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# Seeing The Whole Mapping The Extended Value Stream Lean Enterprise Institute

*When Mike Rother and John Shook first realized the power of value stream mapping in the mid-1990s they began to offer workshops on this invaluable technique.*

*The Creating Level Pull workbook shows you how*

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*to advance a lean transformation from a focus on isolated improvements to improving the entire plantwide production system by implementing a lean production control system. "The workbook is unique because it is a step-by-step case study on how to implement a level, pull-based production control system," said author Art Smalley. This is a new step towards 'system kaizen that is not yet well understood outside*

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of Toyota. The lean  
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efforts at most  
companies focus on  
"point kaizen" (e.g.,  
reducing set up times,  
implementing 5S, etc.)  
that improves a small  
portion of the value  
stream running from raw  
materials to finished  
products. Or they focus  
on "flow kaizen" that  
improves the entire  
value stream for one  
product family. Creating  
Level Pull shows how  
companies can make the  
leap to "system kaizen"  
by introducing a lean

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*production control system that ties together the flows of information and materials supporting every product family in a facility. With this system in place, each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the plant. [Source : 4e de couv.]*

*X-Men meets Spy Kids in*

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*this instant New York  
Times bestseller! Here's  
the first book in a new  
middle-grade  
fantasy/adventure series  
from the author of The  
Unwanted. Fifteen years  
ago, eight supernatural  
criminals fled Estero  
City to make a new life  
in an isolated tropical  
hideout. Over time,  
seven of them  
disappeared without a  
trace, presumed captured  
or killed. And now, the  
remaining one has died.  
Left behind to fend for  
themselves are the*

*criminals' five children, each with superpowers of their own: Birdie can communicate with animals. Brix has athletic abilities and can heal quickly. Tenner can swim like a fish and can see in the dark and hear from a distance. Seven's skin camouflages to match whatever is around him. Cabot hasn't shown signs of any unusual power—yet. Then one day Birdie finds a map among her father's things that leads to a*

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*secret stash. There is also a note: Go to Estero, find your mother, and give her the map. The five have lived their entire lives in isolation. What would it mean to follow the map to a strange world full of things they've only heard about, like cell phones, cars, and electricity? A world where, thanks to their parents, being supernatural is a crime? Part of The Geological Field Guide Series, Basic Geological*

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*Mapping, 5th Edition is  
an essential basic guide  
to field techniques in  
mapping geology. Now  
completely revised and  
updated the book retains  
the concise clarity  
which has made it an  
indispensable instant  
reference in its  
previous editions. It  
provides the reader with  
all the necessary  
practical information  
and techniques that they  
will need while carrying  
out work in the field,  
covering a wide spectrum  
of different conditions,*

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*needs and types of  
countries. This edition  
covers new developments  
in technology including  
Google Earth and the use  
of GPS. This is an ideal  
field guide to  
geological mapping for  
2nd/3rd year  
undergraduates of  
Geology, Hydrogeology  
and Geological  
Engineering.*

*The Mapping of New Spain  
Mapping the Extended  
Value Stream  
Value Stream Management  
for the Lean Office  
Value Stream Mapping:*

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***How to Visualize Work  
and Align Leadership for***

***Organizational***

***Transformation***

***Mapping***

***Learning to See***

***Deep Mapping***

***Seeing the Whole***

Explains and demonstrates key mapping concepts, discussing the use of symbols, legends, a compass, scale, landmarks, and gridlines, along with instructions for making a map of a bedroom.

Shingo Research and Professional Publication Award recipient This workbook explains in simple, step-by-step terms how to introduce and sustain lean flows of material and information in pacemaker cells and

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lines, a prerequisite for achieving a lean value stream. A sight we frequently encounter when touring plants is the relocation of processing steps from departments (process villages) to product-family work cells, but too often these "cells" produce only intermittent and erratic flow. Output gyrates from hour to hour and small piles of inventory accumulate between each operation so that few of the benefits of cellularization are actually being realized; and, if the cell is located upstream from the pacemaker process, none of the benefits may ever reach the customer. This sequel to Learning to See (which focused on plant level operations) provides simple step-by-step instructions for eliminating waste and creating continuous flow at the process level. This isn't a

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workbook you will read once then  
relegate to the bookshelf. It's an  
action guide for managers, engineers,  
and production associates that you  
will use to improve flow each and  
every day. Creating Continuous Flow  
takes you to the next level in work  
cell design where you'll achieve even  
greater cost and lead time savings.  
You'll learn: \* where to focus your  
continuous flow efforts \* how to  
create much more efficient work cells  
and lines \* how to operate a  
pacemaker process so that a lean  
value stream is possible \* how to  
sustain the gains, and keep  
improving Creating Continuous Flow  
is the next logical step after Learning  
to See. The value-stream mapping  
process defined the pacemaker  
process and the overall flow of  
products and information in the plant.

