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Reading this book will make you less sure of yourself—and that's a good thing. In *The Invisible Gorilla*, Christopher Chabris and Daniel Simons, creators of one of psychology's most famous experiments, use remarkable stories and counterintuitive scientific findings to demonstrate an important truth: Our minds don't work the way we think they do. We think we see ourselves and the world as they really are, but we're actually missing a whole lot. Chabris and Simons combine the work of other researchers with their own findings on attention, perception,

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memory, and reasoning to reveal how faulty intuitions often get us into trouble. In the process, they explain:

- Why a company would spend billions to launch a product that its own analysts know will fail***
- How a police officer could run right past a brutal assault without seeing it***
- Why award-winning movies are full of editing mistakes***
- What criminals have in common with chess masters***
- Why measles and other childhood diseases are making a comeback***
- Why money managers could learn a lot from weather forecasters***

Again and again, we think we experience and understand the world as it is, but our thoughts are beset by everyday illusions. We write traffic laws and build criminal

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cases on the assumption that people will notice when something unusual happens right in front of them. We're sure we know where we were on 9/11, falsely believing that vivid memories are seared into our minds with perfect fidelity. And as a society, we spend billions on devices to train our brains because we're continually tempted by the lure of quick fixes and effortless self-improvement. The Invisible Gorilla reveals the myriad ways that our intuitions can deceive us, but it's much more than a catalog of human failings. Chabris and Simons explain why we succumb to these everyday illusions and what we can do to inoculate ourselves against their effects. Ultimately,

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the book provides a kind of x-ray vision into our own minds, making it possible to pierce the veil of illusions that clouds our thoughts and to think clearly for perhaps the first time.

Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999,

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is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively

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involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream

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mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping.

[Source : 4e de couv.]

From the host of NPR's Planet Money, the deeply-investigated story of how one visionary, dogged investor changed American finance forever. Before Bill Gross was known among investors as the Bond King, he was a gambler. In 1966, a fresh college grad, he went to Vegas armed with his net worth (\$200) and a knack for counting cards. \$10,000 and countless casino bans later, he was hooked: so he enrolled in business school. The Bond King is the story of how that whiz kid made American

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finance his casino. Over the course of decades, Bill Gross turned the sleepy bond market into a destabilized game of high risk, high reward; founded Pimco, one of today's most powerful, secretive, and cutthroat investment firms; helped to reshape our financial system in the aftermath of the Great Recession—to his own advantage; and gained legions of admirers, and enemies, along the way. Like every American antihero, his ambition would also be his undoing. To understand the winners and losers of today's money game, journalist Mary Childs argues, is to understand the bond market—and to understand the bond market is to understand the Bond King.

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***The Missing Link to Toyota-Style Success—LEAN LEADERSHIP
Winner of the 2012 Shingo
Research and Professional
Publications Award “This great
book reveals the secret
ingredient to lean success: lean
leadership. Not only is it a
pleasure to read, but it is also
deep and enlightening. This book
is an absolute must-read for
anyone interested in lean: it’s
both an eye opener and a game
changer.” —Michael Ballé, Ph.D.,
coauthor of The Gold Mine and
The Lean Manager “This will
immediately be recognized as the
most important book ever
published to understand and
guide ‘True North Lean’ and the
goal of perpetual business
excellence.” —Ross E. Robson,***

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President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize “An excellent book that will shape leadership development for decades to come.” —Karen Martin, Principal, Karen Martin & Associates, and author of The Kaizen Event Planner About the Book:

TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company’s unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting

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lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company's lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in the face of 2008's worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the

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century. Unstoppable inventiveness: Toyota's approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger. Strong branding and respect: Toyota's reputation was instrumental in the company's ability to withstand the recalls-driven media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is "as

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good and perhaps a better model for lean leadership than it ever has been.” of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how.

Simple Ideas on Presentation Design and Delivery

The Hamster Revolution

Developing Your People the Toyota Way

Leveraging Lean in Surgical Services

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***The Toyota Way to Lean
Leadership: Achieving and
Sustaining Excellence through
Leadership Development***

***Applying Lean in Healthcare
Behind the Mask***

The goal of this book is to guide improvement activities throughout the organization: to use creative ideas from all employees to serve both internal and external customers, to unlock the hidden potential of every single employee, and to bring new excitement and joy into the workplace. Based on the concept of kaizen, this book discusses how every team member is empowered with the ability to improve their work environment.

