

Toyota Production System Beyond Largescale Production

Winner of the 2003 Shingo Prize! Henry Ford is the man who doubled wages, cut the price of a car in half, and produced over 2 million units a year. Time has not diminished the progressiveness of his business philosophy, or his profound influence on worldwide industry. The modern printing of Today and Tomorrow features an introduction by James J.

Si usted quiere entender como se origino el sistema de produccion Toyota y por que tiene exito, debe leer este libro. Aqui encontrara una introduccion avanzada del justo a tiempo. El mundo le debe mucho a Taiichi Ohno. Nos ha demostrado como fabricar con mayor eficacia, como reducir costos, como producir una mayor calidad, y a examinar atentamente como nosotros, en nuestra calidad de seres humanos, trabajamos en una fabrica. El relato que Ohno cuenta en este libro es brillante. Deberia ser leído por todos los gerentes. No es solo un relato acerca de la fabricaci?n; sino tambien sobre como dirigir exitosamente una empresa.

The 15 most powerful practices of the legendary Taiichi Ohno you can use to drive breakthrough productivity improvements in your company Having spent 40 years working at the side of Taiichii Ohno at Toyota, Takehiko Harada recounts his experiences transforming operations as we know them. In Management Lessons from Taiichi Ohno, Harada explains, “Good Kaizen means an environment where work is meaningful. To create a workplace like this, it is crucial to train people in the management of a lean organization.” The book provides managers and executives with the tools they need to implement TPS/Lean within their organization.

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

The Cambridge International Handbook of Lean Production

Leadersights

Toyota Production System

Crisis & Transformation on the Lean Journey

The True Story of Profitably Growing an Organization with Lean Principles

Designing, Constructing, and Managing a Lean Assembly Line

Beyond Large-Scale Production

Kaizen Assembly

Shingo, whose work at Toyota provided the foundation for JIT, teaches how to implement non-stock production in your JIT manufacturing operations. The culmination of his extensive writings on efficient production management and continuous improvement, this book is an essential companion volume to his other landmark books on key elements of JIT, including SMED and poka-yoke. It includes: Fundamental flaws in European and American production philosophies. Basic concepts for improving production systems. The "scientific thinking mechanism" -- a new approach to improvement. Implementing a production method in an age of authorized stock production. Development of production functions in the age of non-stock production. Significance of the different production systems.

It is easy to learn the philosophy and the concepts of kaizen. It is quite another challenge to translate the philosophy into action. While most books expound on the underlying principles and theory, Kaizen Assembly: Designing, Constructing, and Managing a Lean Assembly Line takes you step-by-step through an actual kaizen event. This approach demonstrates in detail the mindset, the processes, and the practical insight needed to transform your current assembly line into a world-class lean operation. Chris Ortiz brings the experience of over 150 successful kaizen events to the pages of this unique guide. Using clear, succinct, and unambiguous language rather than more general and esoteric terms found in other books, he explains how to implement waste reduction, 5S, time and motion studies, line balancing, quality-at-the-source, visual management, and workstation and assembly line design. Taking a unique approach, the book follows an example of the assembly process for an electric bike including illustrations of nearly every step along the way. Ortiz even includes the most valuable teaching tool of all: past mistakes, how they were overcome, and how to identify and avoid them. Providing expert guidance that will last long after the consultants have left, Kaizen Assembly supplies the tools you need to make kaizen and lean assembly a permanent fixture at the heart of the shop floor.

This book brings together some of the latest thinking by leading experts from around the world on integrating systems and strategies in production management and related issues that are relevant for making production into a competitive resource for the firm. This book is composed of five parts, each focused on a specific theme: Linking systems and strategies. Strategic operations management: IS/IT applications in the value chain; Modelling and simulation; Improving operations.

Building on his pathbreaking, award-winning bestseller, Relevance Lost, H. Thomas Johnson presents a devastating critique of the top-down hierarchical accounting systems that have dominated American corporations since the 1950s. In Relevance Regained, Johnson shows exactly how "managing by remote control" through results-oriented accounting information has obstructed the real business objective: to reduce process variation and lead times for the purpose of obtaining and keeping satisfied customers. The failure of most American businesses to be competitive and profitable, he contends, is their reliance on management accounting information to control people's actions and productivity. Cost-focused imperatives from on high must be replaced, Johnson asserts, with information systems that link actions with imperatives of global competition. Self-managing work teams, according to Johnson, must own changes in management, delays and excess in processes. Johnson prescribes the necessary changes in management principles that must replace the outdated style associated with the industrial revolution. Responsiveness to customers—not accounting costs—and flexibility—reducing lead times and removing constraints—are necessary for sustained competitive excellence and long-term profitability. Johnson discusses the radical overhauls of companies, such as General Electric's work-outs/"best practices" program and Harley-Davidson's work simplification programs, and shows how these strong commitments to new strategies maximize a company's most important assets: people and time. To be globally competitive, he claims, a company's work must be directed toward selling to customers, not just selling products.

