

## Creating A Lean Culture Tools To Sustain Lean Conversions Second Edition

*The Lean Expert: Educating and Elevating Lean Practitioners Throughout Your Organization* outlines a method that can help organizations engage associates and empower them to achieve "expert status" in the nine core principles of Lean. By implementing the Lean Discipline Expert process detailed in the book, companies will demonstrate to their associates that they believe they are the organization's greatest assets, while empowering them to make lasting improvements to the organization. The book provides a robust and proven process for creating a Lean culture. It outlines a method, with defined steps, for the development of Lean Discipline Resource People that will help associates achieve "expert status" in the core Lean principles of 5S-Visual Management, Value Stream Mapping, Standard Work, Total Productive Maintenance, Quick Changeover, Error Proofing, Process Problem Solving, Material Management, and Continuous Improvement. You will be able develop Lean strategies, create a Master Schedule, initiate activities for supporting goals and objectives, and complete a Train-the-Trainer class as well as achieve facilitation skills to teach, communicate, guide, and lead Lean overview training as well as comprehensive subject-matter training. In addition, you will understand how the Lean Discipline Expert process can help to support associate involvement at all levels and learn where and how the nine principles overlap and interact. By engaging and empowering various levels of associates throughout the organization, you will provide strength and ownership for your business and, most importantly, your associates. The book includes access to additional resources on the book's page at [www.crcpress.com](http://www.crcpress.com). It includes a tracking mechanism for monitoring candidate progress, facilitation feedback forms, LDE checklists, and certificates of accomplishment you can use to acknowledge associates that achieve Lean Discipline Expert status.

*Courageous Leadership: The Missing Link to Creating a Lean Culture of Excellence* is one of the firsts of its kind to wade through the confusion among leaders on selecting the type of change approach that will get the best results in their organization. It educates the senior executive leaders and organizational excellence practitioners on the different characteristics of change and answers why the approach to incremental and transitional change cannot deliver the results expected from a transformational change. The author shares his experiences from leading several small and large scale

organization transformations in multiple industries across different countries on how to establish a robust foundation for an excellence journey and integrate strategy into daily operations. This book elaborates on the types of courage and what it means to be a courageous leader while leading change in difficult situations, and what leaders do differently for putting the organization on a path to excellence and culture transformation. This book shares an innovative design, a methodology and an approach that combines best practices and principles from Malcolm Baldrige, Shingo, Lean, Six Sigma, Balanced Scorecard, accreditation, change management, patient and family-centered care, the Competing Values Framework, the LEADS framework, and the project management body of knowledge. The implementation of this model at a hospital in Canada propelled the organization further ahead on their transformational journey compared to other organizations that started much earlier. Sensei in Japanese means Teacher and Gyaan in Sanskrit means Knowledge. Brief sections on 'Sensei Gyaan' have been interspersed throughout the book to provide valuable tips to the readers based on author's experiential learnings over the past two decades. This book serves as a practical guide for senior executive leaders and organizational excellence practitioners, who wish to embark or are in various stages of their organizational excellence and culture transformation journey. Readers will be guided through 26 elements necessary for establishing a robust foundation and an additional set of 22 Management System elements required to create and sustain a culture of quality across the organization. For leaders in healthcare, the book provides a framework, guiding principles, and associated practices that support the implementation of the 4 core concepts of patient and family centered care namely, dignity and respect, information sharing, participation and collaboration. Included in the book are several examples with creative visuals, ready-to-use templates and standard works, models, guiding principles, and strategies based on best practices to assist leaders in their organization excellence journey.

**Accelerated Strategy Development and Execution** The company of today has its supply chains and finances stretched further around the globe than ever before while simultaneously having increasing pressures to drive value across a complicated and fluid set of metrics and deliver innovations, products, and services more quickly and reliably. The competitive advantage belongs to the companies that can quicken their vision-building and strategy-execution efforts—the ones that can identify challenges more swiftly and accelerate their decision making so

they are better able to formulate and deploy responses decisively yet with greater agility. To successfully accomplish this, companies will have to prioritize creating a culture of leadership that strengthens communication skills and emphasizes systems thinking by building capacity and capability that cuts across the business smokestacks and permeates the entire organization. In *State of Readiness*, Joseph F. Paris Jr. shares over thirty years of international business and operations experience and guides C-suite executives and business-operations and -improvement specialists on a path toward operational excellence, the organizational capability and situational awareness that is attained as the enterprise reaches a state of alignment for pursuing its strategies. In doing so, create a corporate culture that is committed to the continuous and deliberate improvement of company performance and the circumstances of those who work there—a precursor to becoming a high-performance organization.

Without Lean leaders, there can be no Lean. If an organization wants to be Lean, its leaders must lead using Lean principles. Put another way, until the top of your organization fully embraces Lean, the rest of your organization will never be Lean. *The Lean Leader: A Personal Journey of Transformation* uses a compelling novel format to tackle the nuts and bolts of leading a Lean transformation. Readers follow along as the characters face real crises and what seem to be unreasonable deadlines. As the story progresses, readers will see how the main character, Don, and his colleagues transform from being "command and control" autocrats—those who make decisions and bark orders—to more Socratic coaches and mentors. As Don and his staff come to realize that the folks they employ are the real experts in the processes they control, you will learn why it behooves you to do more asking than telling. You will come to realize that a leader's greatest skill must be in coaching great performance from their people. You will also witness the difference between managing and leading. After reading this book, you will understand why it's so important to shed the decision-making tasks that have cluttered your days, and how to delegate those decisions to employees who are closer to the action. You will learn how important it is to look over the horizon to identify upcoming challenges, define and communicate new courses of action, and compel others to follow. Most importantly, you will learn exactly what it takes to lead a Lean organization that thrives socially, as well as financially.