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The next step is to shift your focus from the plant to the process level by zeroing in on the pacemaker process, which sets the production rhythm for the plant or value stream, and apply the principles of continuous flow.

Every p

Maps are magical. Every graphic, like every story, has a point of view, and New York is rife with mapmaking possibilities, thick with mythology, and glutted with history. You Are Here: NYC assembles some two hundred maps charting every inch and facet of the five boroughs, depicting New Yorks of past and present, and a city that never was. "A Nightclub Map of Harlem" traces a boozy night from the Radium and the Cotton Club to the Savoy and then the Lafayette; "Wonders of New York" pinpoints three hundred sites of

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interest, including the alleged location of Captain Kidd's buried treasure; the Ghostbusters subway map plots the route from Astral Projections Place to Stay Puft Street; and a rejected proposal of ornate topiaries illustrates a Central Park that might have been. This sequel to the best-selling *You Are Here* includes original essays by Bob Mankoff, Maria Popova, Sarah Boxer, and Rebecca Cooper, among others.

This book constitutes the refereed proceedings of the 12th IFIP WG 5.5 Working Conference on Virtual Enterprises, PRO-VE 2011, held in Sao Paulo, Brazil, in October 2011. The 61 revised papers presented were carefully selected from numerous submissions. They provide a comprehensive overview of recent advances in various collaborative

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network (CN) domains and their applications with a particular focus on adaptation of the networks and their value creation, specifically emphasizing topics related to evolution from social networking to collaborative networks; social capital; value chains; co-creation of complex products; performance management; behavioral aspects in collaborative networks; collaborative networks planning and modeling; benefit analysis and sustainability issues, as well as including important technical and scientific challenges in applying CNs to areas such as advanced logistics networks, business process modeling, service orientation, and other emerging application domains such as ageing, tourism, crisis, and emergency scenarios.

The New Map

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Value Stream Mapping for  
Administrative and Office Processes  
Value Stream Mapping for Healthcare  
Made Easy  
Mapping the Soul of the City  
Spatialising the Literary Text  
Atlas of the Heart  
User Story Mapping

**The standard belief in books about Lean initiatives and value stream mapping (VSM) is that VSM works well on transactional processes (which are primarily linear processes where handoffs are well defined and the outcome is known) and it is useful for repetitive projects or products. This book counters these statements by clearly demonstrating how a VSM exercise can be successfully performed in complex,**

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**multifunctional environments involving nonrepetitive work, such as aircraft new product development, custom engineering, software development and project management. The methodology described in this book is the result of more than ten years of refinement and is based on practice while working with multidisciplinary teams and helping them achieve their goals. This is a novel approach to capturing the information flow in a VSM by recognizing it as the place where most of the issues are generated, especially for the previously mentioned environments and the fact that classical mapping methodologies (including classical VSM) do not capture it well. The VSM methodology that the author**

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developed goes to the essence of a VSM (activities flow, information flow, timeline), uses conventional VSM icons and some custom information flow icons and helps the following: Quantifying waste (VSM literature gap) Making disconnects visible (VSM literature gap) Making behavioral and cultural patterns visible (VSM literature gap) If the steps are followed thoroughly, then lead time reductions ranging from 60% to 88% are achieved, along with increased availability of resources, more output with the same resources, projects delivered on time and, most importantly, colleagues embracing the Lean mindset, which greatly contributes to maintaining the gains. Essentially, this book helps readers perform a VSM in environments

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where multiple stakeholders interact with each other to deliver a product or a service with unclear aspects, such as what the product/service is, how all involved can contribute to the product or service transformation and how the interactions between them occur. For example, the products/services targeted in this book include test results, analysis results, a custom design, a process, a methodology, an engineering change, integrated enterprise software and engineering drawings. Concurrently, this book helps readers map behavioral patterns, such as micromanagement, and company culture aspects, such as excessive governance and "decisions by committee."