Taiichi Ohnos Workplace Management

The Toyota Way

Lean Solutions

The Machine That Changed the World

14 Management Principles from the World's Greatest Manufacturer

El Sistema de Produccion Toyota

The SMED System

Transforming Health Care

The biggest competitive advantage an organization can achieve comes from the synergies created by employees skilled in enhancing organizational dynamics. The Seven Kata: Toyota Kata, TWI, and Lean Training supplies time-tested tools and advice to help readers adapt to changing conditions and outcompete their rivals. It explains why a mix of the ski
Faced with the twin threats of peak oil and climate change, many governments have turned for an answer to the apparent panacea of biofuels. Yet, increasingly, the progressive implementation of this solution demonstrates that the promise of biofuels as a replacement to fossil fuels is in fact a mirage that, if followed, risks leaving us short of power, short of food and doing as much damage to the climate as ever -- let alone the consequent impact on biodiversity due to additional loss of habitat for agricultural production and on rural development due to the additional stress on traditional farming systems. Worse still, these risks are being ignored. In this definitive exposé, Mario Giampietro and Kozo Mayumi present a theoretical framework and exhaustive evidence for the case against large scale biofuel production from agricultural crops. This book will be vital, sobering reading for anyone concerned with energy or agricultural policy, or bioenergy as a complex system.

This handbook focuses on two sides of the lean production debate that rarely interact. On the one hand, management and industrial engineering scholars have presented a positive view of lean production as the epitome of efficiency and quality. On the other hand, sociology, industrial relations, and labor relations scholars focus on work speedups, management by stress, trade union positions, and self-exploitation in lean teams. The editors of this volume understand the merits of both views and present them accordingly, bridging the gaps among five disciplines and presenting the best of each perspective. Chapters by internationally acclaimed authors examine the positive, negative and neutral possible effects of lean, providing a global view of lean production while adjusting lean to the cultural and political contexts of different nation-states. As the first multi-lens view of lean production from academic and consultant perspectives, this volume charts a way forward in the world of work and management in our global economy.

Building a successful product usually involves teams of people, and many choose the Scrum approach to aid in creating products that deliver the highest possible value. Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals. The ninety-four patterns contained within are elaborated nuggets of insight into Scrum’s building blocks, how they work, and how to use them. They offer novices a road map for starting from scratch, yet they help intermediate practitioners fine-tune or fortify their Scrum implementations. Experienced practitioners can use the patterns and supporting explanations to get a better understanding of the parts of Scrum complement each other to solve common problems in product development . The patterns are written in the well-known Alexandrian form, whose roots in architecture and design have enjoyed broad application in the software world. The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work. The patterns flow together naturally through the context sections at their beginning and end. Learn everything you need to know to master and implement Scrum one step at a time!”the agile way.

Lean Production Simplified, Second Edition

Today and Tomorrow

A Practical Guide to Implementing Lean

Management Lessons from Taiichi Ohno: What Every Leader Can Learn from the Man who Invented the Toyota Production System

Me: Lean Buys and Transforms a Manufacturing Company

Toyota Kata, TWI, and Lean Training

How Companies and Customers Can Create Value and Wealth Together

A Revolution in Manufacturing

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

Toyota's world-renowned success proves that just-in-time (JIT) makes other manufacturing practices obsolete. This simple but powerful book is based on the seminars given by Taiichi Ohno and other senior production staff to introduce Toyota's own supplier companies to JIT. It teaches the philosophy and implementation of what many call the most efficient production system in the world. Provides a clear structure for an introductory JIT training program. Explains every aspect of the JIT system, including how to set up and how to refine it once it's in place. Shows how to use a simple visual system to control the production process. Every day more American companies are learning that JIT works outside Japan. Now you can get started with this step-by-step book which guides you through the implementation process. Every engineer, manager, supervisor, and worker should read this book to get the clearest, simplest, and most complete introduction to JIT available in English. Results at American companies after reading this book:
1. Time on one product was reduced from 12 weeks to 4 days.
Setup time on a large blanking press was reduced from eight hours to one minute and four seconds.
Work-in-process has been reduced 50 percent plant-wide.
Factory floor space was opened up 30 to 40 percent in every on of their plants.

