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continues
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that aligns

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model of how to
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continuously
improve and
learn at all levels,
continually
"flow" value to
satisfy
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necessary to
train employees
in all areas-from
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organizations-
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need to Identify
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development
needs and create
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various types of
work and how to
break
complicated jobs
into teachable***

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behavioral
expectations by
properly
preparing your
workplace

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develop potential
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your workforce
Effectively
educate nonman

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members of the
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aids, as well as
real-world
examples drawn

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two decades of
research and
field work, Liker
and Meier show
you how to get
the most out of
people who live
and breathe your
company's
philosophy-and
who work***

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***together toward a
common goal.***

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***Six
Steps to***

Improvement

focuses on the

skills and

techniques

practiced inside

Toyota Motor

Corporation

Corporation

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***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***

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**Toyota's
success. It is not
a book about
holding Western-**

**st
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Shingo Prize for
Research and
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Publication, 2009
The international
bestseller The**

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***Toyota Way
explained the
company's
success by
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cellence-
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and Problem***

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***Solving. Now, in
Toyota Culture,
preeminent
Toyota
authorities
Jeffrey Liker and
Michael Hoseus
reveal how
Toyota selects,
develops, and
motivates its
people to become***

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***committed to
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and how you can
do the same for
your company.
Toyota Culture
examines the
“human
systems” that
Toyota has put in
place to instill its***

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principles of
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prosperity, and
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plants,
dealerships, and
offices around
the world.
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look at the
evolution of the***

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***Toyota culture
and why its
people are the
heart and soul of
the Toyota Way,
the authors
explain the
company's four-
stage process for
building and
keeping quality
people: Attract,***

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***Develop, Engage,
and Inspire.***

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***Drawing upon
numerous***

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examples from

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Liker's decades

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of research as

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well as Hoseus'

insider access as

a Toyota

manager, Toyota

Culture gives you

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***the tools you
need to: Find
competent, able,
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employees Start
training and
socializing your
people as you
hire them
Establish and
communicate key
business***

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*performance
indicators at
every level of
your organization
Train your people
to solve
problems and
continuously
improve
processes in
their daily work
Develop leaders*

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*who live and
teach your
company's
philosophy
Reward top
performance-and
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culture highlight
the nuances of
translating and
recreating a
people-centric
culture in
factories and
offices across the
globe. These
exclusive, behind-
the-scenes***

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*details are just
what your
company needs
to successfully
learn from The
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The Toyota Way.
A Systematic
Literature Review
On How
Companies In
The European*

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**Food And
Beverage
Industry Have
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System**

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Operation of
Production
Systems**

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Logistics, grade:
1,3, University of
Manchester
Manchester
(Alliance
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Business School),
language: English,
abstract: The thesis
at hand describes
the findings of a
systematic
literature review
that was
undertaken to

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investigate if and how the Toyota Production System is being used in the European food and beverage industry. The research was conducted since the concerned industry is suffering from low productivity, increasing customer

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requirements and
frequently
occurring quality
issues, although
food safety is of
utmost importance.
The Toyota
Production System
was found capable
to address all these
issues both in its
incumbent
automotive sector
and subsequently

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also in other
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industries. After
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identifying the
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dominant authors
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in the body of
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literature and
classifying the
extant literature
into epochs, the
research objectives
for the study are
addressed. These
included an
investigation of the

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drivers for lean implementation, the obstructing and facilitating factors, the performance outcomes of lean implementation and the lean practices that are predominantly described. With regards to the latter, also adaptations that

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were made to the lean methodology are presented. The most important findings include that lean methodology is already being used in the European food and beverage industry, even though only to a rather limited extent. Moreover,

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industry
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characteristics are
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found to present
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obstacles to lean
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implementation.
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Especially volatile
demand patterns
that are contrasted
by production to
forecast make it
difficult to avoid
overproduction.
Also, natural
variation and

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perishability of
materials can make
the adoption of
lean principles
challenging.

However, although
the body of
literature does not
provide a solution
for all obstacles,
some presented
adaptions to the
lean methodology
can address at

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least some of
them. In the end,
the concluding
assessment is
made that the
Toyota Production
System can be
seen as applicable
to the European
food and beverage
industry. However,
industry
characteristics
make it at times

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necessary to adapt
the lean

methodology

creatively.