**Long before Vasco da Gama**

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rounded the Cape of Good Hope en route to India, the peoples of Africa, the Middle East, and Asia engaged in vigorous cross-cultural exchanges across the Indian Ocean. This book focuses on the years 700 to 1500, a period when powerful dynasties governed both regions, to document the relationship between the Islamic and Chinese worlds before the arrival of the Europeans. Through a close analysis of the maps, geographic accounts, and travelogues compiled by both Chinese and Islamic writers, the book traces the development of major contacts between people in China and the Islamic world and explores their interactions on matters as varied as diplomacy, commerce, mutual understanding,

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**world geography, navigation, shipbuilding, and scientific exploration. When the Mongols ruled both China and Iran in the thirteenth and fourteenth centuries, their geographic understanding of each other's society increased markedly. This rich, engaging, and pioneering study offers glimpses into the worlds of Asian geographers and mapmakers, whose accumulated wisdom underpinned the celebrated voyages of European explorers like Vasco da Gama.**

**This is a hands-on book about ArcGIS that you work with as much as read. By the end, using Learn ArcGIS lessons, you'll be able to say you made a story map, conducted geographic analysis, edited geographic data, worked in a**

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3D web scene, built a 3D model of  
Venice, and more.

**#1 NEW YORK TIMES BESTSELLER**

• In her latest book, Brené Brown writes, “If we want to find the way back to ourselves and one another, we need language and the grounded confidence to both tell our stories and be stewards of the stories that we hear. This is the framework for meaningful connection.” In *Atlas of the Heart*, Brown takes us on a journey through eighty-seven of the emotions and experiences that define what it means to be human. As she maps the necessary skills and an actionable framework for meaningful connection, she gives us the language and tools to access a universe of new choices and second chances—a universe where

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**we can share and steward the stories of our bravest and most heartbreaking moments with one another in a way that builds connection. Over the past two decades, Brown's extensive research into the experiences that make us who we are has shaped the cultural conversation and helped define what it means to be courageous with our lives. Atlas of the Heart draws on this research, as well as on Brown's singular skills as a storyteller, to show us how accurately naming an experience doesn't give the experience more power—it gives us the power of understanding, meaning, and choice. Brown shares, "I want this book to be an atlas for all of us, because I believe that, with an adventurous heart and the right**

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maps, we can travel anywhere and  
never fear losing ourselves.”

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

**Creating Continuous Flow**

**Untangling with Value Stream  
Mapping**

**Mapping Experiences**

**Landmarks in Mapping**

**50 Years of the Cartographic  
Journal**

**Breaking Through the Invisible  
Boundaries of Global Business**

**Value Stream Mapping to Add Value  
and Eliminate Muda**

"Winner of the 2005 Shingo Prize  
for Excellence in Manufacturing  
Research" Most lean initiatives  
conducted by manufacturers are  
focused mostly on shop-floor

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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

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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.

This book describes how robots can make sense of motion in their surroundings and use the patterns they observe to blend in better in dynamic environments shared with humans. The world around us is constantly changing. Nonetheless, we can find our way and aren't overwhelmed by all the buzz, since

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motion often follows discernible patterns. Just like humans, robots need to understand the patterns behind the dynamics in their surroundings to be able to efficiently operate e.g. in a busy airport. Yet robotic mapping has traditionally been based on the static world assumption, which disregards motion altogether. In this book, the authors describe how robots can instead explicitly learn patterns of dynamic change from observations, store those patterns in Maps of Dynamics (MoDs), and use MoDs to plan less intrusive, safer and more efficient paths. The authors discuss the pros and cons of recently introduced MoDs and approaches to

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MoD-informed motion planning, and provide an outlook on future work in this emerging, fascinating field.

User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away

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with a shared understanding of what  
you're attempting to build and why.

