

Lean Enterprise How High Performance Organizations Innovate At Scale Lean Oreilly

Lean Enterprise O'Reilly Media, Inc."

#1 Amazon Bestseller in Lean Management Discover the methods of lean startups that can revolutionize large organizations and their products Even in a tough economic climate, the startup business community has found a way to create innovative, game-changing products in shockingly short timeframes. So why should larger, more established companies take notice? Because they have everything to gain when they examine and adopt the strategies, tools, and attitudes of these smaller competitors. The Lean Enterprise presents a groundbreaking design for revolutionizing larger organizations, one that draws on the ingenious tenets and practices espoused by the startup community. The guidelines in this book will help companies shake the lethargy, bureaucracy, and power struggles that plague large organizations and hold them back from true innovation. At the heart of this resource is a comprehensive, practical approach based on methods, timetables, compensation, financial investment, and case studies that reveal the startup mentality. Respected thought leaders in lean startup methodologies, the authors cover successful enterprise development, development innovation labs, corporate venture arms, and acquisition and integration of startups. Essential reading for entrepreneurs, product managers, executives and directors in Forbes 2000 organizations, and board members Presents the tools and methodologies large businesses need to compete with a new generation of highly-empowered entrepreneurs Covers lean startup culture and principles and identifies the behaviors that arrestunting growth at large enterprises Offers a comprehensive, practical approach for developing exciting products and services and opening vast new markets Don't be mystified by the success of startups. Master the methods of this new generation of entrepreneurs and compete on a level playing field.

What company doesn't want energized workers, delighted customers, genuine efficiency, and breakthrough innovation? The Lean Mindset shows how lean companies really work—and how a lean mindset is the key to creating stunning products and delivering amazing services. Through cutting-edge research and case studies from leading organizations, including Spotify, Ericsson, Intuit, GE Healthcare, Pixar, CareerBuilder, and Intel, you'll discover proven patterns for developing that mindset. You'll see how to cultivate product teams that act like successful startups, create the kind of efficiency that attracts customers, and leverage the talents of bright, creative people. The Poppendiecks weave lean principles throughout this book, just as those principles must be woven throughout the fabric of your truly lean organization. Learn How To Start with an inspiring purpose, and overcome the curse of short-term thinking Energize teams by providing well-framed challenges, larger purposes, and a direct line of sight between their work and the achievement of those purposes Delight customers by gaining unprecedented insight into their real needs, and building products and services that fully anticipate those needs Achieve authentic, sustainable efficiency without layoffs, rock-bottom cost focus, or totalitarian work systems Develop breakthrough innovations by moving beyond predictability to experimentation, beyond globalization to decentralization, beyond productivity to impact Lean approaches to software development have moved from novelty to widespread use, in large part due to the principles taught by Mary and Tom Poppendieck in their pioneering books. Now, in The Lean Mindset, the Poppendiecks take the next step, looking at a company where multidiscipline teams are expected to ask the right questions, solve the right problems, and deliver solutions that customers love.

Examines Japan's innovative, highly successful production methods
Reliable Software Releases through Build, Test, and Deployment Automation (Adobe Reader)
Ask the Right Questions
The Lean Startup
Insights from MIT's Lean Aerospace Initiative
How HP Transformed LaserJet FutureSmart Firmware
Keep It Simple, Make It Valuable, Build It Piece by Piece
The Lean Practitioner's Field Book
Operational Excellence as Precursor to Becoming a High-Performance Organization

