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Commonsense Approach To A Continuous
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Gemba Kaizen: A Commonsense Approach To A Continuous Improvement Strategy, Second Edition

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

What does it take to manage an organization to success? No matter what industry you are in, an organization is primarily a group of

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people. This book focuses on that ever-important human element. In the rush to get 'lean', many organizations focus solely on tools for increasing productivity, but where do these tools come from? In this book, Collin McLoughlin and Toshihiko Miura look back on their decades of international consulting experience to examine how organizations around the world have transformed on a cultural level by respecting the people who work within them and leveraging their creativity to solve problems. As our workforce becomes more knowledgeable, skillful, and more perceptive of their needs and wants as employees, the ability to reach the true potential of an organization becomes more and more difficult. Managers must look at each individual element of an equation like this in order to fully understand how to achieve an answer. They must begin to answer more focused questions, such as: 1. How productive is the existing

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work climate and culture? 2. How do employees, as individuals, navigate the existing work climate? (How do they deal with day-to-day issues with each other?) 3. Where and how are individuals and their work processes assessed? 4. What obstacles do employees face every day, and are they empowered to fix these obstacles? 5. What role does leadership play at each level of the organization? (Looking at the organization in layers of management.) To address these challenges, this book focuses on three main aspects of leadership and management: 1. Addressing and Improving the Perspective of Management -- The ideas presented in this book are not limited to a certain industry or field of work, but can be applied in any setting because they speak to a universal human element. 2. Exploring and Improving Work Climate -- Organizations are social entities, operating within their own controlled environment. This

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book will explore the factors that contribute to, and encourage, a positive work climate. 3. Observing and Eliminating Wasteful Work Processes -- Observing wasteful activities and work processes requires a refined perspective. The case studies presented illustrate the How and Why to help refine expertise. This will also lead to the joy and benefits

Kaizen event effectiveness is a prerequisite for lean transformation success. It provides the necessary transformational jump-start, momentum, organizational learning and engagement, and sustainable, step-function improvements. The systemic use of kaizen events establishes the technical and cultural foundation for principle-driven kaizen -- the powerful combination of kaizen events and daily kaizen activities. The Kaizen Event Fieldbook brings this all together as an indispensable reference for lean leaders

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and implementers within any industry and for use at any stage within the lean implementation journey. One of lean's defining characteristics is learning by seeing, doing, and studying. In context with lean theory and lean leadership principles, readers will gain an understanding of the essential "whys" and "hows" of kaizen event standard work and event management, as well as a proven means to sustain the gains. The Fieldbook's multi-phase approach addresses strategy, pre-event planning, execution, and follow-through. Practical examples, over a hundred figures and tables, and many real-life "Gemba Tales" provide for an enriched learning experience. Also included is a chapter on the deployment of a kaizen promotion office, a glossary, and two appendices, which offer blank forms and an overview of daily kaizen.

THE C-LEVEL GUIDE TO SUCCEEDING WITH LEAN "With

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30 years of accumulated experience, Art Byrne is one of the rare few people who can speak with authority about the pitfalls of financial measurement systems, the importance of respect for people, the power of Lean in the marketplace, and the leverage from organizing people around value streams. When he writes 'Go to the Gemba and Run Your Kaizen,' we must take heed." -- MASA AKI IMAI, bestselling author of Kaizen and Gemba Kaizen "In this wonderful and important book, Byrne shows us that Lean management, understood and practiced correctly, consistently delivers spectacular results." -- BOB EMILIANI, author, Better Thinking, Better Results, and Professor, Connecticut State University "A compelling picture of how Lean techniques and attitudes enable CEOs and senior executives to create a culture for transforming a company and putting it on a highperformance path."