Get a high-level view of story  
mapping, with an exercise to learn  
key concepts quickly Understand  
how stories really work, and how  
they come to life in Agile and Lean  
projects Dive into a story's  
lifecycle, starting with opportunities  
and moving deeper into discovery  
Prepare your stories, pay attention  
while they're built, and learn from  
those you convert to working  
software

Each night, we are able to gaze up at  
the night sky and look at the  
thousands of stars that stretch to the  
end of our individual horizons. But  
the stars we see are only those that

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make up our own Milky Way galaxy—but one of hundreds of billions in the whole of the universe, each separated by inconceivably huge tracts of empty space. In this book, astronomer James Geach tells the rich stories of both the evolution of galaxies and our ability to observe them, offering a fascinating history of how we've come to realize humanity's tiny place in the vast universe. Taking us on a compelling tour of the state-of-the-art science involved in mapping the infinite, Geach offers a first-hand account of both the science itself and how it is done, describing what we currently know as well as that which we still do not. He goes back

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one hundred years to when scientists first proved the existence of other galaxies, tracking our continued improvement in the ability to collect and interpret the light that stars in faraway galaxies have emitted through space and time. He discusses examples of this rapidly accelerating research, from the initial discovery that the faint “spiral nebulae” were actually separate star systems located far beyond the Milky Way to the latest observations of the nature of galaxies and how they have evolved. He also delves into the theoretical framework and simulations that describe our current “world model” of the universe. With one hundred superb color

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illustrations, Galaxy is an  
illuminating guide to the  
choreography of the cosmos and  
how we came to know our place  
within it that will appeal to any  
stargazer who has wondered what  
was beyond their sight.

Seeing the Whole Value Stream,  
2nd Ed.

Cross-Cultural Exchange in Pre-  
Modern Asia

Value Stream Mapping for the  
Process Industries

Basic Geological Mapping

Behavioral Therapy for Rural  
Substance Abusers

Probabilistic Mapping of Spatial  
Motion Patterns for Mobile Robots

Value Stream Management

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**Lean Supply Chain Management  
Providing a framework that  
highlights waste and its negative  
effects on process performance,  
value stream maps (VSMs) are  
essential components for  
successful Lean initiatives.  
While the conventional VSM  
format has the basic structure to  
effectively describe process  
operations, it must be adapted  
and expanded to serve its  
purpose in the process industry.  
This book describes in detail  
how to create a complete VSM  
for a process industry  
manufacturing operation.  
Detailing the unique features of  
process operations and why  
they require additions and**

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**Extended Value Stream Map, Lean Enterprise Institute**

**adjustments to traditional VSMS, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMS to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation. Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated Provides examples of the calculations needed for the flow parameters in data boxes Explains how the VSM concept can be applied to the entire supply chain Includes strategies**

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**for engaging your entire workforce in map creation The book introduces a target manufacturing process and uses it to describe how to create a complete VSM. The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and decisions. The book includes real examples of how VSMS brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate investments.**

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**In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota's push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improvement processes simple enough that they are viable, reproducible, and teachable. Developed with the input of more than 60 healthcare organizations, Value Stream Mapping for Healthcare Made Easy introduces healthcare managers to the essential**

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method developed by Toyota  
known as the Value Stream Map  
(VSM). The first half of the book  
provides an introduction to  
VSMs that shows healthcare  
workers at all levels how to look  
at any process with eyes that  
probe all the value-added and  
non-value-added activities in the  
delivery of a requested service  
or product. This will allow all  
stakeholders the opportunity to  
evaluate, create, and  
communicate innovation in their  
workplace. The second half  
reviews real value stream maps  
at real healthcare facilities  
created by teams of  
administrators, managers,  
physicians, and staff members.

**Most participants were not experienced with lean thinking and for many this was their first engagement with lean methods. What becomes clear through these examples is the importance of initiating realistic improvements that can quickly demonstrate successful change and encourage even more problem solving. This ability to be involved with creating a better way to work has been exceptionally well received by workers both at Toyota and now throughout the healthcare industry. Lean thinking involves employees in improving work that is meaningful to them, at a level where they can see and**

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**appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers, as well as to the everyday improvement of safety, patient satisfaction, and affordability. VSM is a proven high-level view tool that can be used in every aspect of healthcare to identify, understand, and improve processes. Information included illustrates the simplicity and completeness of the tool and describes its applications to staff communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as**

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part of the VSM process.