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This book is part of a series of titles that are a spin-off of the Shingo Prize-winning book Leveraging Lean in Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System. Each book in the series focuses on a specific aspect of healthcare—including emergency departments, medical laboratories, outpatient clinics, ancillary services, and surgical services—that has demonstrated significant process and quality improvements after a Lean implementation. Because ambulatory care settings play a significant role in the healthcare delivery system, it is important to understand how Lean concepts

and tools can be used to deliver high-quality, cost-effective care. Leveraging Lean in Outpatient Clinics: Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation provides a functional understanding of Lean processes and quality improvement techniques in an outpatient clinic environment. This book is an ideal guide for healthcare executives, leaders, process improvement team members, and inquisitive frontline workers who want to implement and leverage Lean in outpatient clinical settings. Supplying detailed descriptions of Lean tools and

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methodologies, it identifies powerful Lean solutions specific to the needs of outpatient facilities. The first section provides an overview of Lean concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the outpatient clinic environment. It presents illustrative examples of Lean deployments in primary care, GI, and preadmission testing clinics. The examples provide broad content which can be readily transferable to other outpatient clinic settings. Illustrating leadership's role in achieving departmental goals, this book will provide you with a

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well-rounded understanding of how Lean can be applied to achieve significant improvements throughout the complete continuum of care. When you're trying to improve quality and productivity, it's essential to target the right problems, get the right people involved in solving them, and make sure the solutions work. CEDAC will help you do all three. CEDAC, or Cause-and-Effect Diagram with the Addition of Cards, is a modification of the "fishbone diagram," a standard QC tool. One of the most powerful, yet simple problem solving methods to come out of Japan (Fukuda won a Deming

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Prize for developing it), CEDAC actually encompasses a whole cluster of tools for continuous systematic improvement. They include: Window analysis for problem identification. The CEDAC diagram for problem analysis and development of standards. Nearly 50 illustrations and sample forms suitable for transparencies. Window development for ensuring adherence to standards. Here, in his own words, is Fukuda's how-to manual for the in-house support of improvement activities using CEDAC. Previously available only to his own clients, it provides step-by-step directions for setting up and

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using CEDAC. With a text that's concise, clear, and to the point. The manual is an ideal training aid.

Every idea in this book is focused on increasing your overall levels of productivity, performance, and output and on making you more valuable in whatever you do. You can apply many of these ideas to your personal life as well. Each of these twenty-one methods and techniques is complete in itself. All are necessary. One strategy might be effective in one situation and another might apply to another task. All together, these twenty-one ideas represent a smorgasbord of

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personal effectiveness techniques that you can use at any time, in any order or sequence that makes sense to you at the moment. The key to success is action. These principles work to bring about fast, predictable improvements in performance and results. The faster you learn and apply them, the faster you will move ahead in your career - guaranteed! There will be no limit to what you can accomplish when you learn how to Eat That Frog!

***How One Man Made a Market, Built an Empire, and Lost It All
Lean Six Sigma For Dummies
Presentation Zen***

The Kaizen Event Planner

***Creating a Lean Culture
Applying the Kaizen in Africa
Leveraging Lean in Ancillary
Hospital Services***

20 Keys has helped many manufacturing companies integrate the top manufacturing improvement methods into a coordinated system for drastic and continual improvement in involvement, quality, and productivity. This program provides the strategies necessary to achieve ambitious goals through a five-level scoring system. The revised edition is improved with upgraded criteria for the five-level scoring system to guide your

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company to world-class status. New material and updated layout make implementation even easier. Two valuable case studies demonstrate effective use by both a Japanese company and an American manufacturer. At present, how to develop industries is a burning issue in Africa, where population growth remains high and economic development has thus far failed to provide sufficient jobs for many, especially young people and women. The creation of productive jobs through industrial development ought to be a central issue in steering economic activity across the

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continent. The authors of this book, consisting of two development economists and five practitioners, argue that the adoption of Kaizen management practices, which originated in Japan and have become widely used by manufacturers in advanced and emerging economies, is decisively the most effective first step for industrial development in Africa. This open access book discusses what Kaizen management is, why it is applicable to Africa, and why it can provide Africa with a springboard for sustainable economic growth and employment generation. Lean Manufacturing, also