*Tools to Sustain Lean Conversions, Second Edition*

*Lean Production Simplified, Second Edition*

*The Definitive How-To Guide*

***Leading the Lean Enterprise Transformation, Second Edition***  
***Lean Manufacturing in the Developing World***  
***Applying Lean Practices to the Work of IT***  
***A Leader's Guide to Planning and Execution***  
***Developing Lean Culture in the Process Industries***

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

Lean Culture - The Leader's Guide provides a road-map to implementing lean culture within your organization. This guide represents the knowledge gained through thirty-five years of field experience implementing large scale change in the culture of organizations. This guide presents the principles and process of changing organization culture to capitalize on the competitive advantages of lean. Lean culture is a lot more than the tools and techniques of lean. It is the framework of values, daily habits and relationships within which those techniques can succeed and be sustained. Without the support of the culture, the techniques often fail. The sustainable value is in the culture and management process in which continuous improvement becomes a daily habit at every level. The purpose of this book is to help you build this culture. The Leader's Guide will show you how to... ..

Instill the habits, values and management process of daily life in a lean organization. ...Engage all members of the organization, from top-to-bottom, in a consistent and organized process of improvement. ...Be the change! Model the behavior you expect from others. ...Align systems, structure, skills, style and symbols to the new culture.

Winner of a Shingo Research and Professional Publication Award The new and revised edition of this modern day classic provides the critical piece that will make any lean transformation a dynamic continuous success. It shows you how to implement a transformation that cannot fail by developing a culture that will have all your stakeholders involved in the process and invested in the outcome. It will teach you how to build success from the top down and the bottom up at the same time. If you are a leader at any level in an organization undergoing or considering a lean transformation, this is where you should start and finish ... and start again. Praise for the First Edition of the Shingo Prize Winning International Bestseller. . . . . an excellent review of one of the most common implementation issues in a lean transformation -- the essential day to day work practices of team leaders/supervisors/value stream managers that enable the lean system. -- George Koenigsaecker, President, Lean Investments, LLC . . . .

reprinted seven times The purpose of lean systems is to make problems glaringly obvious. If implementation does not include standard leadership and cultural support systems to constantly address problems, the point of the system is missed. Many books address lean tools and initial conversion, but if you want the system to stick, read David's book. --Robert (Doc) Hall, Editor-In-Chief, Target,

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Association for Manufacturing Excellence . . . now being translated into Russian, Thai, and Chinese... Mann's book is an excellent start toward Lean Leadership as 'process-dependent' rather than 'person-dependent' in style. --Ross E. Robson, Executive Director, Shingo Prize for Excellence in Manufacturing

Now empowered with five more years of accumulated knowledge and experience, David Mann's seminal work: Offers new insights on applications of lean management in administrative, technical, and professional environments Provides new guidance on how to begin implementing lean management in discrete manufacturing, office, and process manufacturing environments. Details specifics on how to engage executives through gemba walks\* Shows the difference between measuring improvement through results and through processes Adds new case studies throughout Expands the lean management assessment based on actual use, and now offers up two separate versions (both available online) one for manufacturing and one for administrative, technical, and professional settings

\*In a gemba walk, a teacher, or sensei, and student walk the production floor. The teacher asks the student to tell what he or she sees and, depending on the answer, asks more questions to stimulate the student to think differently about what is in front of him or her. This includes learning to see what is not there...Gemba walks often include assignments to act on what the student has come to see. ...

Lean culture should be developed so that the goal to improve a process or business condition on a continuous basis can be achieved. Organizations with a lean culture have reaped many successful experiences in implementing lean, so it is seen as a legitimate methodology for organizations. New employees coming into an organization that has a lean culture will be taught to see, think, and feel from a lean perspective in dealing with problems in their job. Lean needs to be a cultural mindset for all for an organization to remain successful. The effort to build a lean culture relies on the support and active participation of leaders as the agents of change. Research shows that the success of a lean implementation is around 50% depending on leadership, while the remaining 30% is on finance, 10% on organization and culture, and 10% on skills and expert human resources. In general, leaders play a role in developing subordinates, problem-solving skills, and producing various continuous improvement efforts. In addition, leaders are responsible for encouraging subordinates to continuously use problem-solving tools as part of their efforts to improve their skills and deal with bigger problems. This book focuses on leadership and the tools required to support a lean initiative. Understanding the basic and valuable tools of lean provides the foundation for leaders in support of their organization initiative. Topics in the book include a description of the eight wastes, organizational level process mapping, lean metrics, and developing a future position. The author includes a discussion and samples of basic lean tools such as Kanban, standard work, and visual management. The author also describes the tools each leader needs to be successful with in creating a culture of lean thinking, including the leader task board, the process performance board, and process