**A Wall Street Journal bestseller and a USA Today Best Book of 2020 Named Energy Writer of the Year for The New Map by the American Energy Society “A master class on how the world works.” —NPR Pulitzer Prize-winning author and global energy expert, Daniel Yergin offers a revelatory new account of how energy revolutions, climate battles, and geopolitics are mapping our future The world is being shaken by the collision of energy, climate change, and the clashing power of nations in a time of global crisis. Out of this tumult is emerging a new map of energy**

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**and geopolitics. The “shale revolution” in oil and gas has transformed the American economy, ending the “era of shortage” but introducing a turbulent new era. Almost overnight, the United States has become the world's number one energy powerhouse. Yet concern about energy's role in climate change is challenging the global economy and way of life, accelerating a second energy revolution in the search for a low-carbon future. All of this has been made starker and more urgent by the coronavirus pandemic and the economic dark age that it has wrought. World politics is being upended,**

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**as a new cold war develops between the United States and China, and the rivalry grows more dangerous with Russia, which is pivoting east toward Beijing. Vladimir Putin and China's Xi Jinping are converging both on energy and on challenging American leadership, as China projects its power and influence in all directions. The South China Sea, claimed by China and the world's most critical trade route, could become the arena where the United States and China directly collide. The map of the Middle East, which was laid down after World War I, is being challenged by jihadists,**

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**revolutionary Iran, ethnic and religious clashes, and restive populations. But the region has also been shocked by the two recent oil price collapses--and by the very question of oil's future in the rest of this century.**

**A master storyteller and global energy expert, Daniel Yergin takes the reader on an utterly riveting and timely journey across the world's new map. He illuminates the great energy and geopolitical questions in an era of rising political turbulence and points to the profound challenges that lie ahead.**

**An international business expert helps you understand and navigate cultural differences in**

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**this insightful and practical guide, perfect for both your work and personal life. Americans precede anything negative with three nice comments; French, Dutch, Israelis, and Germans get straight to the point; Latin Americans and Asians are steeped in hierarchy; Scandinavians think the best boss is just one of the crowd. It's no surprise that when they try and talk to each other, chaos breaks out. In The Culture Map, INSEAD professor Erin Meyer is your guide through this subtle, sometimes treacherous terrain in which people from starkly different backgrounds are expected to work harmoniously**

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together. She provides a field-  
tested model for decoding how  
cultural differences impact  
international business, and  
combines a smart analytical  
framework with practical,  
actionable advice.

12th IFIP WG 5.5 Working  
Conference on Virtual  
Enterprises, PRO-VE 2011, Sao  
Paulo, Brazil, October 17-19,  
2011, Proceedings

The Culture Map

A First Look at Mapping Skills

10 Big Ideas about Applying the  
Science of where

The Mapping of Love and Death

Indigenous Cartography and the  
Maps of the Relaciones

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Geograficas  
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**Discover the Whole Story, Build  
the Right Product**

*Unlike other strategic procurement guides, Lean Supply Chain Management considers an organization's "business condition" as a contributing factor in the development of a strategic procurement strategy. That is, rather than taking a "one-size fits all" approach, the author's more individualized approach illustrates techniques specific to*

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organizations operating  
in a standard or crisis  
environment. Highlights  
include: Methods for  
developing and tracking  
strategic procurement  
initiatives. Planning in  
the "standard" and  
"crisis" environments.  
Coordinating supply  
chain management and  
lean manufacturing.  
Performance measurement  
tools. Lean Supply Chain  
Management provides  
purchasers and supplier  
development  
professionals with the  
tools needed to

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*transform procurement  
from a mere cost center  
to a profit generator.  
Bring Lean Improvements  
to the Administrative  
Areas of Your  
Organization! Extending  
their eight-step process  
to the realization of a  
lean office, Tapping and  
Shuker use a customer  
service case study to  
illustrate the  
effectiveness of the  
value stream  
storyboard. This popular  
volume provides  
organizations with a  
proven system for*

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*implementing lean principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book is a CD containing a lean assessment tool, a storyboard template,*

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*charts, a team charter,  
and worksheets. BONUS  
CD! Along with this book  
you receive a CD  
containing a lean  
assessment tool, a  
storyboard template,  
useful charts, a team  
charter, forms, reports,  
and worksheets!  
Provides visual,  
auditory, and movement  
techniques to help  
students understand how  
to think.  
The problems and needs  
of rural substance  
abusers vary from those  
of abusers in urban*

