanish tomorrow, what would we want as our legacy? When Randy Pausch, a computer science professor at Carnegie Mellon, was asked to give such a lecture, he didn't have to imagine it as his last, since he had recently been diagnosed with terminal cancer. But the lecture he gave--"Really Achieving Your Childhood Dreams"--wasn't about dying. It was about the importance of overcoming obstacles, of enabling the dreams of others, of seizing every moment (because "time is all you have...and you may find one day that you have less than you think"). It was a summation of everything Randy had come to believe. It was about living. In this book, Randy Pausch has combined the humor, inspiration and intelligence that made his lecture such a phenomenon and given it an indelible form. It is a book that will be shared for generations to come.

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Installing Efficiency Methods

Creating a Roadmap for Lean Transformation

Value Stream Mapping for Healthcare Made Easy

Reduce waste and maximise efficiency

A How-To Guide for Streamlining Time to Market

Office Lean

The Definitive How-To Guide

Lean transformations is your start-to-expert guide for Lean. It describes the crucial steps to implement lean tools which directly lead to measurable productivity improvements, while minimizing investments. Part one of the book describes the Leadership skills required to make Lean work for the organization in the long term. Part two describes why Lean can help you, your team and your organization in process improvement, based on the history and learnings of other organizations in using Lean. Part three describes The Four Levels of Lean Maturity, where the crucial steps of different tools are highlighted, and more importantly: how you use the tools to reach your organizational targets. Part four is focused on Value Stream Mapping, where the 8 step approach will help you identify the most important process design improvements to improve total performance. Part five describes another set of lean tools in more detail. Lean Transformations will give you the theory and practical steps you need to create a culture of continuous improvement in your organization in which people continuously use lean tools to find the next improvement. Get your copy

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now to reap the real benefits of lean, starting today! 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

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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.

In *Using Hoshin Kanri to Improve the Value Stream*, leading lean and quality expert Elizabeth Cudney constructs a complete how-to guide that any organization can employ to start a Lean effort correctly and keep it on track. Rooted in practical examples garnered over years of hand-on practice, she illustrates the key principles of lean and value, and

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CRC Press
How to Create Products and Services Customers Want

Value Stream Management

Value Proposition Design

The Way Towards a Lean Factory

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

Understanding and Implementing Flow in a Professional and Administrative Environment

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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-

Read Online Value Stream Management For The Lean Office Eight Steps To Planning Mapping Sustaining Lean Improvements In Administrative stream mapping. [Source : 4e de couv.]

Known worldwide in manufacturing among those striving to maximize productivity and create pull scheduling of production as "the yellow book," this is the premier how to book for companies going lean. Touted by experts everywhere as practical, down-to-earth, and easy to read, it warns of cultural issues that are certain to arise, and gives step by step instructions for making the transformation. It clearly explains such tools as continuous flow, value stream mapping, kanban, kaizen, six sigma, just-in-time (JIT), techniques for quick set-ups, and other pillars of the Toyota Production System. It's full of examples of value stream mapping, how kanban can resolve material supply issues, how kaizen brainstorming can result in startling improvements overnight, how just-in-time (JIT) frees mountains of money tied up in work-in-progress, why Six Sigma quality needs to be built in and not inspected in, how bottlenecks can be eliminated, kanban snafus spotted before they happen, and how instilling a championship mentality in cross-functional teams can lead to increased productivity and continuous improvement that doesn't stop after the initial kaizen event.

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

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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.

The authors of the international bestseller *Business Model Generation* explain how to create value propositions customers can't resist. *Value Proposition Design* helps you tackle the core challenge of every business — creating compelling products and services customers want to buy. This highly practical book, paired with its online companion, will teach you the processes and tools you need to create products that sell. Using the same stunning visual format as the authors' global bestseller, *Business Model Generation*, this sequel explains how to use the "Value Proposition Canvas" to design, test, create, and manage products and services customers actually want. *Value Proposition Design* is for anyone who has been frustrated by new product meetings based on hunches and intuitions; it's for anyone who has watched an expensive new product launch fail in the market. The book will help you understand the patterns of great value propositions, get closer to customers, and avoid wasting time with ideas that won't work. You'll learn the simple process of designing and testing value propositions, that perfectly match customers' needs and desires. In addition the book gives you

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exclusive access to an online companion on Strategyzer.com.

You will be able to assess your work, learn from peers, and download pdfs, checklists, and more. Value Proposition Design is an essential companion to the "Business Model Canvas" from Business Model Generation, a tool embraced globally by startups and large corporations such as MasterCard, 3M, Coca Cola, GE, Fujitsu, LEGO, Colgate-Palmolive, and many more. Value Proposition Design gives you a proven methodology for success, with value propositions that sell, embedded in profitable business models."

Project to Product

How to Visualize Work and Align Leadership for Organizational Transformation

Operational Excellence in Your Office

Green Intentions

Banish Waste And Create Wealth In Your Corporation

Seeing the Whole Value Stream, 2nd Ed.