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State of Readiness

Liquid Lean

Going Beyond Lean Sigma Tools

The Four Components of a Fast-Paced Organization

Ensuring Success and Developing a Framework for Leadership

Creating a Successful Lean Culture in Any Workplace

Operational Excellence as Precursor to Becoming a High-Performance Organization

Lean Transformation

Winner of a Shingo Research and Professional Publication Award Lean

Production Simplified, Second Edition is a plain language guide to the lean production system written for the practitioner by a practitioner. It delivers a comprehensive insider's view of lean manufacturing. The author helps the reader to grasp the system as a whole and the factors that animate it by organizing the book around an image of a house of lean production. Highlights include: A comprehensive view of Toyota's lean manufacturing system A look at the origins and underlying principles of lean Identifying the goals of lean production Practical problem solving for lean production Activities that support involvement - Kaizen circles, suggestion systems, and problem solving This second edition has been updated with expanded information on the Lean Improvement Process; Production Physics and Little's Law - the fundamental equation for both manufacturing and service industries ( $\text{cycle time} = \text{work in process} / \text{throughput}$ ); Value Stream Thinking - combining processes required to bring the product or service to the customer; Hoshin Planning -- using the Planning and Execution Tree diagram and Problem Solving -- including the "Five Why" method and how to use it. Lean Production Simplified, Second Edition covers each of the components of lean within the context of the entire lean production system. The author's straightforward common sense approach makes this book an easily accessible on-the-floor resource for every operator.

Higher education (HE) is amongst the hardest sectors in which to apply lean. Universities resist change, their organizational cultures being far from the manufacturing environment where lean was born. The way HE organizations are structured, funded, and function globally is idiosyncratic; one size is unlikely to fit all. However, the sector is also dynamic and a mature understanding of lean, as a philosophy, led by principles, suggests there are many ways HE could grow through lean. This collection of work reflects the state-of-the-art in the global practical application of lean for higher education. It aims to demonstrate the diverse applications of lean in universities inspiring others to deeply engage with lean thinking in their own unique context and to drive successful, sustainable, lean work. Contributors are both well-known experts in lean HE and up-and-coming practitioners. Authors live globally, in countries such as Australia, Canada, Malaysia, Poland, the UK, and the USA. They represent higher education environments from applied teaching institutions to research-focused universities from 50 years old to more than 800 years old. The collection focuses on lean applied across universities as a whole, often addressing the administrative support or professional services side of how these institutions work. The

application of lean is not limited purely to the administration of such organizations but is applied to the primary purpose of universities: teaching and research. This volume is not focused on lean theory. Instead, it discusses how HE institutions have taken lean forward and the lessons learned that others can share and learn from. It is composed of six sections: Starting out, People, Projects, Technology, Sustaining Lean, and Culture. The rich and wide perspectives in this book will enable the reader to understand the many ways that lean thinking is applied in higher education globally. More importantly, this book will help the reader better understand and apply lean in the context of their own work.

Hospitals and health systems are facing many challenges, including shrinking reimbursements and the need to improve patient safety and quality. A growing number of healthcare organizations are turning to the Lean management system as an alternative to traditional cost cutting and layoffs. "Kaizen," which is translated from Japanese as "good change" or "change for the better," is a core pillar of the Lean strategy for today's best healthcare organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture leads to everyday actions that improve patient care and create better workplaces, while improving the organization's long-term bottom line. The Executive Guide to Healthcare Kaizen is the perfect introduction to executives and leaders who want to create and support this culture of continuous improvement. The Executive Guide to Healthcare Kaizen is an introduction to kaizen principles and an overview of the leadership behaviors and mindsets required to create a kaizen culture or a culture of continuous improvement. The book is specifically written for busy C-level executives, vice presidents, directors, and managers who need to understand the power of this methodology. The Executive Guide to Healthcare Kaizen shares real and practical examples and stories from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have implemented and documented 4,000 Kaizen improvements each of the last three years, resulting in millions of dollars in hard savings and softer benefits for patients and staff. Chapters cover topics such as the need for Kaizen, different types of Kaizen (including Rapid Improvement Events and daily Kaizen), creating a Kaizen culture, practical methods for facilitating Kaizen improvements, the role of senior leaders and other leaders in Kaizen, and creating an organization-wide Kaizen program. The book contains a new introduction by Gary Kaplan, MD, CEO of Virginia Mason Medical Center in Seattle, Washington, which was named "Hospital of the Decade" in 2012. The Executive Guide to Healthcare Kaizen is a companion book to the larger book Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements (2012). Healthcare Kaizen is a longer, more complete "how to" guide that includes over 200 full color images, including over 100 real kaizen examples from various health systems around the world. Healthcare Kaizen was named a recipient of the prestigious Shingo Professional Publication and Research Award. Check out what the experts at the Franciscan St. Francis Health System have to say about Healthcare Kaizen. <http://www.youtube.com/watch?v=>

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A Lean Safety Gemba Walk is a walk through the work area (Gemba) that focuses on the continuous improvement of safety. When conducted in a respectful manner, by skilled facilitators, Safety Gemba Walks can have a dramatic long-lasting impact on the culture of a business. Lean Safety Gemba Walks: A Methodology for Workforce Engagement and Culture Change is a follow-up to the author's bestselling book, Lean Safety, published in 2010. It is a natural progression from the philosophical overview provided by Lean Safety to the reality of the application of those principles in facilities around the world. This book presents a collection of Lean Safety Gemba Walk case studies that are based on the author's experiences over the last four years. As the stories unfold, readers are transported on a journey of discovery through the Gemba and begin to see safety differently just as those who physically participated. Illustrating the importance of employee engagement and culture change, the book provides you with the tools to engage managers, employees, and hourly staff in the continuous improvement of safety. The concepts covered will allow you to empower employees to make a difference in their safety culture rather than simply complying with safety rules.