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leer este libro. Aqui
encontrara una
introducci?n

avanzada del justo

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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

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seres humanos,
trabajamos en una
fbrica. El relato que
Ohno cuenta en
este libro es
brillante. Deberia
ser leido por todos
los gerentes. No es
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acerca de la
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como dirigir
exitosamente una

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together voices
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processes, improve
quality, and cut
costs in any
industry In
factories around
the world, Toyota
consistently makes
the highest-quality

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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

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management
principles and
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philosophy behind
Toyota's worldwide
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principles, this

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book shows
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systems Finding
low-cost but
reliable
alternatives to
expensive new

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quantities Turning
every employee
into a
quality control
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Lean

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K. Liker's The

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summary is
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of a big book
in less than 30
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summary, you
will discover
how Toyota
became a
world leader in**

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**the automotive
industry and
the lessons
your own
company can
learn from it.
You will also
discover that :
Toyota's
success is
based, first
and foremost,**

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**on a long-term
philosophy
and vision; To
succeed,
Toyota relies
on its human
capital; By
avoiding
inventory,
Toyota
significantly
increases its**

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**productivity; It
is the
problems and
anomalies that
allow Toyota
to constantly
progress; The
Toyota model
can be
adapted to any
company,
whether**

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**industrial or
service.
Toyota, the
most
profitable
manufacturer
in the
automotive
industry defies
the laws of the
industry. The
company**

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**offers reliable
and affordable
cars without
sacrificing
quality, wages
or even
environmental
standards.
This is true no
matter where
it sets up its
plants,**

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**including in
France or the
United States,
where labor
costs are not
particularly
cheap. The
secret lies in
Toyota's
philosophy,
which in
practice**

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**translates into
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(2003),
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ideologies.
Since the
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essence of how
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continuous
improvement
and human
ingenuity,

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kata and
coaching kata.
Mike Rother
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typical
companies fail
to understand
the core of
lean and make
limited**

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**progress—and
what it takes
to make it a
real part of
your culture."**
—Jeffrey K.

**Liker,
bestselling
author of The
Toyota Way
"[Toyota Kata
is] one of the**

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**stepping
stones that
will usher in a
new era of
management
thinking."**

**—The Systems
Thinker "How
any
organization
in any industry
can progress**

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**from old-
fashioned
management
by results to a
strikingly
different and
better way."**

**—James P.
Womack,
Chairman and
Founder, Lean
Enterprise**

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"Practicing the
improvement
kata is
perhaps the
best way we've
found so far
for actualizing
PDCA in an
organization."
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practices and
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guidance for
leading and
developing
people in a
way that
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years of
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research into
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ye-
management
routines,
Toyota Kata
examines and
elucidates, for
the first time,

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**the company's
organizational
routines--calle
d kata--that
power its
success with
continuous
improvement
and
adaptation.
The book also
reaches**

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**beyond Toyota
to explain
issues of
human
behavior in
organizations
and provide
specific
answers to
questions such
as: How can
we make**

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**improvement
and adaptation
part of
everyday work
throughout
the
organization?
How can we
develop and
utilize the
capability of
everyone in**

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**the
organization
to repeatedly
work toward
and achieve
new levels of
performance?
How can we
give an
organization
the power to
handle**

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to improve our
prevailing
management
approach
through the**

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kata:
Improvement
Kata--a
repeating
routine of
establishing
challenging
target
conditions,
working step-
by-step**

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through
obstacles, and
always
learning from
the problems
we encounter;
and Coaching
Kata: a pattern
of teaching
the
improvement
kata to

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**employees at
every level to
ensure it
motivates
their ways of
thinking and
acting. With
clear detail, an
abundance of
practical
examples, and
a cohesive**

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**explanation
from start to
finish, Toyota
Kata gives
executives and
managers at
any level
actionable
routines of
thought and
behavior that
produce**

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results and
sustained
competitive
advantage.**

**Lean Thinking
was launched
in the fall of
1996, just in
time for the
recession of
1997. It told**

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**the story of
how American,**

European, and

Japanese firms

applied a

simple set of

principles

called 'lean

thinking' to

survive the

recession of

1991 and grow

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steadily in
sales and
profits
through 1996.
Even though
the recession
of 1997 never
happened,
companies
were starving
for
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**how to make
themselves
leaner and
more efficient.**
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**Now we are
dealing with
the recession
of 2001 and
the financial
meltdown of
2002. So what
happened to**

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**the exemplar
firms profiled
in Lean
Thinking? In
the new fully
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bestselling
book those
pioneering
lean thinkers
are brought up**

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Womack and
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firms and
bring their gro
undbreaking
practices to a
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**generation of
companies
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Manufacturer
Integrating
People,
Process, and
Technology
The Flow
System**

The Toyota

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The world's
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organizations how
to go Lean, gain
value, and get
results—The Toyota
Way. A must-read
for service
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*every level, this
essential book
takes the proven
Lean principles of
the bestselling
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and applies them
directly to the
industries where
quality of service is
crucial for success.
Jeff Liker and
Karyn Ross show*

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you how to develop
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throughout your
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the famous 4P
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model. Whether
you are an
executive,
manager,
consultant, or
frontline worker
who deals with
customers every

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*day, you'll learn
how take
advantage of all
Lean has to offer.
With this book as
your guide, you'll
gain a clear
understanding of
Lean and discover
the principles,
practices and tools
needed to develop
people and*

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processes that
surprise and
delight each of your
customers. These
ground-tested
techniques are
designed to help
you make
continuous
improvements in
your services,
streamline your
operations, and add

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*ever-increasing
value to your
customers.*

*Fascinating case
studies of Lean-
driven success in a
range of service
industries,
including
healthcare,
insurance, financial
services, and teleco
mmunications,*

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illustrate that Lean
principles and
practices work as
well in services as
they do in
manufacturing.