This is the "green book" that started it all -- the first book in English on JIT, written from the engineer's viewpoint. When Omak Industries bought 500 copies and studied it companywide, Omak became the American pioneer in JIT. Here is Dr. Shingo's classic industrial engineering rationale for the priority of process-based over operational improvements in manufacturing. He explains the basic mechanisms of the Toyota production system, examines production as a functional network of processes and operations, and discusses the mechanism necessary to make JIT possible in any manufacturing plant. Provides original source material on Just-In-Time Demonstrates new ways to think about profit, inventory, waste, and productivity Explains the principles of leveling, standard work procedures, multi-machine handling, supplier relations, and much more
If you are a serious student of manufacturing, you will benefit greatly from reading this primary resource on the powerful fundamentals of JIT.

Second Edition of a Shingo Prize Winner Based on the author's personal experience with Toyota's master teachers and with companies in the midst of great change, Andy & Me: Crisis & Transformation on the Lean Journey, now in its second edition, is a business novel set in a failing New Jersey auto plant focusing on the tribulations of Tom Pappas, the plant manager. The situations, characters, and plant politics will ring true with many readers. In a cool, readable style, this highly popular work follows Tom's relationships with Andy Saito, a reclusive retired Toyota guru whom Tom persuades to help save his plant through the teaching of the legendary Toyota Production System (TPS). On this journey, the reader learns that TPS is more than just a collection of tools; it entails a new way of thinking and behaving. Though Tom finds success — both in his plant and in his personal life — he learns from Andy that successful improvement is endless and eternal.This edition includes study questions after each chapter to support your learning

You'll see some of your own stories. Pascal Dennis discusses the 2nd edition of his Shingo Prize-winning book Andy & Me.

The Birth of Lean

The 7 Kata

Creating Great Leaders Who Create Great Workplaces

How to Change Your Business Into a Lean Enterprise

Conversations About Running Production Systems at Scale

A Scrum Book

Mas alla de la produccion a gran escala

Diverging Theories and New Industries around the World

COMMEMORATING THE 100th BIRTHDAY OF TAIICHI OHNO Businesses worldwide are successfully implementing the Toyota Production System to speed up processes, reduce waste, improve quality, and cut costs. While there is widespread adoption of TPS, there is still much to be learned about its fundamental principles. This unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, Taiicho Ohno, published to mark what would have been his 100th birthday. Filled with insightful new commentary from global quality visionaries, Taiichi Ohno's Workplace Management is a classic that shows how Toyota managers were taught to think. Based on a series of interviews with Ohno himself, this timeless work is a tribute to his genius and to the core values that have made, and continue to make, Toyota one of the most successful manufacturers in the world. "Whatever name you may give our system, there are parts of it that are so far removed from generally accepted ideas (common sense) that if you do it only half way, it can actually make things worse." "If you are going to do TPS you must do it all the way. You also need to change the way you think. You need to change how you look at things." -- Taiichi Ohno "This book brings to us Taiichi Ohno's philosophy of workplace management--the thinking behind the Toyota Production System. I personally get a thrill down my spine to read these thoughts in Ohno's own words." -- Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and Author, The Toyota Way Based on a series of interviews with Taiicho Ohno, this unique volume delivers a clear, concise overview of the Toyota Production System and kaizen in the very words of the architect of both of these movements, published to mark what would have been his 100th birthday. INCLUDES INSIGHTFUL NEW COMMENTARY FROM: Fujio Cho, Chairman of Toyota Corporation Masaki Inai, Founder of the Kaizen Institute Dr. Jeffrey Liker, Director, Japan Technology Management Program, University of Michigan, and author John Shook, Chairman and CEO of the Lean Enterprise Institute Bob Emiliani, Professor, School of Engineering and Technology, Connecticut State University Jon Miller, CEO of the Kaizen Institute

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

This is the true story of how, armed with only Lean improvement methodologies, a specially trained Toyota Lean expert purchased a business he knew nothing about, applied Lean techniques, and succeeded in doubling sales and increasing profitability, before he finally sold the thriving business. With humility and humor, the author recounts his successes and failures, introduces his key employees and their struggles with change, and provides motivation and simple ideas for all readers looking to improve their businesses. He captures key points highlighted in text boxes and includes illustrative photos and examples of Lean tools at work. This story dispels the fallacy that Lean management does not achieve excellent results in high variation companies and job shops. Toyota's OSKKK methodology is introduced to understand processes and guide a Lean transformation on the shop floor and in the office.