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*areas. Accordingly, the  
means of treatment must  
acknowledge and address  
these differences.*

*Despite this call for  
specialized care, no  
theoretically grounded  
therapy has yet been  
made available to rural  
patients. Behavioral  
Therapy for Rural  
Substance Abusers,  
developed and piloted  
over three years by  
University of Kentucky  
faculty and staff and  
substance abuse  
counselors in rural  
eastern Kentucky,*

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Enterprise Institute  
provides a model for  
effective treatment for  
this segment of the  
population. A two-phase  
outpatient treatment,  
this approach combines  
group and individual  
sessions in an  
environment that is both  
comfortable and useful  
for the client. The  
success of this method  
lies in its regional  
approach to therapy.  
Rather than using role-  
playing techniques to  
examine old behaviors,  
therapy is designed  
around storytelling

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*activities. Rural patients respond more positively to such time-honored traditions and thus become active participants in their own treatment. This manual offers a clear and well-constructed guide through the strategies of Structured Behavioral Outpatient Rural Therapy (SBORT). Supplemented with illustrations, sample exercises, and case studies, Behavioral Therapy for Rural Substance Abusers is a*

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*vital tool in meeting  
the treatment needs of  
an otherwise ignored  
rural population.*

*Energy, Climate, and the  
Clash of Nations  
Follow that Map!*

*A Complete Guide to  
Creating Value through  
Journeys, Blueprints,  
and Diagrams*

*Value Stream Mapping  
Workshop*

*Mapping the Chinese and  
Islamic Worlds*

*Adaptation and Value  
Creating Collaborative  
Networks*

*Creating a Roadmap for*

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*Lean Transformation*  
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*Thinking Visually*

**To learn about its territories in the New World, Spain commissioned a survey of Spanish officials in Mexico between 1578 and 1584, asking for local maps as well as descriptions of local resources, history, and geography. In *The Mapping of New Spain*, Barbara Mundy illuminates both the Amerindian (Aztec, Mixtec, and Zapotec) and the Spanish traditions represented in these maps and traces the reshaping of indigene world views in the**

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**wake of colonization. "Its contribution to its specific field is both significant and original. . . . It is a pure pleasure to read." —Sabine MacCormack, Isis "Mundy has done a fine job of balancing the artistic interpretation of the maps with the larger historical context within which they were drawn. . . . This is an important work." —John F. Schwaller, Sixteenth Century Journal "This beautiful book opens a Pandora's box in the most positive sense, for it provokes the reconsideration of several**

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**long-held opinions about Spanish colonialism and its effects on Native American culture." —Susan Schroeder, American Historical Review**

**This book is a printed edition of the Special Issue "Deep Mapping" that was published in Humanities**

**"A praiseworthy introduction to the lore of maps and a mine of information for the amateur map-maker."—O.M. Miller, American Geographical Society "This book should be welcomed by all students of mapping, for it will take them in uncomplicated**

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**stages through the complexities of compiling a map. . . . Mr. Greenwood is to be congratulated on an excellent book."—C.J.**

**Angus, Canadian Geographical Journal "For the baggy and middle-aged who cannot afford skiing in Austria or sailing off Bimini, Greenhood invites his readers to a sort of intellectual excitement which neither skiing nor sailing could equal. . . . Unless you work professionally with maps to the degree that a navigator does, for instance, this book will fascinate and enthrall**

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**you."—Monroe Bush,  
American Forests "A  
teacher who wishes to go  
into the classroom with a  
storehouse of knowledge  
and ideas will find this a  
remarkable book. It is easy  
to read, and each page  
contains information which  
can be fed into the work in  
progress no matter which  
area of the world is being  
studied."—Instructor  
Industrial engineering  
affects all levels of society,  
with innovations in  
manufacturing and other  
forms of engineering  
oftentimes spawning  
cultural or educational**

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**shifts along with new technologies. Industrial Engineering: Concepts, Methodologies, Tools, and Applications serves as a vital compendium of research, detailing the latest research, theories, and case studies on industrial engineering. Bringing together contributions from authors around the world, this three-volume collection represents the most sophisticated research and developments from the field of industrial engineering and will prove a valuable resource for researchers,**

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**academics, and  
practitioners alike.**