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-- JERRY J. JASINOWSKI, former President of the National Association of Manufacturers "Art Byrne provides real-world examples of how he exhibited the wisdom and courage to do the right thing, improving work practices at all levels of the organization to deliver the right results for all stakeholders. Which comes first, the wisdom or the courage? Read The Lean Turnaround to find out." -- JOHN SHOOK, Chairman and CEO, Lean Enterprise Institute "Lean is the closest thing to magic I have experienced in my 40 years in business. I recommend Lean and this book to everyone responsible for the performance of a business, particularly those in private equity like me, where leverage magnifies the importance of cash." -- JOHN CHILDS, founder and CEO, of J. W. Childs Associates L.P. "A must-read for any leader interested in understanding the strategic advantages from focusing

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on activities that add value to the customer experience." -- GARY S. KAPLAN, MD, Chairman and CEO of the Virginia Mason Health System Lean isn't just for manufacturing anymore . . . Few business leaders in the world have applied Lean strategy as successfully as Art Byrne has--and none has the ability to explain how to do it with such succinctness and clarity. Famous for turning around the wire management company Wiremold, where he rethought every aspect of operations from the customer's standpoint--and got everyone else in the company to do likewise--Byrne has successfully implemented Lean strategies in more than 30 companies in 14 different countries. In *The Lean Turnaround*, this legendary business leader shares everything he has learned during his remarkable career and shows how anyone can achieve similar results. His primary message is this: Lean strategy

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isn't just for manufacturing. In fact, Byrne is using this very approach in his present position at a private equity firm. Whatever type of company you run, Lean can be used to improve virtually every aspect of operations, from training and leading employees to accounting and payroll issues. The Lean Turnaround explains all the ins and outs of applying Lean strategy to:

- Eliminate waste in every value-added operation
- Deliver consistent value to customers
- Stimulate growth and add jobs
- Increase wealth for all your stakeholders
- Build a company culture of continuous improvement (kaizen)

Instead of attempting to get customers to conform to your way of doing things--which is, sadly, what most managers are taught to do--you need to configure your company to be responsive to the customers. This is at the core of Byrne's method--and it always works.

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Kanban Just-in Time at Toyota

Managing Continuous Improvement Far Beyond Retrospectives

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

Lean Six Sigma For Dummies

The Other Side of Innovation

The Elegant Solution

Being Global

This is the "green book" that started it all -- the first book in English on JIT, written from the engineer's viewpoint. When Omark Industries bought 500 copies and studied it companywide, Omark became the American pioneer in JIT. Here is Dr. Shingo's classic

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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 then 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

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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.

The groundbreaking methodology Six Sigma changed the face of manufacturing quality. Now, HumanSigma is poised to do the same for sales and service. In the face of widespread perceptions of abysmal customer service and disengaged employees -- and all-

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too-real declining profit margins -- the need for change is obvious. Human Sigma addresses this need with an exciting new method for managing customer-employee relations that increases both productivity and profitability. It incorporates cutting-edge research in the neurosciences and behavioral economics -- including brain imaging research into customer's emotional connections to the companies they love -- with proven techniques for improving workforce performance and revenues generated from

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existing customers. This practical handbook appeals to senior leaders and line managers alike who are looking for a way to dramatically increase productivity, retain high value customers, and enhance organizational performance.

One million. That's how many new ideas the Toyota organization receives from its employees every year. These ideas come from every level of the organization - from the factory floors to the corporate suites. And organizations all over the world want to learn

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how they do it. Now Matthew May, Senior Advisor to the University of Toyota, reveals how any company can create an environment of every day innovation and achieve the elegant solutions found only on the far side of complexity. A tactical guide for team-based innovation, THE ELEGANT SOLUTION delivers the formula to the three principles and ten practices that drive business creativity. Innovation isn't just about technology - it's about value, opportunity and impact. When a company embeds a real discipline around the

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pursuit of perfection, the sky is the limit. Dozens of case studies (from Toyota and other companies) illustrate the power and universality of these concepts; a unique 'clamshell strategy' prepares managers to ensure organizational success. At once a thought-shaper, a playmaker, and a taskmaster, THE ELEGANT SOLUTION is a practical field manual for everyone in corporate life.

Transform your company's critical operations—and its destiny—through a

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powerful kaizen-focused strategy designed for 21st century efficiency A pioneer of the operational excellence movement that continues to transform businesses across the world, Masaaki Imai takes you to the next step of continuous improvement—developing an overall strategy for measuring your company's operational performance and improving processes in ways that boost efficiency and gain competitiveness. In Strategic KAIZEN™, Imai walks you through the process of shifting your focus from volume

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and speed to his revolutionary Flow, Synchronization, and Leveling (FSLTM) evaluation—the most effective Lean paradigm available. At the heart of his approach is the concept of flow—ensuring that each work piece flows between processes without interruption and stagnation. This game-changing guide teaches you: The critical importance of assessing corporate performance from both the financial and operational standpoints How to identify basic structures of the ideal production and

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operating systems Proven ways of implementing FSL to establish where improvements are most needed and build a strategy that takes you to new heights of corporate performance Certain to be another instant classic from Masaaki Imai, Strategic KAIZEN™ provides an abundance of case studies from companies that have successfully implemented FSL™ and tangible know-how to improve FSL™ status to achieve a lean summit. Whether you run a business, serve in public service, or practice Lean, this

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groundbreaking guide provides everything you need to transform your organization—and help lead it to the top of your industry, trade, or business.