Winner of the 2011 Jolt Excellence Award! Getting software released to users is often a painful, risky, and time-consuming process. This groundbreaking new book sets out the principles and technical practices that enable rapid, incremental delivery of high quality, valuable new functionality to users. Through automation of the build, deployment, and testing process, and improved collaboration between developers, testers, and operations, delivery teams can get changes released in a matter of hours—sometimes even minutes—no matter what the size of a project or the complexity of its code base. Jez Humble and David Farley begin by presenting the foundations of a rapid, reliable, low-risk delivery process. Next, they introduce the “deployment pipeline,” an automated process for managing all changes, from check-in to release. Finally, they discuss the “ecosystem” needed to support continuous delivery, from infrastructure, data and configuration management to governance. The authors introduce state-of-the-art techniques, including automated infrastructure management and data migration, and the use of virtualization. For each, they review key issues, identify best practices, and demonstrate how to mitigate risks. Coverage includes • Automating all facets of building, integrating, testing, and deploying software • Implementing deployment pipelines at team and organizational levels • Improving collaboration between developers, testers, and operations • Developing features incrementally on large and distributed teams • Implementing an effective configuration management strategy • Automating acceptance testing, from analysis to implementation • Testing capacity and other non-functional requirements • Implementing continuous deployment and zero-downtime releases • Managing infrastructure, data, components and dependencies • Navigating risk management, compliance, and auditing Whether you're a developer, systems administrator, tester, or manager, this book will help your organization move from idea to release faster than ever—so you can deliver value to your business rapidly and reliably.

You need to get value from your software project. You need it "free, now, and perfect." We can't get you there, but we can help you get to "cheaper, sooner, and better." This book leads you from the desire for value down to the specific activities that help good Agile projects deliver better software sooner, and at a lower cost. Using simple sketches and a few words, the author invites you to follow his path of learning and understanding from a half century of software development and from his engagement with Agile methods from their very beginning. The book describes software development, starting from our natural desire to get something of value. Each topic is described with a picture and a few paragraphs. You're invited to think about each topic; to take it in. You'll think about how each step into the process leads to the next. You'll begin to see why Agile methods ask for what they do, and you'll learn why a shallow implementation of Agile can lead to only limited improvement. This is not a detailed map, nor a step-by-step set of instructions for building the perfect project. There is no map or instructions that will do that for you. You need to build your own project, making it a bit more perfect every day. To do that effectively, you need to build up an understanding of the whole process. This book points out the milestones on your journey of understanding the nature of software development done well. It takes you to a location, describes it briefly, and leaves you to explore and fill in your own understanding. What You Need: You'll need your Standard Issue Brain, a bit of curiosity, and a desire to build your own understanding rather than have someone else's detailed ideas poured into your head.

An essential guide to bringing lean to your business and your life The Lean Book of Lean provides a succinct overview of the concepts of Lean, explains them in everyday terms, and shows how the general principles can be applied in any business or personal situation. Disengaging the concept of Lean from any particular industry or sector, this book brings Lean out of the factory to help you apply it anywhere, anytime. You'll learn the major points and ideas along with practical tips and hints, and find additional insight in the illustrative examples. Lean is all about achieving the desired outcome with the minimum amount of fuss and effort, and this book practises what it preaches – concise enough to be read in a couple of sittings, it nonetheless delivers a wealth of information distilled into the essential bits you need to know. The Lean Book of Lean discards unnecessary specialisation and minute detail, and gets to the point quickly, so you can get started right away. Understand the basic principles of lean Recognise lean behaviours that come naturally Study examples of lean practices, policies, behaviours, and operations Apply lean concepts to both your business and personal life Lean is about being agile, efficient, responsive, productive, and smart. It applies to any and every aspect of life, from the factory floor to your morning routine. The Lean Book of Lean is the quick, smart guide to employing lean principles every day, so you can start doing more with less.

'David Marquet is the kind of leader who comes around only once in a generation ... his ideas and lessons are invaluable' Simon Sinek, author of Start With Why Captain David Marquet was used to giving orders. In the high-stress environment of the USS Santa Fe, a nuclear-powered submarine, it was crucial his men did their job well. But the ship was dogged by poor morale, poor performance and the worst retention in the fleet. One day, Marquet unknowingly gave an impossible order, and his crew tried to follow it anyway. He realized he was leading in a culture of followers, and they were all in danger unless they fundamentally changed the way they did things. Marquet took matters into his own hands and pushed for leadership at every level. Before long, his crew became fully engaged and the Santa Fe skyrocketed from worst to first in the fleet. No matter your business or position, you can apply Marquet's approach to create a workplace where everyone takes responsibility for their actions, people are healthier and happier – and everyone is a leader.