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called lean production, was originally created in Toyota after the Second World War, in the reconstruction period. It is based on the idea of eliminating any waste in the industry, i.e. any activity or task that does not add value and requires resources. It is considered in every level of the industry, e.g. design, manufacturing, distribution, and customer service. The main wastes are: over-production against plan; waiting time of operators and machines; unnecessary transportation; waste in the process itself; excess stock of material and components; non value-adding motion;

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defects in quality. The diversity of these issues will be covered from algorithms, mathematical models, and software engineering by design methodologies and technical or practical solutions. This book intends to provide the reader with a comprehensive overview of the current state, cases studies, hardware and software solutions, analytics, and data science in dependability engineering. The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of

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Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model- Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to

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Define the companies purpose
and develop a long-term
philosophy Create value
streams with connected flow,
standardized work, and level
production Build a culture
to stop and fix problems
Develop leaders who promote
and support the system Find
and develop exceptional
people and partners Learn
the meaning of true root
cause problem solving Lead
the change process and
transform the total
enterprise The depth of
detail provided draws on the
authors combined experience
of coaching and supporting
companies in lean
transformation. Toyota
experts at the Georgetown,

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Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead

Quick and Easy Kaizen

WebKaizen Events

Netflix and the Culture of Reinvention

The Bond King

Managing to Learn

A Practical Guide

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Kaizen means gradual, unending improvement, doing "little things" better; setting --and achieving --ever higher standards. It is Kaizen, says Masaaki Imai, that is the simple truth behind Japan's economic "miracle" and the real reason the Japanese have become the masters of "flexible manufacturing" technology -- the ability to adapt manufacturing processes to changing customer and market requirements, and do it fast ... For the first time, Western managers have a comprehensive handbook of 16 Kaizen management practices they can put to work. Using more than 100 examples of Kaizen in action, 15 corporate case studies, and 50 charts and graphs, Mr. Imai examines step by step all the roles Kaizen plays in. --inside cover
Provide a description about the book

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that does not include any references to package elements. This description will provide a description where the core, text-only product or an eBook is sold. Please remember to fill out the variations section on the PMI with the book only information. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Discusses the best methods of learning, describing how rereading and rote repetition are counterproductive and how such techniques as self-testing, spaced retrieval, and finding additional layers of information in new material can enhance learning.

Healthcare Kaizen focuses on the principles and methods of daily continuous improvement, or Kaizen,

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for healthcare professionals and organizations. Kaizen is a Japanese word that means "change for the better," as popularized by Masaaki Imai in his 1986 book Kaizen: The Key to Japan ' s Competitive Success and through the books of Norman Bodek, both o

Managing for Quality and
Performance Excellence

Lean Manufacturing and Six Sigma
Learning to See

Lean Practices to Transform Your
Finance Team

Building PowerPoint Templates Step
by Step with the Experts

Leveraging Lean in the Emergency
Department

A Tool for Continuous Systematic
Improvement

***Offers an easy-to-
implement solution to a***

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problem--e-mail and information overload--that plagues millions of people

- Draws on the authors' extensive experience working with major corporate clients •*

Includes a real-world case study of how the principles in the book were implemented at Capital One Do you spend so much time dealing with e-mails--reading them, writing them, responding to them, responding to responses--that you feel like you're just going round and round and getting nowhere? Meet

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Harold, an HR director so overwhelmed by email he feels like a hamster on a wheel. Just in time, Harold meets a coach--a leading expert on email efficiency and etiquette with a simple system that helps Harold eliminate needless emails, write better messages, and file and find information in a flash. He gets immediate results--and reclaims his life. This delightful and much-needed fable is based on the authors' extensive experience helping employees at companies like Clear Channel,

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Procter and Gamble, and Pfizer manage e-mail more efficiently. The book includes a remarkable case study of the authors' work with Capital One, where employees estimated they saved thirteen days a year by applying Hamster Revolution techniques.

This book is perfect for time-starved professionals eager to restore balance and order to their busy lives.