How to Do a Gemba Walk: Coaching Gemba Walkers

Six Sigma Statistics with EXCEL and MINITAB
Engaging Front-Line Staff in Sustainable
Continuous Improvements

New Neighborhoods

Juran on Leadership For Quality

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A Company-wide Approach to Continuous
Improvement

*The Breakthrough Program for Increasing Quality,
Shortening Cycle Times, and Creating Shareholder
Value In Every Area of Your Organization Time and
quality are the two most important metrics in improving
any company's production and profit performance. Lean
Six Sigma explains how to impact your company's
performance in each, by combining the strength of
today's two most important initiatives Lean Production*

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and Six Sigma into one integrated program. The first book to provide a step-by-step roadmap for profiting from the best elements of Lean and Six Sigma, this breakthrough volume will show you how to: Achieve major cost and lead time reductions this year Compress order-to-delivery cycle times Battle process variation and waste throughout your organization Separately, Lean Production and Six Sigma have changed the face of the manufacturing business. Together, they become an unprecedented tool for improving product and process quality, production efficiency, and across-the-board profitability. Lean Six Sigma introduces you to today's most dynamic program for streamlining the performance

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of both your production department and your back office, and providing you with the cost reduction and quality improvements you need to stay one step ahead of your competitors. "Lean Six Sigma shows how Lean and Six Sigma methods complement and reinforce each other. It also provides a detailed roadmap of implementation so you can start seeing significant returns in less than a year."--From the Preface Businesses fundamentally exist to provide returns to their stakeholders. Lean Six Sigma outlines a program for combining the synergies of these two initiatives to provide your organization with greater speed, less process variation, and more bottom-line impact than ever before. A hands-on guidebook for

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integrating the production efficiencies of the Lean Enterprise with the cost and quality tools of Six Sigma, this breakthrough book features detailed insights on: The Lean Six Sigma Value Proposition How combining Lean and Six Sigma provides unmatched potential for improving shareholder value The Lean Six Sigma Implementation Process How to prepare your organization for a seamless incorporation of Lean Six Sigma tools and techniques Leveraging Lean Six Sigma Strategies for extending Lean Six Sigma's reach within and beyond your corporate walls "Variation is evil."--Jack Welch Six Sigma was the zero-variation quality lynchpin around which Jack Welch transformed

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GE into one of the world's most efficient and valuable corporations. Lean Production helped Toyota cut waste, slash costs, and substantially improve resource utilization and cycle times. Yet, as both would admit, there was still room for improvement. Lean Six Sigma takes you to the next level of improvement, one that for the first time unites product and process excellence with the goal of enhancing shareholder value creation. Providing insights into the application of Lean Six Sigma to both the manufacturing processes and the less-data-rich service and transactional processes, it promises to revolutionize the performance efficiencies in virtually every area of your organization as it positively and

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dramatically impacts your shareholder value.

A consumers' guide discusses buying and living in a condo or home that is part of a co-op or association community, detailing rights and responsibilities, how associations operate, and the legal and social aspects of community living.

Many business functions have been significantly improved through the use of a variety of quality techniques, but for the most part office and administrative functions have not kept pace. Most companies find it difficult to reduce costs in the office without noticeable sacrifices in performance. Some progressive companies are seeing improvements in their

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office environments through the use of Office Kaizen, which emphasizes making continuous improvements over the long haul. Office Kaizen: Transforming Office Operations Into a Strategic Competitive Advantage presents a unified, consistent approach that enables businesses to establish a strategic competitive advantage by significantly improving the efficiency, quality and productivity of their office and administrative processes. Office Kaizen is the most complete and practical guide to continuous improvement in a service environment I have seen. - Neil Novich Chairman and CEO Ryerson Tull, Inc. Finally a book that recognizes the need to get off the factory floor and improve the

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operations of the rest of the organization. Office Kaizen provides the foundation for continuous improvement for the entire organization. - G. Thomas Marsh President and General Manager, Astronautics Operations Lockheed Martin Space Systems Company.