Lean Impact
A Practical Approach to Large-Scale Agile Development
Let Go of Past Success to Achieve Extraordinary Results
The Lean Book of Lean
Machine that Changed the World
A Lean Management System for Healthcare
Achieving Successful and Sustainable Enterprise Transformation

This Book Includes: Lean Startup, Enterprise, Analytics, Agile Project Management, Six Sigma, Kaizen

Learn how Lean IT can help companies deliver better customer service and value Lean Enterprise Systems effectively demonstrates how the techniques derived from Lean Manufacturing, combined with the thoughtful application of information technology, can help all enterprises improve business performance and add significant value for their customers. The author also demonstrates how the basic concepts of Lean Manufacturing can be applied to create agile and responsive Lean IT. The book is divided into three parts that collectively explore how people, processes, and technology combine forces to facilitate continuous improvement: * Part One: Building Blocks of the Lean Enterprise sets forth the essentials of Lean. Readers discover where, when, and how Lean IT adds substantial value to the Lean Enterprise through integrated processes of planning, scheduling, execution, control, and decisionmaking across the full spectrum of operations. * Part Two: Building Blocks of Information Systems explores the primary components of an enterprise information system and how these components may be integrated to improve the flow of information supporting value streams. Readers learn how information systems help organize and deliver knowledge when and where it's needed. * Part Three: Managing Change with IT demonstrates how the skillful combination of process and information technology improvement empowers people to continuously improve the Lean Enterprise. Readers develop the skills to exploit emerging information technology tools and change management methods, crafting a Lean IT framework—reducing waste, complexity, and lead time—while adding measurable value. Executives, managers, and improvement teams across a broad range of industries, as well as IT professionals, can apply the techniques described in this publication to improve performance, add value, and create competitive advantage. The book's clear style and practical focus also makes it an excellent textbook for upper-level undergraduate and graduate courses in business, operations management, and business information systems.

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

Many organizations develop strategic plans that gather dust on bookshelves. Many other organizations employ Lean and Six Sigma methodologies to eliminate waste and reduce process variation only to find they are not moving the big bars that measure success for the organization. Driving Strategy to Execution Using Lean Six Sigma: A Framework for Creating The Lean Product Lifecycle is a playbook that provides frameworks, methods and tools to develop innovative new products and business models, while managing your core portfolio.

Leading Lean
Achieving DevOps
Free Your Company's Future from the Pull of the Past
How to Innovate for Radically Greater Social Good
Banish Waste And Create Wealth In Your Corporation
Welcome Problems, Find Success
A True Story of Building Leaders by Breaking the Rules
Escape Velocity

Most startups fail. But many of those failures are preventable. The Lean Startup is a new approach being adopted across the globe, changing the way companies are built and new products are launched. Eric Ries defines a startup as an organization dedicated to creating something new under conditions of extreme uncertainty. This is just as true for one person in a garage or a group of seasoned professionals in a Fortune 500 boardroom. What they have in common is a mission to penetrate that fog of uncertainty to discover a successful path to a sustainable business. The Lean Startup approach fosters companies that are both more capital efficient and that leverage human creativity more effectively. Inspired by lessons from lean manufacturing, it relies on “validated learning,” rapid scientific experimentation, as well as a number of counter-intuitive practices that shorten product development cycles, measure actual progress without resorting to vanity metrics, and learn what customers really want. It enables a company to shift directions with agility, altering plans inch by inch, minute by minute. Rather than wasting time creating elaborate business plans, The Lean Startup offers entrepreneurs—in companies of all sizes—a way to test their vision continuously, to adapt and adjust before it's too late. Ries provides a scientific approach to creating and managing successful startups in a age when companies need to innovate more than ever.