This book is part of a series of titles that are a spin-off of the Shingo Prize-winning book Leveraging Lean in

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Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System. Each book in the series focuses on a specific aspect of healthcare that has demonstrated significant process and quality improvements after a Lean implementation. Lean principles can help medical laboratories drive up efficiencies and quality without increasing costs or compromising quality. Leveraging Lean in Medical Laboratories: Creating a Cost Effective, Standardized, High

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Quality, Patient-Focused Operation provides a functional understanding of Lean laboratory processes and quality improvement techniques. This book is an ideal guide for healthcare executives, leaders, process improvement team members, and inquisitive frontline workers who want to implement and leverage Lean in medical laboratories. Supplying detailed descriptions of Lean tools and methodologies, it identifies powerful Lean solutions specific to the

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needs of the medical laboratory. The first section provides an overview of Lean concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the laboratory environment. Presenting numerous examples, stories, case studies, and lessons learned, it examines the normal operation of each area in the lab environment and highlights the areas where typical problems occur. Next, it walks readers through various Lean initiatives

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and demonstrates how Lean tools and concepts have been used to achieve lasting improvements to processes and quality of care. It also supplies actionable blueprints that readers can duplicate or modify for use in their own institutions.

Illustrating leadership's role in achieving departmental goals, this book will provide you with a well-rounded understanding of how Lean can be applied to achieve significant improvements throughout the entire continuum of care.

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With the growing business industry there is a large demand for greater speed and quality, for projects of all natures in both small and large businesses. Lean Six Sigma is the result of the combination of the two best-known improvement methods: Six Sigma (making work better, of higher quality) and Lean (making work faster, more efficient). Lean Six Sigma For Dummies outlines the key concepts in plain English, and shows you how to use the right tools, in the right place, and in

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the right way, not just in improvement and design projects, but also in your day-to-day activities. It shows you how to ensure the key principles and concepts of Lean Six Sigma become a natural part of how you do things so you can get the best out of your business and accomplish your goals better, faster and cheaper. About the author John Morgan has been a Director of Catalyst Consulting, Europe's leading provider of lean Six Sigma solutions for 10 years. Martin Brenig-Jones

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is also a Director at Catalyst Consulting. He is an expert in Quality and Change Management and has worked in the field for 16 years.

Typically entrenched and systemic, healthcare problems require the sort of comprehensive solutions that can only be addressed by a change in culture and a shift in thinking.

Applying Lean in Healthcare: A Collection of International Case Studies demonstrates how honest appraisal, intelligent planning, and vigilant follow-up have

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led to dramatic imp
No Rules Rules
A Collection of
International Case Studies
The Toyota Way Fieldbook
Tools to Sustain Lean
Conversions, Second
Edition
Developing Lean Leaders at
All Levels
The Idea Generator
Lean Kaizen
**Kaizen Events are an effective way
to train organizations to break
unproductive habits and adopt a
continuous improvement
philosophy while, at the same time,
achieve breakthrough performance-
level results. Through Kaizen
Events, cross-functional teams
learn how to make improvements in**

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a methodological way. They learn how to quickly study a process, Famous "Work-Out" change-management tool explained by the people who helped develop it. GE's legendary Work-Out program played a key role in the company's phenomenal success over the past decade and has been implemented in many other organizations. Now three executives and consultants who developed the original Work-Out approach at GE often working directly with CEO Jack Welch discuss the inner workings of Work-Out and their experiences at successfully implementing the program at GE. Filled with effective assessment and decisionmaking tools, The GE Work-Out provides concrete and realistic guidance for anyone who wants to implement

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Work-Out and break down bureaucracy and hierarchy within an organization.

The New York Times bestseller Shortlisted for the 2020 Financial Times & McKinsey Business Book of the Year Netflix cofounder Reed Hastings reveals for the first time the unorthodox culture behind one of the world's most innovative, imaginative, and successful companies There has never before been a company like Netflix. It has led nothing short of a revolution in the entertainment industries, generating billions of dollars in annual revenue while capturing the imaginations of hundreds of millions of people in over 190 countries. But to reach these great heights, Netflix, which launched in 1998 as an online DVD rental

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service, has had to reinvent itself over and over again. This type of unprecedented flexibility would have been impossible without the counterintuitive and radical management principles that cofounder Reed Hastings established from the very beginning. Hastings rejected the conventional wisdom under which other companies operate and defied tradition to instead build a culture focused on freedom and responsibility, one that has allowed Netflix to adapt and innovate as the needs of its members and the world have simultaneously transformed. Hastings set new standards, valuing people over process, emphasizing innovation over efficiency, and giving employees context, not controls. At Netflix,

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there are no vacation or expense policies. At Netflix, adequate performance gets a generous severance, and hard work is irrelevant. At Netflix, you don't try to please your boss, you give candid feedback instead. At Netflix, employees don't need approval, and the company pays top of market. When Hastings and his team first devised these unorthodox principles, the implications were unknown and untested. But in just a short period, their methods led to unparalleled speed and boldness, as Netflix quickly became one of the most loved brands in the world. Here for the first time, Hastings and Erin Meyer, bestselling author of The Culture Map and one of the world's most influential business thinkers, dive deep into the

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controversial ideologies at the heart of the Netflix psyche, which have generated results that are the envy of the business world. Drawing on hundreds of interviews with current and past Netflix employees from around the globe and never-before-told stories of trial and error from Hastings's own career, No Rules Rules is the fascinating and untold account of the philosophy behind one of the world's most innovative, imaginative, and successful companies.