When James Womack, Daniel Jones, and Daniel Roos wrote THE MACHINE THAT CHANGED THE WORLD in 1990, Japanese automakers, and Toyota in particular, were making a strong showing by applying the principles of lean production. However, the full power of lean principles was unproven, and they had not been applied outside of the auto industry. Today, the power of lean production has been conclusively proved by Toyota's unparalleled success, and the concepts have been widely applied in many industries. Based on MIT's pioneering global study of industrial competition, THE MACHINE THAT CHANGED THE WORLD offers a groundbreaking analysis of the entire lean business system, including product development, supplier management, sales, service, and production - an analysis even more relevant today as GM and Ford struggle to survive and a wide range of British abed American companies embrace lean production. A new Foreword by the authors brings the story up to date and details how their predictions were right. As a result, this reissue of a classic is as insightful and instructive today as when it was first published.

Management Begins at the Workplace

From an Industrial Engineering Viewpoint

Kanban Just-in Time at Toyota

Beyond Large-scale Production

Practical Lean Accounting

Lean Transformation

Toyota by Toyota

Dr. Shingo explains the ethos of Toyota's production system, with examples of how other companies benefited and struggled with these principles. Kaizen and the Art of Creative Thinking is the genesis guide to the foundation of the Toyota Production System.

Written by the industrial engineer who developed SMED (single-minute exchange of die) for Toyota, A Revolution in Manufacturing provides a full overview of this powerful just in time production tool. It offers the most complete and detailed instructions available anywhere for transforming a manufacturing environment in ways that will speed up produ

As consumers, we have a greater selection of higher quality goods & services to choose from, yet our experience of obtaining & using these items is more frustrating than ever. At the same time, companies find themselves with declining customer loyalty & greater challenges in fulfilling orders. This text offers solutions to these problems.

The methods and concepts presented in the bestselling first edition revolutionized the approach to the management and control of Lean companies. Enhanced with extensive end-of-chapter exercises and a CD-ROM with Lean accounting tools, the second edition of this preeminent practitioner's guide is now suitable for classroom use. Practical Lean Account

The Biofuel Delusion

Andy & Me, Second Edition

Workplace Management

Commemorative Edition of Ford's 1926 Classic

The Spirit of the Game

The Plan for Just-In-Time and Culture Change Beyond Lean Tools

The Modern Theory of the Toyota Production System

Kaizen and the Art of Creative Thinking

This is an honest look at the origins of lean, written in the words of the people who created the system. Through interviews and annotated talks, you will hear first-person accounts of what these innovators and problem-solvers did and why they did it. You'll read rare, personal commentaries that explain the interplay of (sometimes opposing) ideas that created a revolution in thinking.

In this classic text, Taiichi Ohno--inventor of the Toyota Production System and Lean manufacturing--shares the genius that sets him apart as one of the most disciplined and creative thinkers of our time. Combining his candid insights with a rigorous analysis of Toyota's attempts at Lean production, Ohno's book explains how Lean principles can improve any production endeavor. A historical and philosophical description of just-in-time and Lean

manufacturing, this work is a must read for all students of human progress. On a more practical level, it continues to provide inspiration and instruction for those seeking to improve efficiency through the elimination of waste.

Toyota Production SystemBeyond Large-Scale ProductionCRC Press

Organizations big and small have started to realize just how crucial system and application reliability is to their business. They've also learned just how difficult it is to maintain that reliability while iterating at the speed demanded by the marketplace. Site Reliability Engineering (SRE) is a proven approach to this challenge. SRE is a large and rich topic to discuss. Google led the way with Site Reliability Engineering, the wildly successful O'Reilly book that described Google's creation of the discipline and the implementation that's allowed them to operate at a planetary scale. Inspired by that earlier work, this book explores a very different part of the SRE space. The more than two dozen chapters in Seeking SRE bring you into some of the important conversations going on in the SRE world right now. Listen as engineers and other leaders in the field discuss: Different ways of implementing SRE and SRE principles in a wide variety of settings How SRE relates to other approaches such as DevOps Specialties on the cutting edge that will soon be commonplace in SRE Best practices and technologies that make practicing SRE easier The important but rarely explored human side of SRE David N. Blank-Edelman is the book's curator and editor.