"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.

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-operation 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.

Ben is stuck. A development lead with a strong vision for how the intersection of development and operations at his office can be improved, he can't help but feel overwhelmed and discouraged by common problems such as slow turnaround time, rushed and ineffective handover documentation, mounting technical debt, and a lagging QA process. What steps should Ben take to build the momentum needed to create positive changes within his company? In this unique business novel by Dave Harrison and Knox Lively, two DevOps professionals with years of diverse experience in the industry, you follow Ben as he solves work frustrations in order to adopt Agile, DevOps, and microservices architectures for his organization. Achieving DevOps addresses the “Now what?” moment many DevOps professionals face on their journey. The story provides you with the knowledge you need to navigate the internal political waters, build management support, show measurable results, and bring DevOps successfully into your organization. Come away with practical lessons and timeless business concepts. You'll know how to effect change in a company from the bottom up, gain support, and instill a pattern of progressively building on success. Experience Ben's progress vicariously in Achieving DevOps and bridge the gap between inspiration and the implementation of your own DevOps practices. Who This Book Is For Those serving as change agents who are working to influence and move their organizations toward a DevOps approach to software development and deployment: those working to effect change from the bottom up such as development leads, QA leads, project managers, and individual developers; and IT directors, CTOs, and others at the top of an organization who are being asked to lend their support toward DevOps implementation efforts

Agile and Lean Program Management
Remote Team Interactions Workbook

A Framework for Creating High Performance Organizations
Lean Performance ERP Project Management
A Concise Guide to Lean Management for Life and Business
How High Performance Organizations Innovate at Scale
State of Readiness

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 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. This Is How The World's Top Tech Companies Manage Their Projects - Use Their Methods And Let Your Startup Thrive! This book includes: Lean Startup, Lean Enterprise, Lean Analytics, Agile Project Management, Lean Six Sigma, Kaizen Do you want to run your small business using the same strategies as the leaders in your field? Do you want to have a clear advantage over your competitors? Do you want your customers to be happy and eager to pay you even more? It's time to learn Lean. With Lean Project Management, you can create high quality products in less time. You can manage projects in a way that actually empowers and motivates your employees. Last but not least, your customers will LOVE working with you if your company uses Lean and Agile methods. This book will show you how to implement Lean methods in your startup and take it to the next level. With this book, you will: Learn the step-by-step process of managing Lean projects Maximize your team's productivity with Scrum Visualize your workflows with Kanban Understand Lean Six Sigma roles and management boards Explore The 5S system - pros and cons Use Lean Analytics to measure the things that matter Adopt the Kaizen mindset to encourages growth and positive change Grow and scale your thriving business! The Lean mindset is your key to maximum productivity and genuine leadership. It's your key to innovation and success (and making more money in the process). You can use it to manage everything from your personal projects to a thriving corporation - Lean is scalable,flexible, and empowering. In fact, Lean Project Management can be used in all fields and industries - so dive in and transform your business now! Get your hands on this book before your competitors do. Scroll up, click the "BuyNow" button and Get Your Copy Now!

Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller The Lean Startup, that have fueled technology breakthroughs touching every aspect of our lives, Lean Impact turns our attention to a new goal - radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. Lean Impact offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, Lean Impact is an essential guide to maximizing social impact and scale.

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 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.