In Developing Lean Leaders at all Levels we build on the theory in the original book, The Toyota Way to Lean Leadership, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader?

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How can I spread this learning to all parts of the organization? What critical tools are needed to turn the theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

Leveraging Lean in Outpatient Clinics

A New Avenue for Industrial Development

Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation

Leveraging Lean in Medical Laboratories

Engaging Front-Line Staff in

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Sustainable Continuous Improvements

The Financial Controller and CFO's Toolkit

The GE Work-Out

Featuring strategies employed in Lean, this volume describes the experiences of organizations using TWI more than 60 years after the Training Within Industry program turned the U.S. into the industrial giant that won World War II. Based on their experience implementing TWI in organizations as diverse as Virginia Mason Medical Center and Donnelly Ma

Taking a Gemba Walk to Go See, Ask Why, and Show Respect is a key way to more actively engage people

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in performance improvement activities. Even if you currently do Gemba Walks in all likelihood you fall short of what the best companies do. This

Kaizen events done better, faster, and cheaper

Choosing By Advantages is a set of concepts and methods designed to make decisionmaking more effective for organizations, communities, and individuals. The system is particularly useful for strategic planners, engineers, consultants, and managers, though anyone, from families to the largest firms, will find the concepts valuable and simple to follow.

Kaizen (Ky'zen), the Key to Japan's

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Competitive Success

20 Keys to Workplace Improvement

Eat That Frog!

A Simplified Approach to Process
Improvements

21 Great Ways to Stop

Procrastinating and Get More Done
in Less Time

Creating and Managing a Skills-
Based Culture

Achieving Rapid Improvement in
Office, Service, and Technical
Environments

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

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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

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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

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want the system to stick, read David's book. --Robert (Doc) Hall, Editor-In-Chief, Target, 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,

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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,

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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. ...

FOREWORD BY GUY

KAWASAKI Presentation
designer and internationally
acclaimed communications
expert Garr Reynolds, creator

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of the most popular Web site on presentation design and delivery on the Net — presentationzen.com — shares his experience in a provocative mix of illumination, inspiration, education, and guidance that will change the way you think about making presentations with PowerPoint or Keynote. Presentation Zen challenges the conventional wisdom of making "slide presentations" in today ' s world and encourages you to think differently and more creatively about the preparation, design, and delivery of your presentations. Garr shares lessons and perspectives that draw upon

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practical advice from the fields of communication and business. Combining solid principles of design with the tenets of Zen simplicity, this book will help you along the path to simpler, more effective presentations. Building PowerPoint Templates Supercharge your PowerPoint® presentations with custom templates and themes! Want to create presentations that are more consistent and cost-effective? Presentations that fully reflect your branding? Then don't settle for Microsoft's "out-of-the-box" templates and themes: create your own! In this easy, hands-on guide, two PowerPoint MVPs

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teach you every skill and technique you ' ll need to build the perfect template – from planning and design, through theme building, custom layouts, colors, and deployment. Echo Swinford and Julie Terberg have distilled their immense PowerPoint knowledge into simple, step-by-step techniques you can use right now, whether you ' re using PowerPoint 2010 or 2007 for Windows, or PowerPoint 2011 for Mac. Well-built templates are the backbone of great presentations—whether building them for your own use or designing for thousands of users, this book will guide you through the process of creating

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the most effective templates.
Important Note: Upgrading from older versions of PowerPoint, such as PowerPoint 2003? Your old templates may no longer work. This book will help you make the transition painlessly!