Tools for Developing Leadership in a Lean Culture

Lean – Let's Get It Right!

Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work

Lean Safety

Lean Culture for the Construction Industry

Building a Culture of Lean Leadership and Two-Way Communication

The Work of Management

Lean Office and Service Simplified

***The Highly Effective Office covers the transformation journey required to change the culture in the workplace from processes that suffer from functional separation and "silo-ed" departments to efficient and integrated systems. Most office processes have evolved into separate and autonomous stand-alone functions that are sub-optimized. The result is added wastes in the processes, and the customers are often the first to notice. The wastes parallel the manufacturing floor wastes and deserve the same attention for identification and removal. Yet, the culture of the office is predisposed to work by a separation of duties. Roles and responsibilities are not aligned around processes. The same type of dramatic transformations that were enabled on the concrete factory floor are needed in carpeted offices. This book describes methods to transform the value streams in the office and administrative areas of organizations, and it outlines why Lean works just as well in the office as it does in manufacturing. Wastes typically reach 50% of the process effort, and these processes are ripe for improvement. Throughout the book, waste removal in office processes are fully illustrated with descriptions of applying Lean tools to achieve flow. Case studies from the corporations, non-profits, and higher education institutions demonstrate how various types of organizations have reached success by applying Lean principles to their processes. Lean expert Timothy Schipper outlines the structural and leadership changes that are required to create a transformational journey for process change and continuous improvement. Leadership activities are outlined***

*along with descriptions of how to assign ownership and responsibility for the changes inside the organization. Various leadership behaviors are explored that support and help to sustain the effort. Attention is given to how to start the journey, how to select projects and launch them with clear goals and objectives, and how to run successful workshops, as well as visual tools and techniques and educational content. Finally, and most importantly, a description of the mature Lean culture is offered to show how to embed process improvement into the organization.*

*A Practical, Hands-on Guide to Lean Manufacturing This real-world resource offers proven solutions for implementing lean manufacturing in an enterprise environment, covering the engineering and production aspects as well as the business culture concerns. Filled with detailed examples, the book focuses on the rapid application of lean principles so that large, early financial gains can be made. How to Implement Lean Manufacturing explains Toyota Production System (TPS) practices and specifies the distinct order in which lean techniques should be applied to achieve maximum gains. Global case studies illustrate successes and pitfalls of lean manufacturing initiatives. Discover how to: Rigorously test and retest the state of your "leanness" with unique evaluators Develop and deploy plant-wide strategies and goals Improve speed and quality and dramatically reduce costs Reduce variation in the manufacturing system in order to reduce inventory Reduce lead times to enable improved responsiveness and flexibility Synchronize production and supply to the customer Create flow and establish pull-demand systems Perform system-wide and specific value-stream evaluations Generate a comprehensive list of highly focused Kaizen activities Sustain process gains Manage constraints and reduce bottlenecks Implement cellular manufacturing*

*While Lean practices have been successfully implemented into the process industry with excellent results for over 20 years (including the author's own award winning example at Exxon Chemical), that industry has been especially slow in adopting Lean. Part of the problem is that the process industry needs its own version of Lean. The larger part of t*

*The formula for Lean success! Toyota veterans reveal how to build continuous improvement into your company's DNA Ever since Toyota introduced the revolutionary Toyota Production System (TPS), businesses have tried to replicate Toyota's success. Few have succeeded over the long term. What businesses have failed to realize is that TPS calls for a fundamentally different way of thinking. Now, at long last, here is a straightforward guide that make sense of the thinking culture behind Toyota's phenomenal success. In its pages, authors Tracey and Ernie Richardson speak from the heart as Toyota employees who worked in the Kentucky factory when the company was first introducing its people-first approach in the U.S., and went on in the ensuing decades to teach Lean thinking around the world. In The Toyota Engagement Equation, the authors take you through Toyota's own journey of discovery. This deep dive into the company's game-changing work practices reveals how employees were developed, how they were taught to spot and define problems through standardization, how they were coached to solve them, and how they were encouraged to improve their thinking as they moved forward. And you'll see how Toyota developed this simple but profoundly effective approach into an overall management system—and how you can achieve amazing results in your company through the same system. In the world of Lean design and implementation handbooks, The Toyota Engagement Equation stands out as a*

*fresh, unique, and authoritative guide to building your business into the Toyota of your industry. As the authors see it, TPS has now evolved to the "Thinking People System!"*

*2 Second Lean*

*The Basic Implementation Guide for Maximizing Process Performance*

*The Executive Guide to Healthcare Kaizen*

*Methodology, Case Studies and Trends from Latin America*

*Global Lean for Higher Education*

*Educating and Elevating Lean Practitioners Throughout Your Organization*

*A Guide for Human Resources, Plant Managers, and Lean Coordinators*

*How to Grow People and Build a Fun Lean Culture*

**Creating a Lean Culture Tools to Sustain Lean Conversions, Third Edition**  
CRC Press

This book presents some definitions and concepts applied in Latin America on lean manufacturing (LM), the LM tools most widely used and human and cultural aspects that most matter in this field. The book contains a total of 14 tools used and reported by authors from different countries in Latin America, with definition, timeline with related research, benefits that have been reported in literature and case studies implemented in Latin American companies. Finally, the book presents a list of softwares available to facilitate the tools' implementation, monitoring and improvement.