*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
From an Industrial Engineering Viewpoint*

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The Lean Turnaround: How Business Leaders Use Lean Principles to Create Value and Transform Their Company

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

A Commonsense Approach to a Continuous Improvement Strategy 2/E.

Taiichi Ohnos Workplace Management

Gemba Kaizen

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

Discover the power of KAIZEN to make lasting and powerful change in your

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organization “Maurer uses his knowledge of the brain and human psychology to show what I have promoted for the past three decades—that continuous improvement is built on the foundation of people courageously using their creativity. Kaizen is much more than a world-class management practice; it is a technique to remove fear from our mind’s mind, enabling us to take small steps to better things. The process of change starts with awareness and desire in our minds and then leads to action and change in the physical

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world. Readers of this book will surely find new ideas and encouragement to make improvements in personal health, performance at work, and their own well-being.” –Masaaki Imai, Chariman, Kaizen Institute KAIZEN: The Small-Step Step Solution for You and Your Company Today’s businesses love the idea of revolutionary, immediate change. But major “disruptive” efforts often fail because radical change sets off alarms in our brains and shuts down our power to think clearly and creatively. There is, however, a more

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effective path to change. Change that is lasting and powerful. Change that begins with one small step . . . It's The Spirit of Kaizen—a proven system for implementing small, incremental steps that can have a big impact in reaching your goals. This step-by-step guide from renowned psychologist and consultant Dr. Robert Maurer shows you how to: Lower costs—by offering little rewards Raise quality—by reducing mistakes Manage difficult people—one step at a time Boost morale and productivity— in five minutes a day

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Implement big ideas—through small but steady actions
Sell more—in less time
Filled with practical tips and ready-to-use tools for managers, innovators, and entrepreneurs, *The Spirit of Kaizen* is the essential handbook for a changing world. You'll learn how to think outside the suggestion box, remove mental blindfolds, manage stress with one-minute exercises, and handle rising health-care costs. You'll discover the “small step” secrets for dealing with all kinds of people, from tough bosses and listless workers to

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stubborn clients and fussy customers. These simple but powerful techniques can be applied to almost any workplace situation, especially when you're trying to navigate the stormy waters of radical change, high-pressure deadlines, and cutthroat competition. These are the same methods of small, continual improvement that have been tested by the largest companies, such as Boeing, Toyota, and the U.S. Navy—methods that will work for you, too. No matter how big the obstacle or how big the dream, The Spirit of Kaizen has a

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small-step solution to help you succeed.

FOSTER AND SUSTAIN A "KAIZEN" CULTURE IN YOUR ORGANIZATION
FOREWORD BY JOHN

TOUSSANT, CEO OF THE DACARE
Transforming a culture is far more about emotional growth than technical maturity. Co-written by leaders at the Kaizen Institute, "Creating a Kaizen Culture" explains how to enable an adaptive, excellent, and sustainable organization by leveraging core "kaizen" values and the behaviors they generate. The proven methods presented in this book will dramatically increase your chances of

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success in implementing a "kaizen" culture by closing the biggest gaps in the correct understanding of: WHAT KAIZEN CULTURE IS AND WHY WE NEED IT HOW EVERYONE, EVERYWHERE CAN PRACTICE "KAIZEN" EVERY DAY THE LEADER'S ROLE IN TURNING KAIZEN CULTURE INTO COMPETITIVE ADVANTAGEBased on more than 50 years of combined experience from experts who have successfully used "kaizen" to lead real transformation in a wide variety of industries, "Creating a Kaizen Culture" reveals how to propel rapid and sustainable performance

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improvement. It provides a detailed and illustrated road map to organized "kaizen" implementation through kaizen events. Real-world examples demonstrate "kaizen" culture in action at Toyota, Zappos, Wiremold, and many other companies. Featuring valuable insights from Kaizen Institute leaders, this practical resource covers: WHY WE NEED A "KAIZEN" CULTURE THE TRUE MEANING OF "KAIZEN" THE ORIGIN OF THE "KAIZEN" EVENT "KAIZEN" AS A STRATEGY IN PRACTICE DAILY "KAIZEN" SUSTAINING A "KAIZEN" CULTURE ORGANIZATIONAL READINESS

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FOR "KAIZEN" TRANSFORMATION FACING UP TO THE CULTURE MONSTER CASE STUDIES OF REAL-WORLD "KAIZEN" IMPLEMENTATION IN ORGANIZATIONS OF VARIOUS SIZES AND INDUSTRIES.