- Plan new templates and themes to maximize their business value for years to come
- Understand the differences between templates and themes, and how they work together
- Make better choices about color, fonts, and slide layouts
- Create efficient templates for individual users, teams, and large organizations
- Incorporate Notes and Handout Masters into your

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presentation templates •
Provide example slides and
default settings that lead to
better presentations • Use
Microsoft ' s little-known Theme
Builder to create effects and
background styles • Work
around hidden quirks in
PowerPoint ' s advanced
template and theme features
Echo Swinford, a Microsoft
PowerPoint MVP since 2000,
has been a featured speaker at
the Presentatio Summit
(formerly PowerPoint Live)
since its inception. She is the
expert voice and instructor
behind PowerPoint 2010
LiveLessons (Video Training),
the author of Fixing PowerPoint

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Annoyances and co-author of The PowerPoint 2007 Complete Makeover Kit. Julie Terberg is a Microsoft PowerPoint MVP and featured speaker at the Presentation Summit. She is the owner of Terberg Design and has been designing presentations since the mid-1980s. She is co-author of Perfect Medical Presentations. As contributing author for Presentations Magazine, she won awards for her Creative Techniques columns. When it comes to making your business more profitable and successful, don't look to re-engineering for answers. A better way is to apply the

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concept of kaizen, which mean making simple, common-sense improvements and refinements to critical business processes. The result: greater productivity, quality, and profits achieved with minimal cost, time, and effort invested. In this book, you discover how to maximize the results of kaizen by applying it to gemba--business processes involved in the manufacture of products and the rendering of services--the areas of your business where, as the author puts it, the "real action" takes place.

Cedac

Implementing TWI

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Make It Stick

How to Manage Your Email

Before It Manages You

Employee Training &

Development

The Invisible Gorilla

Healthcare Kaizen

Senior experts within the Toyota

Production System often draw

simple maps when on the shop

floor. These maps show the current

physical flow of a product family

and the information flow for that

product family as the wind through

a complex facility making many

products. Much more important,

these simple maps - often drawn on

scrap paper - show where steps

can be eliminated, flows smoothed,

and pull systems introduced in

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order to create a truly lean value stream for each product family. In 1998 John Shook and Mike Rother of the University of Michigan wrote down Toyota's mapping methodology for the first time in Learning to See. This simple tool makes it possible for you to see through the clutter of a complex plant. You'll soon be able to identify all of the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant and upstream to suppliers. In plain language and with detailed drawings, this workbook explains everything you will need to create accurate current state and future

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state maps for each of your product families and then to turn the current state into the future state rapidly and sustainably.

Simplify and streamline your way to a winning legacy The Financial Controller and CFO's Toolkit is a hybrid handbook and toolkit with over 100 lean practice solutions and a wealth of practical tools for senior financial managers of small, mid-sized and large companies.

This book outlines the mindset of paradigm shifters relevant to future-ready finance teams, and contains guidelines on how to become an effective change leader. Guidance from world leading expert David Parmenter provides the insight and tools you need to reach your true

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leadership potential and achieve more for your organization. Packed with templates and checklists, this book helps you adhere to the best practices in reporting, forecasting, KPIs, planning, strategy, and technology. The companion website—a complete toolbox for positive, entrenched change—gives you access to additional resources that reinforce The Financial Controller and CFO's Toolkit strategy. This new second edition has been updated to reflect the latest practices and technology to streamline your workflow and get more done in less time—without sacrificing quality or accuracy. As an all-in-one resource for the CFO role, this book provides a clear,

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practical strategy for demonstrating your value to your organization.

Selling and leading change effectively
Get more accurate information from your KPIs

Attracting, recruiting and retaining talented staff
Invest in and implement new essential tools

Investing wisely in 21st century technologies
Report the month-end within three days, implement quarterly rolling forecasting,

complete the annual plan in two weeks or less, and bring your firm into the 21st century with key tools that get the job done. Be the CFO that your organization needs and the leader that your teams deserve.

The Financial Controller and CFO's Toolkit gives you everything you

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need to achieve more by doing less.

This book is part of a series of titles that are a spin-off of the Shingo Prize-winning book *Leveraging Lean in Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System*. Each book in the series focuses on a specific aspect of healthcare that has demonstrated significant process and quality improvements after a Lean implementation. The result of implementing Lean in the surgical suite is a powerful and proven mix that enables members of cross-functional teams to improve their processes, efficiency, and financial performance.