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Align Leadership for  
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Improvement Guide for  
Production-control,  
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**Engineering Professionals  
A Handbook for Strategic  
Procurement**

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Concepts, Methodologies,  
Tools, and Applications**

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## **Behavioral and Cultural Patterns and Quantify Waste in Multifunctional and Nonrepetitive Work Environments**

**"Maisie Dobbs must unravel a case of wartime love and death--an investigation that leads her to a doomed affair between a young cartographer and a mysterious nurse"--Provided by publisher. There are very few accounts of the afterlife across the period from Homer to Dante. Most traditional studies approach the classical afterlife from the point of view of its "evolution" towards the Christian afterlife. This book tries to do**

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**something different: to explore afterlife narratives in spatial terms and to situate this tradition within the ambit of a fundamental need in human psychology for the synthesis of soul (or "self") and universe. Drawing on the works of Homer, Plato, Cicero, Virgil, and Dante, among others, as well as on modern works on psychology, cartography, and music theory, Mapping the Afterlife argues that the topography of the afterlife in the Greek and Roman tradition, and in Dante, reflects the state of "scientific" knowledge at the time of the various contexts in which we**

**find it. The book posits that there is a dominant spatial idiom in afterlife landscapes, a "journey-vision paradigm"--the horizontal journey of the soul across the afterlife landscape, and a synoptic vision of the universe. Many scholars have argued that the vision of the universe is out of place in the underworld landscape.**

**However, looking across the entire tradition, we find that afterlife landscapes, almost without exception, contain these two kinds of space in one form or another. This double vision of space brings the underworld, as the landscape of the soul, into contact with**

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**the "scientific" universe; and  
brings humanity into line with  
the cosmos.**

**"Founded by the British  
Cartographic Society (BCS)  
and first published in June  
1964, The Cartographic  
Journal was the first general  
distribution English language  
journal in cartography. This  
volume of classic papers and  
accompanying invited  
reflections brings together  
some of the key papers to  
celebrate 50 years of  
publication. It is a celebration  
of The Cartographic Journal  
and of the work that scholars,  
cartographers and map-makers  
have published which have**

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**made it the foremost international journal of cartography. The intention here is to bring a flavor of the breadth of the journal in one volume spanning the history to date. As a reference work it highlights some of the very best work and, perhaps, allows readers to discover or re-discover a paper from the annals. As we constantly strive for new work and new insights we mustn't ignore the vast repository of material that has gone before. It is this that has shaped cartography as it exists today and as new research contributes to the discipline, which will continue to do so."**

**Do we map as we read? How central to our experience of literature is the way in which we spatialise and visualise a fictional world? Reading and Mapping Fiction offers a fresh approach to the interpretation of literary space and place centred upon the emergence of a fictional map alongside the text in the late nineteenth and early twentieth centuries. Bringing together a range of new and emerging theories, including cognitive mapping and critical cartography, Bushell compellingly argues that this activity, whatever it is called - mapping, diagramming, visualising,**

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**spatialising - is a vital and intrinsic part of how we experience literature, and of what makes it so powerful. Drawing on both the theory and history of literature and cartography, this richly illustrated study opens up understanding of spatial meaning and interpretation in new ways that are relevant to both more traditional academic scholarship and to newly emerging digital practices.**

**A Comprehensive Guide for  
Production and Transactional  
Processes**

**Mapping the Afterlife  
An Action Guide for Managers,**

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**Engineers & Production  
Associates**

**Mapping the Cosmos  
The Complete Lean Enterprise  
Mapping Meaningful  
Connection and the Language  
of Human Experience  
Mapping the Total Value  
Stream  
Creating Level Pull**

Shingo Research and Professional  
Publication Award recipient When  
the first edition of Seeing the Whole  
was published in 2003, the world  
was in a mad rush to outsource and  
offshore in pursuit of suppliers with  
drastically lower piece prices.  
Today the situation is very different;  
currencies have shifted, labor costs  
in many low-wage countries have

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risen, and the potential for squeezing further price reductions from suppliers is largely exhausted. What's more, high product quality and rapid response to changing customer demands have proved elusive along unwieldy, opaque supply chains. Seeing the Whole Value Stream provides managers with a proven method for understanding and improving the value-creating process that suppliers share with customers. By identifying all the steps and time required to move a typical product from raw materials to finished goods, the authors show that nearly 90 percent of the actions and 99.9 percent of the time required for the supply chain's current state create