- The Complete Lean Enterprise*
- Lean Thinking*
- Value Stream Mapping for Administrative and Office Processes*
- UX for Lean Startups*
- A Novel About Delivering the Best of Agile, DevOps, and Microservices*
- Implementing the Virtual Lean Enterprise, Second Edition*
- The Lean Enterprise*

Unlearn: Let Go of Past Success to Achieve Extraordinary Results

In the new remote-first and hybrid workplace, many organizations are struggling to catch up with new tooling and ways of working. Many are discovering for the first time that the physical office was covering up poorly defined teams and poorly defined areas of focus, threatening their DevOps transformation efforts and the overall health and success of their business. Matthew Skelton and Manuel Pais, coauthors of the highly successful Team Topologies, provide proven patterns for a successful remote-first approach to teams. Using simple tools for dependency tracking and patterns from Team Topologies, such as the Team API, organizations will find that well-defined team interactions are key to effective IT delivery in the remote-first world. This workbook explores several aspects of team-first remote work, including: •How the new “remote-first” world is highlighting existing poor team interactions within organizations. •Why organizations should use the Team API pattern to define and communicate the focus of teams. •How organizations can track and remove team-level dependencies. •How and why organizations should design inter-team communications consciously. •How and why organizations can use the three team interaction modes from Team Topologies (collaboration, x-as-a-service, and facilitating) to help. The ideas and patterns presented here will help your organization become more effective with a team-based, remote-first approach to building and running software systems.

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 compellingreal-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 tbuild an enterprise that understands how to respond to disruption

In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai, the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the same time developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

Lean Production transformed the way that companies think about production and manufacturing. This book provides a new challenge. It arises from the work of the Lean Aerospace Initiative at MIT and provides a new agenda and bold vision for the aerospace industry to take it out of crisis. It also redefines and develops the concept of Lean as a framework for enterprise transformation and this will be relevant and critical for all industries and enterprises.

- Lean Enterprise*
- Using IT for Continuous Improvement*
- Faster, Smarter User Experience Research and Design*
- Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work*
- Creating Toyota Cultures Around the World*
- Continuous Delivery*
- Accelerate*
- Transforming Your Enterprise into a High Quality Patient Care Delivery System*

Every business wishes to provide an exceptional product to their customers. They want to be able to do this and meet their customers' needs, while also reducing costs to ensure profits stay as high as possible. But in many companies, there is a level of waste and inefficiency that shouldn't be there. The result is a product that is of lower quality than the customer wants, more costs, and just more of a hassle for everyone involved. Lean Six Sigma is a process that can help to get all of this under control. When you learn how to follow this methodology, you will be able to implement it into your business in order to get the best of both worlds. You can provide the customer with a high-quality product that meets their needs while also keeping your costs, in the long term, to a minimum. This guidebook is going to discuss everything you need to know to get started with Lean Six Sigma. There are many different things to look over with this methodology including: -The basics of Six Sigma-What is Six Sigma-Why you should use this method in your business-The importance of having employees certified with Six Sigma-Some of the most common myths about Six Sigma and how to avoid them. -How to deploy Six Sigma-The benefits of implementing this methodology in your business. -How to manage a Six Sigma team-How to use this methodology in sales-How to use Six Sigma to overcome any barriers that are in your business. -Some of the best software tools that work well with Six SigmaWhen you are ready to see what Six Sigma and Lean Six Sigma can do for your business, and you want to reduce waste and inefficiencies while providing a high-quality product and meeting your customer's needs, make sure to check out this guidebook to help you get started.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments Most organizations' change efforts focus solely on eliminating waste in specific departments. While this “lean paradigm” is a good place to start, true enterprise transformation goes much further. Based on years of research and implementation, Beyond the Lean Revolution provides a road map for achieving the kind of future-oriented results that enhance value to stakeholders. Authors Deborah Nightingale and Jayakanth help readers achieve this by asking them to address the big-picture questions like, What are the strategic objectives? How is the enterprise performing against those objectives? How should it be? Who are the stakeholders and what do they value? You'll then learn to strategically position your responses to move toward an audacious vision for the future—one where every cog in the complex enterprise system of people, processes, and is successful. Illuminating examples will teach you how to ensure senior leadership remains committed, how to assess your enterprise's current state, and how to analyze stakeholder values so you can plan for future growth. From inception to implementation and beyond, this book provides a holistic framework for bridging the gap from mere change--to genuine transformation.