How to Implement Lean Manufacturing

Just-in-time for Today and Tomorrow

Advances in Production Management Systems

The Toyota Way Fieldbook

The 41st CIRP Conference on Manufacturing Systems, May 26-28, 2008, Tokyo, Japan

International IIP TC 5, WG 5.7 Conference on Advances in Production Management Systems (APMS 2007), September 17-19, Linköping, Sweden

A Study of the Toyota Production System

The Fallacy of Large Scale Agro-Biofuels Production

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of 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 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, 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.

Numerous books have been written about Toyota's approach to workplace improvement; however, most describe Toyota's practices as case studies or stories. Designed to aid in the implementation of Lean manufacturing, The Modern Theory of the Toyota Production System: A Systems Inquiry of the World ' s Most Emulated and Profitable Management System explains that your organization already has what it takes to succeed with TPS and what ' s probably missing is balance. Bridging the gap between implementation and theory, this text is the first of its kind to use systems theory to study how the pieces of the Toyota Production System (TPS) work together to achieve this much needed balance. Lean practitioners will learn how to use system theory to improve overall decision making when applying Lean or Toyota-like management systems. Explaining that the glue that holds the pieces of TPS together is just as important as the pieces themselves, the book provides you with invaluable guidance in the implementation of Lean manufacturing from a management perspective. It outlines a blueprint to help you develop a clear understanding of how the pieces of TPS need to come together so you can achieve something greater than what ' s possible with the individual pieces.

The Just-in-time (JIT) manufacturing system is an internal system in use by its founder, Toyota Motor Corporation, but it has taken on a new look. Toyota Production System, Second Edition systematically describes the changes that have occurred to the most efficient production system in use today. Since the publication of the first edition of this book in 1983, Toyota has integrated JIT with computer integrated manufacturing technology and a strategic informa tion system. The JIT goal of producing the necessary items in the necessary quantity at the necessary time is an internal driver of production and operations management. The addition of computer linked technology (including expert systems by artificial intelligence) and information systems technology serve to further reduce costs, increase quality, and improve lead time. The new Toyota production system considers how to adapt production schedules to the demand changes in the marketplace while satisfying the goals of low cost, high quality, and timely delivery. The first edition of this book, Toyota Production System, published in 1983, is the basis for this book. It was translated into many languages including Spanish, Russian, Italian, Japanese, etc., and has played a definite role in inspiring production management systems throughout the world.

How to speed up business processes, improve quality, and cut costs in any industry! In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. The Toyota Way is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability. Complete with profiles of organizations that have successfully adopted Toyota's principles, this book shows managers in every industry how to improve business processes by: Eliminating wasted time and resources Building quality into workplace systems Finding low-cost but reliable alternatives to expensive new technology Producing in small quantities Turning every employee into a qualitycontrol inspector

Reflections from the Inside Leaders on the Techniques That Revolutionized the Industry

A Systems Inquiry of the World ' s Most Emulated and Profitable Management System

The Shingo System of Continuous Improvement

Seeking SRE

The Toyota Template

The Scientific Thinking Mechanism

Manufacturing Systems and Technologies for the New Frontier

The Toyota Kaizen Continuum

For decades, the manufacturing industry has employed the Toyota Production System — the most powerful production method in the world — to reduce waste, improve quality, reduce defects and increase worker productivity. In 2001, Virginia Mason Medical Center, an integrated healthcare delivery system in Seattle, Washington set out to achieve its compelling vision to become The Quality Leader and to fulfill that vision, adopted the Toyota Production System as its management method. Winner of a Shingo Research and Professional Publication Award! Transforming Health Care: Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience takes you on the journey of Virginia Mason Medical Center's pursuit of the perfect patient experience through the application of lean principles, tools, and methodology. The results speak for themselves, including: An innovative patient safety alert system Reduction in professional liability insurance expenses Foundational changes that make it possible for nurses to spend 90% of their time with patients A computerized module that sorts through electronic medical charts and automatically identifies when disease management and preventative testing due Over the last several years Virginia

Mason has become internationally known for its journey towards perfection by applying the Toyota Production System to healthcare. The book takes readers step by step through Virginia Mason's journey as it seeks to provide perfection to its customer – the patient. This book shows you how you use this system to transform your own organization.