What does it take to lead a global business? What makes being a global business leader today such a complex task? It's more than mastering your knowledge of various geographies and cultures, though that is essential. But to succeed, you must also master the complex mind-set and competencies needed to lead in today's

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fully globalized world. Not an easy assignment. Enter Ángel Cabrera and Gregory Unruh. In *Being Global*, they pull from their extensive experience as well as research they conducted at the Thunderbird School of Global Management, which has been cited by the Financial Times, U.S. News and World Report, and The Economist for its authority on global business. In *Being Global*, Cabrera and Unruh define a new context for global leadership, vividly illustrating both the challenges and the opportunities facing today's executives.

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How can you be effective? What new skills must you learn in order to be successful? What do international teams do to stay connected while still producing results on a regional scale? Being Global is written for leaders at all levels of their careers—whether in big business or small, private sector or government—who aspire to think and act globally and who need some help getting there. Being a global citizen is just the starting point. Cabrera and Unruh provide the tools and guidance to help you develop even deeper leadership

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skills, to benefit both you and your organization.

Taking a Gemba Walk to Go See, Ask Why, and Show Respect is a key way to more actively engage people in performance improvement activities. Even if you currently do Gemba Walks in all likelihood you fall short of what the best companies do. This

Management's Role in Improving Work Climate and Culture

Creating Lasting Excellence One Small Step at a Time (EBOOK)

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Healthcare Kaizen

Human Sigma

Demystifying Six Sigma

A Commonsense, Low-cost Approach to
Management

Practical Lean Accounting

**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

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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

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would have been his 100th birthday. **INCLUDES
INSIGHTFUL NEW COMMENTARY FROM: Fujio
Cho, Chairman of Toyota Corporation Masaaki
Imai, 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**

When an entire organization is reaching the

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highest quality standards, the result is a Six Sigma culture.

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

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JIT training program. Explains every aspect of the JIT system, including how to set it 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

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English. Results at American companies after reading this book: Lead-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.

Kaizen means gradual, unending improvement, doing "little things" better; setting --and achieving --ever higher standards. It is Kaizen,

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says Masaaki Imai, that is the simple truth behind Japan's economic "miracle" and the real reason the Japanese have become the masters of "flexible manufacturing" technology -- the ability to adapt manufacturing processes to changing customer and market requirements, and do it fast ... For the first time, Western managers have a comprehensive handbook of 16 Kaizen management practices they can put to work. Using more than 100 examples of Kaizen in action, 15 corporate case studies, and 50 charts and graphs, Mr. Imai examines step by

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step all the roles Kaizen plays in. --inside cover
The Laws of Subtraction: 6 Simple Rules for
Winning in the Age of Excess Everything
The Kaizen Way
The Role of a Leader in Creating a Lean Culture
Kaizen in Logistics and Supply Chains
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[Summary].
Never Take Yes for an Answer
Solving the Execution Challenge

Agile teams have been struggling with the

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concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments.

Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at

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the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year's time, no two retrospectives will be alike. This

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book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures - no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing.

In their first book, *Ten Rules for Strategic Innovators*, the authors provided a better model for executing disruptive

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innovation. They laid out a three-part plan for launching high-risk/high-reward innovation efforts: (1) borrow assets from the existing firms, (2) unlearn and unload certain processes and systems that do not serve the new entity, and (3) learn and build all new capabilities and skills. In their study of the Ten Rules in action, Govindarajan and Trimble observed many other kinds of innovation that were less risky but still critical to the company's ongoing success. In case after case, senior executives expected leaders of

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innovation initiatives to grapple with forces of resistance, namely incentives to keep doing what the company has always done--rather than develop new competence and knowledge. But where to begin? In this book, the authors argue that the most successful everyday innovators break down the process into six manageable steps: 1. Divide the labor 2. Assemble the dedicated team 3. Manage the partnership 4. Formalize the experiment 5. Break down the hypothesis 6. Seek the truth. The Other Side of Innovation codifies this staged

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approach in a variety of contexts. It delivers a proven step-by-step guide to executing (launching, managing, and measuring) more modest but necessary innovations within large firms without disrupting their bread-and-butter business.