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

- Leading Lean Software Development*
- Leveraging Lean in Healthcare*
- Driving Strategy to Execution Using Lean Six Sigma*
- Product Development for the Lean Enterprise*
- Follow the Learner*
- The Lean Product Lifecycle*
- Results Are not the Point*
- Lean Enterprise Value*

Hospitals have long relied on the heroics of one brilliant nurse or doctor to save the day. Such heroics often result in temporary workarounds and quick fixes that leave not only patients and quality care at risk, but also increase costs. This is the story of an organization breaking that habit. Like a growing number of healthcare organizations around the world, ThedaCare, Inc. has been using lean thinking and the principles of the Toyota Production System to improve quality of care, reduce waste, and become more reliable. But lean thinking was incompatible with ThedaCare's old top-down, hero-based system of management. Kim Barnas, former SVP of ThedaCare, shows us how she and her team created a management system that is stable and lean, to spur continuous improvement. Beyond Heroes shows the reader, step by step, how ThedaCare teams developed the system, using the stories of its doctors, nurses and administrators to illustrate. The book explores each of the eight essential components of the lean system, from front-line problem solving with the scientific method to daily team huddles and creating standard work for leaders all the way to the top of an organization. Finally, the author introduces four executives from healthcare systems across North America who have implemented ThedaCare's system and share the lessons they learned along the way. Beyond Heroes is not just a call to action or an argument for a better healthcare system. It is a necessary roadmap through the rocky terrain ahead, one that healthcare leaders can customize to their special needs.

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

How well does your organization respond to changing market conditions, customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these methodologies throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Adopting Lean will take time and commitment, but it's vital for harnessing the cultural and technical forces that are accelerating the rate of innovation. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally, by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

Winner of a 2013 Shingo Research and Professional Publication Award This practical guide for healthcare executives, managers, and frontline workers, provides the means to transform your enterprise into a High-Quality Patient Care Business Delivery System. Designed for continuous reference, its self-contained chapters are divided into three primary sections: Defines what Lean is and includes some interesting history about Lean not found elsewhere. Describes and explains the application of each Lean tool and concept organized in their typical order of use. Explains how to implement Lean in various healthcare processes—providing examples, case studies, and valuable lessons learned This book will help to take you out of your comfort zone and provide you with new ways to extend value to your customers. It drives home the importance of the Lean Six Sigma journey. The pursuit of continuous improvement is a journey with no end. Consequently, the opportunities are endless as to what you and your organization can accomplish. Forty percent of the authors' profits from this book will be donated to help the homeless through two Baltimore charities. Praise for the book: ... well-timed and highly informative for those committed to creating deep levels of sustainable change in healthcare. — Peter B. Angood, MD, FACS, FCCM, Senior Advisor - Patient Safety, in

National Quality Forum ... the most practical and healthcare applicable book I have ever read on LEAN thinking and concepts. — Gary Shorb, CEO, Methodist Le Bonheur Healthcare ... well written ... an essential reference in the library of all healthcare leaders interested in performance improvement. — Lee M. Adler, DO, VP, Quality and Safety Innovation & Research, Florida Hospital, Orlando; Associate Professor, University of Central Florida College of Medicine ... a must read for all Leadership involved in healthcare. ... I can see reading this book over and over. — Brigit Zamora, BSN, RN, CPAN, CAPA, Administrative Nurse Manager, Florida Hospital, Orlando

Ensuring Success and Developing a Framework for Leadership

Lean Enterprise Systems

Lean Sigma Mastery Collection

Turn The Ship Around!