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no value. In addition, the method clearly shows demand amplification of orders as they travel up the supply chain, steadily growing quality problems, and steadily deteriorating shipping performance at every point up stream from the customer. Applying the method to a realistic example, the authors show how four firms sharing a value stream can create a win-win-win-win future in which everyone, including the end consumer, can be better off. The workbook goes step-by-step through an improvement process that converts the traditional supply chain of isolated, compartmentalized operations into an ideal future-state value stream in which value flows from raw

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materials to customer in just 6 percent of the time previously needed. The dramatically improved value stream also eliminates unnecessary transport links, inventories, and handoffs, the key drivers of hidden connectivity costs. The information in the 108-page book is supported by multiple diagrams, charts, and maps. The main sections of the book are:

- Getting Started
- The Current-State Map
- The Extended Value Stream
- Future States 1 & 2
- Ideal State
- Perspectives on Extended Value Streams: 5 essays

In response to feedback asking for examples in other sectors and questions about how to understand supply chain costs more accurately, five essays

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have been added to the book for this new edition. These essays demonstrate how real companies have taken on the challenge of improving their extended value streams working in collaboration with their suppliers and customers. The new essays for the book are: Spreading value-stream thinking from manufacturers to final customers through service providers—extending the wiper example. This extends the value-stream analysis in the first edition—using the same example of a windshield wiper—through the auto service system to the end customer. Applying extended value-stream thinking to retail—a look at the Tesco story. This follows the

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path of an individual product through a complex retail channel from manufacturer to end customer. Learning to use value-stream thinking collaboratively with suppliers and customers. This essay demonstrates how a second-tier supplier convinced much larger partners to embrace collaborative thinking about their shared value stream. Product costing in value-stream analysis. An essay on adding realistic costing to value streams to more accurately understand total cost. Seeing and configuring the global value stream. This essays shows how a manufacturer can analyze all of the value streams in a complex supply network.

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Customers who have inconsistent, broken experiences with products and services are understandably frustrated. But it's worse when people inside these companies can't pinpoint the problem because they're too focused on business processes. This practical book shows your company how to use alignment diagrams to turn valuable customer observations into actionable insight. With this unique tool, you can visually map your existing customer experience and envision future solutions. Product and brand managers, marketing specialists, and business owners will learn how experience diagramming can help determine where business goals and

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customer perspectives intersect. Once you're armed with this data, you can provide users with real value. Mapping Experiences is divided into three parts: Understand the underlying principles of diagramming, and discover how these diagrams can inform strategy Learn how to create diagrams with the four iterative modes in the mapping process: setting up a mapping initiative, investigating the evidence, visualizing the process, and using diagrams in workshops and experiments See key diagrams in action, including service blueprints, customer journey maps, experience maps, mental models, and spatial maps and ecosystem models

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Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular , Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide

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a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both

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types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.

Describes each planet in the solar system and explains why it is important to map them and other astronomical objects and how it is done.

Reading and Mapping Fiction  
Map of Flames (The Forgotten  
Five, Book 1)  
From Homer to Dante  
Step-by-step Exercises that  
Promote Visual, Auditory and  
Kinesthetic Learning

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Mapping the Planets and Space  
Concepts, Methodologies, Tools,  
and Applications

Eight Steps to Planning, Mapping,  
and Sustaining Lean Improvements

The Value Stream Management System  
simplifies the planning process for lean  
implementation, ensuring quick  
deployment and greater success. It links the  
metrics and reporting required by  
management with the lean tools needed on  
the manufacturing floor. The central feature  
of this illustrative and engaging book is the  
value stream management storyboard, a tool  
representing an eight-step process for lean  
implementation. The storyboard brings  
together people, tools, metrics, and  
reporting into one visual document. The  
authors stress the importance of reaching  
beyond single-point kaizens to ensure a  
sustainable lean implementation process.

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Many people use the value stream map as an individual tool, but not within the context of a proven overall system. Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets. DVD Package (see Catalog No. PP7338) A

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training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide, Seeing the Whole Mapping the Extended Value Stream Seeing the Whole Value Stream, 2nd Ed. Lean Enterprise Institute

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Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives

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managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a

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company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.]. The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates,

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LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.