The subject of management for quality has undergone rapid and drastic change as a result of competition in the marketplace and the vulnerability of industrialized societies that depend heavily on the quality of goods and services. In this

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companion volume to his acclaimed Juran on Planning for Quality, J.M. Juran provides top-level managers with the specific, field-tested methods they need to successfully lead their companies on the quest for superior quality. Managers have long recognized that the most sound response to a competitive challenge is to become more competitive. Today, informed managers also realize that quality improvement is the best source of competitive advantage. They know that return on investment in quality

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improvement projects is among the highest available. Yet, the means by which management can supply the leadership necessary to attain quality goals remains elusive. J.M. Juran has drawn on the experiences of thousands of chief executives in companies around the world to create a clear plan of action applicable to any industry, whether service or manufacturing. The famous "Juran Trilogy," clearly presented step-by-step, shows how to apply the familiar business concepts of planning, control,

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and improvement to quality leadership. For each concept, Dr. Juran provides a succinct and proven series of actions. He gives criteria for selecting project-by-project improvements and mobilizing a team to carry them out. He also describes a realistic timetable of implementation and directs the formation of an ongoing quality council whose job is to launch, coordinate, and "institutionalize" annual quality improvement. The membership of this council, as Dr. Juran insists, must come from the ranks of senior managers;

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the stakes are too high for upper managers not to personally become the leaders and members of this vital council. Using real-world case examples of highly profitable quality improvements in such companies as Bethlehem Steel and Florida Power & Light, Dr. Juran illustrates how to guide a company into a continuing steep rate of improvement. The key, as Dr. Juran emphasizes, is that quality must be implemented from the top down. This essential handbook makes executive leadership the key to a company's quality

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revolution -- and to producing the real cost benefits over both the short and long run that superior quality brings.

Winner of a 2013 Small Business Book Award for Economics The world is more

overwhelming than ever before. Our work is deeper and more demanding than ever. Our

businesses are more complicated and difficult to manage than ever. Our economy

is more uncertain than ever. Our resources are scarcer than ever. There is endless

choice and feature overkill in all but the best experiences. Everybody knows

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everything about us. The simple life is a thing of the past. Everywhere, there's too much of the wrong stuff and not enough of the right. The noise is deafening, the signal weak. Everything is too complicated and time-sucking. Welcome to the age of excess everything. Success in this new age looks different and demands a new skill: Subtraction. Subtraction is defined simply as the art of removing anything excessive, confusing, wasteful, unnatural, hazardous, hard to use, or ugly . . . or the discipline to refrain from adding it in

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the first place. And if subtraction is the new skill to be acquired, we need a guide to developing it. Enter *The Laws of Subtraction*. Through a dozen of the most compelling stories of breakthrough innovation culled from 2,000 cases and bolstered by uniquely personal essays contributed by over 50 of the most creative minds in business today, *The Laws of Subtraction* outlines six simple rules for winning in the age of excess everything, and delivers a single yet powerful idea: When you remove just the

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right things in just the right way, something very good happens. The Laws of Subtraction features contributions by over 50 highly regarded thinkers, creatives, and executives. On Law #1: What Isn't There Can Often Trump What Is "When you reduce the number of doors that someone can walk through, more people walk through the one that you want them to walk through." -- SCOTT BELSKY, founder and CEO of Behance and author of Making Ideas Happen On Law #2: The Simplest Rules Create the Most Effective Experience

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"Keeping it simple isn't easy. By exploiting subtraction in innovation, we've been able to create an environment of freedom and creativity that allows us to thrive." -- BRAD SMITH, CEO, Intuit On Law #3: Limiting Information Engages the Imagination "Subtraction can mean the difference between a highly persuasive presentation and a long, convoluted, and confusing one. Why say more when you can say less?" -- CARMINE GALLO, author of The Apple Experience On Law #4: Creativity Thrives Under Intelligent Constraints

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"Here's the key to the conundrum for managers who want to stoke the innovation fire: That close cousin of scarcity, constraint, can indeed foster creativity."