In 2004 Charlie Protzman created The BASICS Lean Implementation Model, which covers the full spectrum of what is needed to be effective and successful at implementing a Lean System. The reader is taken through a step by step approach developed over the last 15 years, in the use and understanding of Lean tools, principles, and processes. The authors break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. You will learn an integrated, structured, problem-solving approach identified by the acronym BASICS (Baseline, Analyze, Suggest Solutions, Implement, Check and Sustain). This methodology is combined with a proven business strategy to help ensure a successful and sustainable transformation of any organization. The BASICS approach produces "real" bottom line savings with 20% to 50% or more increases in productivity when compared to pure batching environments. As those who have read the book will tell you, this is not a theory book... but rather a book you can return to over and over again for reference, throughout your Lean journey.

If you examine the characteristics of successful organizations, you will find that speed is a common denominator. Once there is a focus on speed, industry-leading improvements follow, momentum is created, and employees become further engaged to continue executing the strategy. The Four Components of a Fast-Paced Organization: Going

**Beyond Lean Sigma Tools examines the components that must be in place for manufacturing and service organizations to achieve world-class business results at a rapid pace: leadership and mentoring, process design and visual value streams, organization structure for sustainment, and fast knowledge sharing. The book illustrates the author's experience working on a special Lean Sigma transformation at an organization going through a market alteration and having to consider outsourcing production to low-cost countries. It describes how the four key components helped the company achieve a doubling of productivity, a 75% improvement to its yield, and on-time delivery above 90%. Outlining a simple, yet effective, implementation plan, the book supplies valuable guidance for Lean practitioners and organizational leaders on what needs to be done after Lean Sigma. It presents only the necessary information to allow you to dive right in to proven methods without having to waste time sorting through unnecessary details. We all want a culture of continuous improvement, learning, and customer orientation; and this is what the four components can help you achieve. Follow the implementation steps outlined in the text and you will be on your way to developing and refining these characteristics.**

**A Daily Path to Sustainable Improvement**

**A Personal Journey of Transformation**

**Leading Lean**

**The Lean Builder: A Builder's Guide to Applying Lean Tools in the Field**

**Transforming your Safety Culture with Lean Management**

**The Highly Effective Office**

**Lean Execution**

**Practical Lean Techniques for Building to Demand, Second Edition**

Many books explain how to construct a value stream map, but few explain the process conditions and characteristics required to ensure a value stream map can be completed successfully. Lean Execution: The Basic Implementation Guide for Maximizing Process Performance fills this need. Although the book explains Lean methods and tools that maximize process performance, its main focus is on providing readers with detailed guidelines, process conditions, and helpful tips for ensuring successful implementation. Based on Clifford Fiore's insights and experiences gained through years of firsthand application and implementation of Lean methods, the book supplies easy-to-understand explanations of proven Lean tools, methods, and concepts. For example, the concept of flow/theory of constraints is reviewed using a garden hose analogy. The text introduces material in a manner that mirrors the natural sequence for general implementation. It provides simple calculations, worksheets, and examples to reinforce the key concepts involved with determining production rates and process variation. In addition to explaining how to apply Lean tools correctly, the book provides the big picture perspective required to select and apply the appropriate Lean tool at the right time, while gaining helpful insight about the process under review. Sharing valuable lessons learned by trial and error, the book can help practitioners save valuable time and resources by not repeating similar mistakes. The book concludes with a summary that outlines a blueprint for maximizing success during implementation. Clifford Fiore has spent more than 30 years at a Fortune 500 company and is a recognized leader in applying Lean and Six Sigma

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methodologies. He is also a certified black belt and Lean expert. Through his work in adapting process improvement techniques in engineering, manufacturing, and the supply chain, he has emerged as an industry leader in implementing concepts towards reducing product cost, quality defects, and development cycle times.

Given that the greatest risk factor on any project is manpower costs, problems resulting in delays, rework, or overtime will lower profits through increased labor costs. Most of these process-generated costs are fully preventable. An in-depth exploration of the application of Lean initiatives in the construction industry, *Lean Culture for the Construction Industry: Building Responsible and Committed Project Teams* addresses employee issues in terms of productivity and waste by applying behavioral psychology principles at both tactical and strategic levels. Written by a veteran consultant in the construction field, the book draws a connection between how construction professionals act as leaders and how their attitude and behavior affect productivity and waste daily. He expands the notion of ethics beyond the simple litmus test of right and wrong, so team leaders can adopt professional and diplomatic attitudes and behaviors toward the implementation of Lean improvements. Poorly devised organizational structures, unclear roles and responsibilities, unresolved interpersonal conflicts that are allowed to fester, and an overall lack of focus on improving team process—any of these attitudes and behaviors on a construction job can cripple productivity and result in waste and lost profit. This book demonstrates how, in a business intrinsically loaded with a wide range of people and personalities, ineffective management structures, and poor communication, Lean thinking can make the difference between a profitable, competitive construction team and mass inefficiencies and lost profitability. The author can be contacted at [www.interactiveconsulting.biz](http://www.interactiveconsulting.biz)

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.