Beyond the Lean Revolution

Enabling and Sustaining Your Lean Transformation

How Corporations Can Innovate Like Startups

The Role of a Leader in Creating a Lean Culture

Scale collaboration, not process. If you're trying to use agile and lean at the program level, you've heard of several approaches, all about scaling processes. If you duplicate what one team does for several teams, you get bloat, not delivery. Instead of scaling the process, scale everyone's collaboration. With autonomy, collaboration, and exploration, teams and program level people can decide how to apply agile and lean to their work. Learn to collaborate around deliverables, not meetings. Learn which measurements to use and how to use those measures to help people deliver more of what you want (value) and less of what you don't want (work in progress). Create an environment of servant leadership and small-world networks. Learn to enable autonomy, collaboration, and exploration across the organization and deliver your product. Scale collaboration with agile and lean program management and deliver your product.

Today, even the largest development organizations are turning to agile methodologies, seeking major productivity and quality improvements. However, large-scale agile development is difficult, and publicly available case studies have been scarce. Now, three agile pioneers at Hewlett-Packard present a candid, start-to-finish insider's look at how they've succeeded with agile in one of the company's most mission-critical software environments: firmware for HP LaserJet printers. This book tells the story of an extraordinary experiment and journey. Could agile principles be applied to re-architect an enormous legacy code base? Could agile enable both timely delivery and ongoing innovation? Could it really be applied to 400+ developers distributed across four states, three continents, and four business units? Could it go beyond delivering incremental gains, to meet the stretch goal of 10x developer productivity improvements? It could, and it did—but getting there was not easy. Writing for both managers and technologists, the authors candidly discuss both their successes and failures, presenting actionable lessons for other development organizations, as well as approaches that have proven themselves repeatedly in HP's challenging environment. They not only illuminate the potential benefits of agile in large-scale development, they also systematically show how these benefits can actually be achieved. Coverage includes:

- Tightly linking agile methods and enterprise architecture with business objectives
- Focusing agile practices on your worst development pain points to get the most bang for your buck
- Abandoning classic agile methods that don't work at the largest scale
- Employing agile methods to establish a new architecture
- Using metrics as a "conversation starter" around agile process improvements
- Leveraging continuous integration and quality systems to reduce costs, accelerate schedules, and automate the delivery pipeline
- Taming the planning beast with "light-touch" agile planning and lightweight long-range forecasting
- Implementing effective project management and ensuring accountability in large agile projects
- Managing tradeoffs associated with key decisions about organizational structure
- Overcoming U.S./India cultural differences that can complicate offshore development
- Selecting tools to support quantum leaps in productivity in your organization
- Using change management disciplines to support greater enterprise agility

Lean thinking is too often narrowly focused on physical processes, causing serious shortcomings, which limit Lean's substantial benefits. Revised to consider the emerging global economy, Lean Performance ERP Project Management, Second Edition integrates strategy, people, process, and information technology into a project management methodology that applies Lean Thinking to all processes. It leverages Lean principles, tools, and practices to improve and then continuously improve management decision processes, information/support processes, and their linkages to Lean physical processes. New in the Second Edition—

- Provides project managers an overview of lean benefits and challenges to present to Lean Sponsors and Lean Transformation Steering Committees
- Presents a strategy for ERP project managers dealing with Chinese-based manufacturing
- Includes a refreshed discussion of current events in the transition to lean in the global economy
- Discusses new developments such as e-kanban, Radio Frequency Identification (RFID), Customer TAKT, and Operational TAKT
- Features a case study of the Lean Commerce system implemented by Toyota North America

Based on the author's practical management and consulting experience, Lean Performance ERP Project Management: Implementing the Virtual Lean Enterprise clearly demonstrates that a lean tool kit requires the participation from all departments of an organization, from product development to fulfillment.