Leveraging Lean in Surgical

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Services: Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation provides a functional understanding of Lean processes and quality improvement techniques for the surgical department. This book is an ideal guide for healthcare executives, leaders, process improvement team members, and inquisitive frontline workers who want to implement and leverage Lean in the surgical suite. Supplying detailed descriptions of Lean tools and methodologies, it identifies powerful solutions specific to the needs of surgical services. The first section provides an overview of Lean concepts, tools, methodologies, and applications. The second

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section focuses on the application of Lean in the surgical services environment. Presenting numerous examples, stories, case studies, and lessons learned, it examines the normal operation of each area in the surgical suite and highlights the areas where typical problems occur. Next, the book walks readers through various Lean initiatives and demonstrates how Lean tools and concepts have been used to achieve lasting improvements to processes and quality of care. It also introduces actionable blueprints that readers can duplicate or modify for use in their own institutions. Illustrating leadership's role in achieving departmental goals, this book will

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provide you with a well-rounded understanding of how Lean can be applied to achieve significant improvements throughout the entire continuum of care.

Toyota doesn't just produce cars; it produces talented people. In the international bestseller, *The Toyota Way*, Jeffrey Liker explained Toyota's remarkable success through a 4P model for excellence—Philosophy, People, Problem Solving, and Process. Liker, with coauthor David Meier, provided deeper insight into the practical application of the principles in *The Toyota Way Fieldbook*. Now, these authorities on Toyota reveal how you can develop talented people and achieve incredible results in

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your company. Toyota Talent walks you through the rigorous methodology used by this global powerhouse to grow high-performing individuals from within. Beginning with a review of Toyota's landmark approach to developing people, the authors illustrate the critical importance of creating a learning and teaching culture in your organization. They provide specific examples necessary to train employees in all areas-from the shop floor to engineering to staff members in service organizations-and show you how to support and encourage every individual to reach his or her top potential. Toyota Talent provides you with the inside knowledge you

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need to Identify your development needs and create a training plan
Understand the various types of work and how to break complicated jobs into teachable skills Set behavioral expectations by properly preparing your workplace
Recognize and develop potential trainers within your workforce
Effectively educate nonmanufacturing employees and members of the staff Develop internal Lean Manufacturing experts Guiding you with expert tips and training aids, as well as real-world examples drawn from the authors' two decades of research and field work, Liker and Meier show you how to get the most out of people who live and breathe your

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company's philosophy-and who work together toward a common goal.

The Choosing by Advantages
Decisionmaking System

And Other Ways Our Intuitions
Deceive Us

Value Stream Mapping to Add
Value and Eliminate Muda

Gemba Kaizen: A Commonsense,
Low-Cost Approach to
Management

Toyota Talent

How to Do a Gemba Walk:

Coaching Gemba Walkers

How to Implement GE's

Revolutionary Method for Busting
Bureaucracy & Attacking

Organizational Proble

This book is part of a series of titles

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that are a spin-off of the Shingo Prize-winning book Leveraging Lean in Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System. Each book in the series focuses on a specific aspect of healthcare that has demonstrated significant process and quality improvements after a Lean

This book is part of a series of titles that are a spin-off of the Shingo Prize-winning book Leveraging Lean in Healthcare: Transforming Your Enterprise into a High Quality Patient Care Delivery System. Each book in the series focuses on a specific aspect of healthcare that has demonstrated significant process and quality improvements after a Lean implementation. Emergency departments have become notorious for long wait times and questionable

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quality of care. By adopting Lean manufacturing concepts, hospitals can turn the emergency department into a valuable service for the hospital and the community it serves. Leveraging Lean in the Emergency Department: Creating a Cost Effective, Standardized, High Quality, Patient-Focused Operation supplies a functional understanding of Lean emergency department processes and quality improvement techniques. It is ideal for healthcare executives, leaders, process improvement team members, and inquisitive frontline workers who want to implement and leverage Lean. Supplying detailed descriptions of Lean tools and methodologies, the book identifies powerful Lean solutions specific to the needs of the emergency department. The first section provides an overview

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of Lean concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the emergency department within the confines of the hospital or clinic. Presenting numerous examples, stories, case studies, and lessons learned, it examines the normal operation of each area in emergency departments and highlights the areas where typical problems occur. Next, the book walks readers through various Lean initiatives and demonstrates how Lean tools and concepts have been used to achieve lasting improvements to processes and quality of care. It also supplies actionable blueprints that readers can duplicate or modify for use in their own institutions. Illustrating leadership's role in achieving departmental goals, this book will provide you with a well-

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rounded understanding of how Lean can be applied to achieve significant improvements throughout the entire continuum of care.