While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, *The Lean Practitioner's Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work* outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym

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BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.

Lean Tools to Drive Daily Innovation and Increased Profitability

Leadership for a Continuously Learning and Improving Organization

Develop and Empower Lean Leaders to Sustain Continuous Improvement

Tools to Sustain Lean Conversions

Lead With Respect

The BASICS Lean™ Implementation Model

Lean Leadership BASICS

**Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best Managed Firms." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.**

**Changing an organization from a mass manufacturing environment to a lean environment is significant and affects all levels of the company if the implementation is done correctly. Many times, however, lean implementers become so involved with the nuts and bolts of lean implementation that the "people" side of the business is neglected.**

**Transform your HR Department into an Agent of Change during Lean Implementation. With an HR perspective, veteran consultants Chris Harris and Rick Harris walk readers through a simple, step-by-step proven method for transforming a mass production workforce into a lean thinking one that possesses the necessary skills, training, and attitude to march in a new direction. They explain the role of human resources in a lean-oriented facility, emphasizing systematic training that continues for all employees. They also discuss the value of promoting employees from**

**within a facility to team leader and group leader positions, and the importance of flexibility. This critically acclaimed book includes sample training sessions with explanations. Most of us are now far enough down the path in lean production to realize that the results lie in the details. This short volume presents all of the details you will need to create a frontline workforce and system of direct supervision that can effectively plan, do, reflect, and adjust, as you move your own operations steadily ahead. --James Womack, Chairman, Lean Enterprise Institute**

**This book explains how to sustain lean, or, continuous improvement practices. It introduces the BASICS® lean leadership development path, combining the "human aspect" with published BASICS® lean tools. It lays out the methodology to empower, lead, and drive ongoing improvements in your business. The book includes engaging stories and case studies to demonstrate the effectiveness of shop floor management tactics, including visual management tools, gemba walks, standard work, time analysis, kanban, 5S, and more.**

**"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 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 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.**

**The Toyota Engagement Equation: How to Understand and Implement Continuous Improvement Thinking in Any Organization**  
**Lean Culture - The Leader's Guide**  
**Getting the Right Things Done**

**Tools to Sustain Lean Conversions, Third Edition**

**The Lean Leader**

**The Lean Expert**

**How to Engage, Involve, and Motivate Employees**

**Lean Math: Figuring to Improve**

Winner of a 2012 Shingo Research and Professional Publication Award Demystifying the application of Lean methods, *Lean Office and Service Simplified: The 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

*Lean - Let's Get It Right!: How to Build a Culture of Continuous Improvement* (978-0-367-42991-1, 340939) Shelving Guide: Business & Management / Lean Management This book addresses the root causes of why a majority of Lean transformations have not met expectations. More importantly, it provides the information needed to turn around the failure mechanisms and transform them into critical success factors. *Lean - Let's Get It Right!* delves into the psychology of change and motivation and clarifies the roles and responsibility changes which are required for alignment with Lean principles. While the author includes a review of Lean principles, the majority of the book either provides more depth of understanding of the principles or highlights how misalignment can thwart Lean transformation efforts. What this provides is not only clarity, but it establishes a solid reference point or framework to guide the Lean strategy. The reader will begin to see how the principles are not simply a random set of characteristics or features of Lean, but are actually a set of fundamental beliefs on which all else is based. Though repeated throughout the book that an organization must develop the specifics of their own Lean roadmap, this book concludes with guidance on making it happen. This book, with its primary focus on people, leadership, and principles, and less so on the details of tools and techniques, can be thought of as providing the few critical missing puzzle pieces to enable an effective Lean transformation.

*Making IT Lean: Applying Lean Practices to the Work of IT* presents Lean concepts and techniques for improving processes and eliminating waste in IT operations and IT Service Management, in a manner that is easy to understand.

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The authors provide a context for discussing several areas of application within this domain, allowing you to quickly gain i

For companies to be competitive, leaders must engage people at all levels in order to focus their energy and enable them to apply lean principles to everything they do. Strategy deployment, called hoshin kanri by Toyota, has proven to be the most effective process for meeting this ongoing challenge. In his new book *Getting the Right Things Done*, author and LEI faculty member Pascal Dennis outlines the nuts and bolts of strategy deployment, answering two tough questions that ultimately can make or break a company's lean transformation: \* What kind of planning system is required to inspire meaningful company-wide continuous improvement? \* How might we change existing mental models that do not support a culture of continuous improvement? *Getting the Right Things Done* demonstrates how strategy deployment can help leaders harness the full power of Lean. Organization leaders at all levels and the management teams who are responsible for strategy deployment will find this book especially insightful. It tells the story of a fictional (yet very real) midsized company, Atlas Industries that needs to dramatically improve to compete with emerging rivals and meet new customer demands. *Getting the Right Things Done* chronicles the journey of the company and its President/COO, an experienced lean leader who was hired five years ago to steer Atlas in the right direction. While Atlas had already applied some basic lean principles, it had not really connected the people and business processes so that the company could dramatically improve. Atlas' challenge: "Something was missing: a way of focusing and aligning the efforts of good people, and a delivery system, something that would direct the tools to the right places." Enter strategy deployment. The book is designed to provide readers with a framework for understanding the key components of strategy deployment: agreeing on the company's "True North," working within the PDCA cycle, getting conse