Building on their breakthrough bestsellers Lean Software Development and Implementing Lean Software Development, Mary and Tom Poppendieck's latest book shows software leaders and team members exactly how to drive high-value change throughout a software organization—and make it stick. They go far beyond generic implementation guidelines, demonstrating exactly how to make lean work in real projects, environments, and companies. The Poppendiecks organize this book around the crucial concept of frames, the unspoken mental constructs that shape our perspectives and control our behavior in ways we rarely notice. For software leaders and team members, some frames lead to long-term failure, while others offer a strong foundation for success. Drawing on decades of experience, the authors present twenty-four frames that offer a coherent, complete framework for leading lean software development. You'll discover powerful new ways to act as competency leader, product champion, improvement mentor, front-line leader, and even visionary. Systems thinking: focusing on customers, bringing predictability to demand, and revamping policies that cause inefficiency Technical excellence: implementing low-dependency architectures, TDD, and evolutionary development processes, and promoting deeper developer expertise Reliable delivery: managing your biggest risks more effectively, and optimizing both workflow and schedules Relentless improvement: seeing problems, solving problems, sharing the knowledge Great people: finding and growing professionals with purpose, passion, persistence, and pride Aligned leaders: getting your entire leadership team on the same page From the world's number one experts in Lean software development, Leading Lean Software Development will be indispensable to everyone who wants to transform the promise of lean into reality—in enterprise IT and software companies alike.

Lean Project Management

Lean IT

How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

How to Make Products People Want

Beyond Heroes

Using Team Topologies Patterns for Remote Working

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

7 Books in 1: Lean Six Sigma, Lean Analytics, Lean Enterprise, Agile Project Management, KAIZEN, KAHBAN, SCRUM

p>Great user experiences (UX) are essential for products today, but designing one can be a lengthy and expensive process. With this practical, hands-on book, you'll learn how to do it faster and smarter using Lean UX techniques. UX expert Laura Klein shows you what it takes to gather valuable input from customers, build something they'll truly love, and reduce the time it takes to get your product to market. No prior experience in UX or design is necessary to get started. If you're an entrepreneur or an innovator, this book puts you right to work with proven tips and tools for researching, identifying, and designing an intuitive, easy-to-use product. Determine whether people will buy your product before you build it Listen to your customers throughout the product's lifecycle Understand why you should design a test before you design a product Get nine tools that are critical to designing your product Discern the difference between necessary features and nice-to-haves Learn how a Minimum Viable Product affects your UX decisions Use A/B testing in conjunction with good UX practices Speed up your product development process without sacrificing quality

“Readthis book to learn how to create a company as powerful as Apple.”—Guy Kawasaki,former chief evangelist of Apple InEscape Velocity Geoffrey A. Moore, author of the marketing masterwork Crossingthe Chasm, teaches twenty-first century enterprises how to overcome thepull of the past and reorient their organizations to meet a new era ofcompetition. The world's leading high-tech business strategist, Moore connectsthe dots between bold strategies and effective execution, with an action planthat elucidates the link between senior executives and every other branch of acompany. For readers of Larry Bossidy's Execution,Clay Christensen's Innovator's Solution, and Gary Vaynerchuck'sCrush It!, and for anyone aiming for the pinnacle of business success, EscapeVelocity is an irreplaceable roadmap to the top.

A transformative system that shows leaders how to rethink their strategies, retool their capabilities, and revitalize their businesses for stronger, longer-lasting success. There's a learning curve to running any successful business. But when leaders begin to rely on past achievements or get stuck in old thinking and practices that no longer work, they need to take a step back—and unlearn. This innovative and actionable framework from executive coach Barry O'Reilly shows leaders how to break the cycle and move away from once-useful mindsets and behaviors that were effective in the past but are no longer relevant in the current business climate and may now stand in the way of success. With this simple but powerful three-step system, leaders can: 1. Unlearn the behaviors and mindsets that keep them and their businesses from moving forward. 2. Relearn the skills, strategies, and innovations that are transforming the world every day. 3. Break through old habits and thinking by opening up to new ideas, perspectives, and resources. Good leaders know they need to continuously learn. But great leaders know when to unlearn the past to succeed in the future. This book shows them the way.

The Nature of Software Development

The Lean Mindset

Scaling Collaboration Across the Organization

The Science of Lean Software and DevOps: Building and Scaling High Performing Technology Organizations