-- TERESA AMABILE, author of *The Progress Principle* On Law #5: Break Is the Important Part of Breakthrough "If you kill the butterflies in your stomach, you'll kill the dream. Embrace the feeling. Save the butterflies." --

JONATHAN FIELDS, author of *Uncertainty On Law #6: Doing Something Isn't Always Better Than Doing Nothing* "When we're

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faced with the greatest odds against us,
often we need to edit rather than add." --

CHIP CONLEY, cofounder of Joie de Vivre
Hospitality and author of Emotional
Equations

Strategic KAIZENTM: Using Flow,
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*means, and proportions Stay on top of
production processes with statistical
process control Use process capability
analysis to ensure that processes meet
customers' expectations Employ analysis of
variance to make inferences about more
than two population means Conduct a
regression and residual analysis Design
and analyze an experiment In addition, Six
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measurement processes are accurate...discover how to test ordinal or nominal data with nonparametric statistics...and apply the full range of basic quality tools. Filled with step-by-step exercises, graphical illustrations, and screen shots for performing Six Sigma techniques on Excel and Minitab, the book also provides clear, concise explanations of the theory for each of the statistical tools presented. Authoritative and comprehensive, Six Sigma Statistics with Excel and Minitab is a valuable skills-

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Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

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

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Kaizen

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both small and large businesses. Lean Six Sigma is the result of the combination of the two best-known improvement methods: Six Sigma (making work better, of higher quality) and Lean (making work faster, more efficient). Lean Six Sigma For Dummies outlines the key concepts in plain English, and shows you how to use the right tools, in the right place, and in the right way, not just in improvement and design projects, but also in your day-to-day activities. It shows you how to ensure the key principles and concepts of Lean Six Sigma become a natural part of how you do things so you can get the best out of your business and accomplish your goals better, faster and cheaper. About the author John

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Morgan has been a Director of Catalyst Consulting, Europe's leading provider of lean Six Sigma solutions for 10 years. Martin Brenig-Jones is also a Director at Catalyst Consulting. He is an expert in Quality and Change Management and has worked in the field for 16 years. Improve your life fearlessly with this essential guide to kaizen—the art of making great and lasting change through small, steady steps. The philosophy is simple: Great change is made through small steps. And the science is irrefutable: Small steps circumvent the brain's built-in resistance to new behavior. No matter what the goal—losing weight, quitting smoking, writing a novel, starting an exercise program, or

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and scorecards so readers can evaluate their progress in practice Foreword by Masaaki Imai, Founder and Chairman of the Kaizen Institute, and author of the bestseller Gemba Kaizen

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Harvey shows how to apply it to your health, relationships, money, career, hobbies, and home—and how to tailor it to your personality. Kaizen is the key to lasting change!

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to: Maximize capacity and reduce inventory at Unga Limited, one of Kenya's largest flour-milling operations Change the IT culture at Achmea, a large European insurance firm Exceed customer expectations at Walt Disney World in the United States Improve quality at Inoue Hospital in Japan Transform retail processes at Sonae MC, Portugal's largest employer Practice daily kaizen at Tork Ledervin, a weaving plant in Brazil Stamp out muda at Sunclipse, an industrial packaging distributor in the United States Manage quality improvement by total workforce involvement at Xuji Group Corporation, an electrical manufacturer in China Implement gemba kaizen at many other companies worldwide To thrive in today's competitive global economy, organizations need to operate more effectively and profitably than ever before. Developing

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problem solvers, increasing productivity, improving quality, and reducing waste are essential success factors. Proven strategies for achieving these goals are included in this pioneering guide. This comprehensive resource offers detailed coverage of important gemba kaizen topics, including: Quality, cost, and delivery in the gemba The five steps of workplace organization Identifying and eliminating muda--any non-value-adding activity Visual management Supervisors' roles in the lean workplace Gemba managers' roles and accountability in sustaining high performance Just-in-time and total flow management The CEO 's role in leading a kaizen culture The methods presented in Gemba Kaizen, Second Edition reveal that when management focuses on implementing kaizen (incremental, continuous improvement)

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How to Think, Act, and Lead in a Transformed World

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