The Missing Link to Creating a Lean Culture of Excellence  
The Lean Practitioner's Field Book  
How To Implement Lean Manufacturing  
How to Change Your Business Into a Lean Enterprise  
Making IT Lean  
Creating Mixed Model Value Streams

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### Courageous Leadership

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

Lean transformations are decidedly more challenging when the math is inconsistent with lean principles, misapplied, or just plain wrong. Math should never get in the way of a lean transformation, but instead should facilitate it. Lean Math is the indispensable reference for this very purpose. A single, comprehensive source, the book presents standard and specialized approaches to tackling the math required of lean and six sigma practitioners across all industries—seasoned and newly minted practitioners alike. Lean Math features more than 160 thoughtfully organized entries. Ten chapters cover system-oriented math, time, the “-ilities” (availability, repeatability, stability, etc.), work, inventory, performance metrics, basic math and hypothesis testing, measurement, experimentation, and more. Two appendices cover standard work for analyzing data and understanding and dealing with variation. Practitioners will quickly locate the precise entry(ies) that is relevant to the problem or continuous improvement opportunity at hand. Each entry not only provides background on the related lean principles, formulas, examples, figures, and tables, but also tips, cautions, cross-references to other associated entries, and the occasional “Gemba Tale” that shares real-world experiences. The book consistently encourages the practitioner to engage in math-assisted plan-do-check-act (PDCA) cycles, employing approaches that include simulation and “trystorming.” Lean Math truly transcends the “numbers” by reinforcing and refreshing lean thinking for the very purpose of Figuring to Improve. REVIEWER COMMENTS “Hamel and O’Connor provide both the novice and experienced lean practitioner a comprehensive, common-sense reference for lean math. For example, I know that our Lean Support Office team would have gladly used dozens of Lean Math entries during a recent lean management system pilot. The concepts, context, and examples would have certainly helped our execution and provided greater clarity during our training activities. Lean Math is a must have book for Lean Support Office people!” —Dave Pienta, Director, Lean Support Office, Moog, Inc. Aircraft Group “A practical math book may sound like an oxymoron, but Lean Math is both pragmatic and accessible. Hamel and O’Connor do an excellent job keeping the math as simple as possible, while bringing lean principles to the forefront of the discussion. The use of insurance and healthcare industry examples especially helps simplify the translation for lean practitioners in non-manufacturing industries. Readers will be able to use the numerous tables and figures to clearly illustrate and teach lean concepts to others. Lean Math is a reference book that every lean practitioner or Black Belt should have in their library!” —Peter Barnett, MBB, Liberty Management System Architect, Liberty Mutual Insurance “Lean Math is a comprehensive reference book within which the lean practitioner can quickly find straightforward examples illustrating how to perform almost any lean calculation. Equally useful, it imparts the importance of the relevant lean principal(s). While coaching some recent transformation efforts, I put Lean Math to the test by asking several novice practitioners to reference it during their work. They were promptly rewarded with deeper insight and effectiveness—a reflection of this book’s utility and value to the lean practitioner.” —Greg Lane, international lean transformation coach, speaker, and author of three books including, “Made-to-Order Lean: Excelling in a High-Mix, Low-Volume Environment” “While the technical, social, and management sciences behind lean must be learned by doing, their conceptual bases are absolutely validated by the math. This validation is particularly crucial to overcoming common blind spots ingrained by traditional practice. Hamel and O’Connor’s text is a comprehensive and readable resource for lean implementers at all levels who are seeking a deeper understanding of lean tools and systems. Clear diagrams and real-world examples create a bridge for readers between theory and