Written by former Toyota associates, Toyota By Toyota: Reflections from the Inside Leaders on the Techniques That Revolutionized the Industry focuses on the purpose of Lean methodologies, techniques, and principles. It compiles more than a century of combined experience from management-level employees who supply little-known insights about the Toyo

Much has been written about Toyota over the last 30 years focusing on both its products (superior vehicles), and its operational excellence based on its Toyota Production System (TPS). The Toyota Template details the critical concepts and methods that Taiichi Ohno implemented in developing the Toyota Production System. This book is different, however, regarding the parallels it draws between Toyota's pre-TPS condition and companies today who are attempting to become more efficient and Lean. In view of efficiency, excellence, culture, and general "Leanness," many organizations are in the same position as Toyota prior to implementing what was once called the "Ohno System." The building of TPS, with the goal to eliminate waste, evolved as problems were encountered and solutions put in place. A wonderful byproduct of these years of work was the growth of a problem-solving culture throughout Toyota that is unique in the business world. Currently, the Toyota Production System is well established. Though constantly improving, the historical picture is visible. The question many have tried to answer for their own companies is "how can they achieve world class efficiency?" The Toyota Template answers this question. This book

Explains the critically important elements of the Toyota Production System. Analyzes the sequence of implementation as the system developed. Places these elements in a logical order of implementation based on the history and current knowledge. In addition, it addresses the effect of each element on the culture. The author was prompted to write this book because of his personal observations of the failure of most attempts to develop Lean systems. What makes Toyota stand out is not any of the individual elements – It is crucially important to have all the elements together as a system. Most attempts have been focused on bits and pieces of the elements, or the tools. The Toyota Template is about the relevance of the Toyota Production System to "any type of business" today. It is not an all-inclusive explanation of every aspect of TPS. Rather, this book succinctly identifies the key elements, places them in a logical, sequential order of implementation, and explains how each contributed to the formation of the Toyota culture.

Written by a recognized leader in the manufacturing industry with nearly two decades of experience working for Toyota, this book supplies a firsthand account of the realities behind implementing the Toyota Production System (TPS). The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean presents authoritative insight on how to use the TP

Special 100th Birthday Edition

An Integrated Approach to Just-In-Time

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

A Proven System for Measuring and Managing the Lean Enterprise, Second Edition

Non-Stock Production

Virginia Mason Medical Center's Pursuit of the Perfect Patient Experience

Relevance Regained

Collected here are 112 papers concerned with new directions in manufacturing systems, given at the 41st CIRP Conference on Manufacturing Systems. The high-quality material includes reports of work from both scientific and engineering standpoints.

Love, learn, let go. Three decisions. Three actions. Three habits. Together, these offer leaders insight (Leadersights) into the true nature of leadership and can create the type of workplace that can thrive in a demanding future. Leadersights: Creating Great Leaders Who Create Great Workplaces focuses on how organizations of all types can create a leader-development system that defines critical leader behaviors, provides simple techniques for building and improving the skills that drive those behaviors, and establishes a mechanism for monitoring and enforcing those behaviors. This book details how leaders can do the same for their employees; defining and promoting behaviors required for sustaining continuous change. In addition, it synthesizes current research on change, servant leadership, group and team dynamics, job satisfaction, intrinsic motivation, psychological flow, and individual self-efficacy. If you are stuck in a culture of compliance where an increasingly frustrated workforce continues to rely too much on leaders to solve problems, this book will guide you by: Focusing on the critical few leadership skills that provide better results Demonstrating proven improvement techniques, tools, and structures for higher satisfaction levels in colleagues Offering a new leadership model blending existing theories into an integral structure Explaining complex human systems in plain language and how they align with Lean principles Providing several "Leadersights" – simple suggestions for immediate improvement You will understand how to create the structure necessary to engage leaders and colleagues while driving new behavior and culture change. The author builds an effective leader development system based on current research on change, leadership, group and team dynamics, job satisfaction, intrinsic motivation, psychological flow, and self-efficacy to create the kind of workplace where people love coming to work and where they become better thinkers, leaders, and teachers.