A Super-Quick Guide to Improving Your Job So Much You Enjoy It Again

A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and economically Key Features Address DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignment Implement proven VSM methodology to improve IT value stream flows Leverage VSM platforms to view, analyze, and improve end-to-end value delivery Book Description Value Stream Management (VSM) opens the door to maximizing

your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world. Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products' strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery. What you will learn Integrate Agile, systems thinking, and lean development to deliver customer-centric

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valueFind out how to choose the most appropriate value stream for your initial and follow-on VSM projectsEstablish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelinesApply a proven eight-step VSM methodology to drive lean IT value stream improvementsDiscover the key strengths of modern VSM tools and their customer use case scenariosUnderstand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprisesWho this book is for This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book.

Quality assurance is an essential aspect for ensuring the success of corporations worldwide. Consistent quality requirements across organizations of similar types ensure that these requirements can be accurately and easily evaluated. Shaping the Future

Through Standardization is an essential scholarly book that examines quality and standardization within diverse organizations globally with a special focus on future perspectives, including how standards and standardization may shape the future. Featuring a wide range of topics such as economics, pedagogy, and management, this book is ideal for academicians, researchers, decision makers, policymakers, managers, corporate professionals, and students.

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.

Operational Excellence is achieved when all employees in your organization can see the flow of value to your customers and can make adjustments to that flow before it breaks down. *Operational Excellence in Your Office: A Guide to Achieving Autonomous Value Stream Flow with Lean Techniques* presents nine time-tested guidelines for designing business process flow that enable Operational Excellence in the office. Each chapter describes one guideline by using text, illustrations, and practical examples to provide a comprehensive understanding of why creating flow in the office is essential and how to achieve it. Accounting for the reality that most office employees are required to work on many different projects throughout the day, this book details a step-by-step methodology for leveraging traditional value stream flow to establish Operational Excellence in an office environment. In addition, it describes a more advanced form of flow called "self-healing" flow—in which employees are capable of identifying and fixing problems with the flow without requiring management intervention. Explaining how to achieve Operational Excellence and self-healing flow with the nine guidelines, the book also introduces new concepts such as part-time continuous flow processing cells, workflow

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Sustaining Lean Improvements In Administrative Areas

cycles, takt capability, integration events, pitch in the office, and ways to tell whether your office is on time.

With this book, you will be able to take the knowledge provided and immediately apply it by following the step-by-step checklists included at the end of each chapter. In addition to the lists of action items for implementing each guideline, the book includes "acid tests" you can use to determine if you have implemented each guideline correctly. When finished, you will have designed an end-to-end flow for the services in your office as well as visual systems to help employees distinguish normal flow from abnormal flow so they can fix flow problems on their own, before they negatively impact your customers.

Value Stream Mapping for Administrative and Office Processes

Lean Transformations

Value Stream Design

Improve IT value stream delivery with a proven VSM methodology to compete in the digital economy

A Guide to Achieving Autonomous Value Stream Flow with Lean Techniques

Practical Lean Techniques for Building to Demand, Second Edition

Value Stream Mapping Workshop

Winner of The Shingo Research and Professional Publication

Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has

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pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In *The Outstanding Organization*, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for *The Outstanding Organization* "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, *The Laws of Subtraction* "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, *Full*

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Engagement!" It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

Transforming our organizations to compete and thrive in today's digital age requires a combination of "old world thinking" of quality and differentiation and "new world thinking" of meeting your market where it wants to be. But making your organization "digital" is a lot more than creating a compelling mobile app and moving to the cloud. To thrive in the new marketplace, you must think and act differently. In this leader's guide to digital transformation, you'll get practical, actionable information on building an employee and customer-obsessed culture that drives speed and efficiency while leveraging technology to sell better products and services. The guide will teach you how to: understand, articulate, and analyze the value you offer customers; get development and operations to work better together; persuade employees to do things differently; and solve problems in new and creative ways. Whether you work for a small, medium-sized, or large organization, you'll get meaningful guidance on overcoming obstacles that thwart success by learning from others. When Mike Rother and John Shook first realized the power of value

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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.

A Leader's Guide to Digital Transformation

Creating a Green Value Stream to Compete and Win

Creating Mixed Model Value Streams

Lean Office and Service Simplified

Value Stream Mapping

Value Stream Management for the Lean Office

The Outstanding Organization: Generate Business Results by Eliminating Chaos and Building the Foundation for Everyday Excellence

Five Minute Lean reveals a fast, easy and new way to improve your job and your business. Based on the proven "Lean" methodology but encompassing many new industries, Five Minute Lean combines a powerful story with fast

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paced summaries of the tools and techniques,
so you can get results quickly and in a way
that is best for you.

Mapping the Total Value Stream

Strategy and Excellence in the Supply Chain