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practice—theory proven by practice. If math is the language of science, then Lean Math is indeed the language of lean science.” —Bruce Hamilton, President, Greater Boston Manufacturing Partnership, Director Emeritus for the Shingo Institute “ Mark and Michael have done a tremendous service for the lean community by tackling this daunting subject. There are so many ways to quantify value, display improvement, and define complex problems that choosing the right methods and measures becomes an obstacle to progress. Lean Math helps remove that obstacle. Almost daily, operations leaders in every industry need the practical math and lean guidance in these pages. Now, finally, we have it in one place. Thank you.” —Zane Ferry, Executive Director, National Operations, QMS Continuous Improvement, Quest Diagnostics “ Too many lean books dwell on principles, but offer little to address critical how-to questions, such as, ‘ How do I use these concepts to solve my specific problem? ’ With plain English explanations, simple illustrations, and examples across industries, Lean Math bridges a long-standing gap. Hamel and O ’ Connor ’ s Lean Math is sure to become a must-have reference for every lean practitioner working to improve performance in any modern workplace.” —Jeff Fuchs, Executive Director, Maryland World Class Consortia, Past Chairman, Lean Certification Oversight Committee “ Lean Math fills a huge gap in the continuous improvement library, helping practitioners to translate data, activities, and ideas into meaningful information for effective experimentation and intelligent decisions. This reference comes at a critical time for the healthcare industry as we struggle to improve quality, while controlling costs. Though we don ’ t make widgets, our people, processes, and patients will benefit from the tools provided in this reference. The numerous examples, as well as the Gemba Tales scattered throughout the book, bring life to the principles and formulas. Lean Math is impressive in both scope and presentation of content.” —Tim Pettry, Senior Process Improvement Specialist, Cleveland Clinic “ Lean Math is a great book for those times when only the correct answer will do. The math, along with the Gemba Tales, are helpful for those in the midst of the technical aspects of a transformation, as well as those of us who once knew much of this but haven ’ t used it in a while.” —Beau Keyte, organization transformation and performance improvement coach, author of two Shingo-Award winning books: “ The Complete Lean Enterprise ” and “ Perfecting Patient Journeys ” “ Math and numbers aren ’ t exclusively the domain of six sigma! Toyota leaders describe lean as an organizational culture, a managerial approach, and a philosophy. They also maintain that the last piece of lean is technical methods, which includes the math we need for properly sizing inventory levels, validating hypotheses, gauging improvement, and more. Lean Math is a useful book that compiles important mathematical and quantitative methods that complement the people side of lean. Hamel and O ’ Connor are extremely qualified to deftly explain these methods. Lest you think it ’ s a dry math text, there are Gemba Tales and examples from multiple industries, including healthcare, which illustrate these approaches in very relatable ways.” —Mark Graban, Shingo-Award winning author, speaker, consultant, and blogger “ When you begin a lean journey, it ’ s like starting an exercise regimen—the most important thing is to start. But as you mature, and as you achieve higher levels of excellence, rigor becomes increasingly important. Lean Math provides easy, elegant access to the necessary rigor required for effective measurement and analysis and does so in practical terms with excellent examples.” —Misael Cabrera, PE, Director, Arizona Department Environmental Quality

Winner of a Shingo Research and Professional Publication AwardThe new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the o This book, which takes the employees' perspective, illustrates what works and what doesn't work to engage, involve, and motivate a workforce. Through examples, it shows how the

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"engage" methodology links to the Lean Process. While focusing on the softer/"people" part of Lean, it maximizes the value returned on the organization's investment in Lean. It links "engagement" to measurable performance improvements. The how-to book includes a methodology overview and details on how to implement including communication do's and don'ts as well as a checklist for leader standard work (a tool for individual leaders to track and be recognized for their "engage, involve, and motivate" behaviors).

While worker safety is often touted as a company 's first priority, more often than not, safety activity is driven by compliance to legislation rather than any safety improvement initiative. Lean takes a proactive approach – it is not contingent on legislation. A serious Lean effort will tear apart an old inefficient entitlement-riddled culture and build it into something effective. Lean Safety: Transforming your Safety Culture with Lean Management takes lessons learned from Lean and applies them to the building of a world-class safety-first organization. Based on 30 years of experience with successful implementation of continuous improvement, Robert Hafey focuses the power of Lean improvement on the universal topic of safety. In doing so, he shows how Lean and safety are linked; that the achievement of one is often dependent upon achievement of the other. In this book, written for managers and executives as well as workers on the line, Hafey: Challenges each stakeholder to think proactively and accept individual responsibility for safety Emphasizes that the building of a top safety program requires the building of a world-class safety culture Demonstrates how basic Lean tools are as applicable to safety as they are to Lean, such as the A3 problem-solving process and the facilitated kaizen blitz Removes fear from the accident investigation process so that root causes are addressed rather than hidden Establishes standards and metrics for safety management that are clearly definable and measurable Any lasting improvement must become both institutionalized and perpetually capable of adaptation. World class safety is not about writing correct rules, but more about righting the culture responsible for the well-being of its stakeholders. Listen to what Robert Hafey has to say about Lean Safety.

A Themed Anthology of Case Studies, Approaches, and Tools

A Novel of Lean Practice

Lean Safety Gemba Walks

The Lean Enterprise

How to Build a Culture of Continuous Improvement

A Methodology for Workforce Engagement and Culture Change

Building Responsible and Committed Project Teams

Creating a Lean Culture

**Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compelling real-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to build an**

**enterprise that understands how to respond to disruption**

**2006 SHINGO PRIZE for EXCELLENCE in MANUFACTURING RESEARCH** Lean production has been proven unbeatable in organizing production operations, yet the majority of attempts to implement lean end in disappointing results. The critical factor so often overlooked is that lean implementation requires day-to-day, hour-by-hour management practices and skills that leaders in conventional batch-and-queue environments are neither familiar nor comfortable with. Creating a Lean Culture helps lean leaders succeed in their personal batch-to-lean transformation. It provides a practical guide to implementing the missing links needed to sustain a lean implementation. Mann provides critical guidance on developing and using the key elements of a lean management system, including: leader standard work, visual controls, daily accountability processes, maintaining a process focus, managing key HR issues, and much more. In addition, a questionnaire is included to help assess current management practices and monitor progress.

**Developing a Lean Workforce**