Drawn from
original research
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examples, *The
Toyota Way to
Service Excellence*
will help you make

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the leap to Lean.
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Success—LEAN
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Winner of the 2012
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and Professional
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*“This great book
reveals the secret
ingredient to lean
success: lean*

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leadership. Not
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only is it a pleasure
to read, but it is
also deep and
enlightening. This
book is an absolute
must-read for
anyone interested
in lean: it's both an
eye opener and a
game changer.”

—Michael Ballé,
Ph.D., coauthor of

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The Gold Mine and
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The Lean Manager
Del Sistema
"This will
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immediately be
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recognized as the
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most important
book ever
published to
understand and
guide 'True North
Lean' and the goal
of perpetual
business

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excellence.” —Ross
E. Robson,
President and CEO,
DnR Lean, LLC,
and the original
Director of The
Shingo Prize “An
excellent book that
will shape
leadership
development for
decades to come.”
—Karen Martin,

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Principal, Karen
Martin &
Associates, and
author of *The
Kaizen Event
Planner* About the
Book: TOYOTA. The
name signifies
greatness— world-
class cars and
game-changing
business thinking.
One key to the

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Toyota Motor
Company's
unprecedented
success is its
famous production
system and its
lesser-known
product
development
program. These
strategies consider
the end user at
every turn and

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Successo
*have become the
model for the
global lean
business
movement. All too
often, organizations
adopting lean miss
the most critical
ingredient—lean
leadership. Toyota
makes enormous
investments in
carefully selecting*

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and intensively
developing leaders
who fit its unique
philosophy and
culture. Thanks to
the company's lean
leadership
approach, explains
Toyota Way author
Jeffrey Liker and
former Toyota
executive Gary
Convis, the

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celebrated
carmaker has set
into motion a drive
for continuous
improvement at all
levels of its
business. This has
allowed for:
Constant growth:
Toyota increased
profitability for 58
consecutive
years—slowing

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down only in the
face of 2008's
worldwide financial
difficulties, the
recall crisis, and
the worst Japanese
earthquake of the
century.

Unstoppable
inventiveness:
Toyota's approach
to innovative
thinking and

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problem solving
Per La Rinascita
has resulted in top
Del Sistema
industry ratings
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and incredible
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customer
Sull'Industria
satisfaction, while
allowing the
company to
weather these
three crises in
rapid succession
and to come out
stronger. Strong

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*branding and
respect: Toyota's
reputation was
instrumental in the
company's ability
to withstand the
recalls-driven
media storm of
2010. But what
looked to some to
be a sinking ship is
once again running
under a full head of*

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*steam. Perhaps the
Toyota culture had*

weakened, but lean

leadership was the

beacon that showed

the way back. In

fact, writes Liker,

the company is “as

good and perhaps a

better model for

lean leadership

than it ever has

been.” of

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Successo
*innovation and
growth. Yet,
Industry Week
reports that just 2
percent of
companies using
lean processes can
likewise claim to
have had long-term
success. What the
other 98 percent
lack is unified
leadership with a*

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*common method
and philosophy. If
you want to get
lean, you have to
take it to the
leadership level.*

*The Toyota Way to
Lean Leadership
shows you how.*

*Vital tools for
implementing Lean
Six Sigma--what
they are, how they*

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work, and which to
use *The Lean Six
Sigma Pocket
Toolbook* is today's
most complete and
results-based
reference to the
tools and concepts
needed to
understand,
implement, and
leverage *Lean Six
Sigma*. The only

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guide that groups
tools by purpose
and use, this hands-
on reference
provides: Analyses
of nearly 100 tools
and methodologies-
-from DMAIC and
Pull Systems to
Control Charts and
Pareto Charts
Detailed
explanations of

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each tool to help
you know how,
when, and why to
use it for maximum
efficacy Sections
for each tool
explaining how to
create it, how to
interpret what you
find, and expert
tips Lean Six Sigma
is today's leading
technique to

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*maximize
production
efficiency and
maintain control
over each step in
the managerial
process. With The
Lean Six Sigma
Pocket Toolbook,
you'll discover how
to propel your
organization to new
levels of*

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*competitive
success--one tool at
a time.*

*The Toyota Way
Fieldbook
The Lean*

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

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*principi per la
rinascita del
sistema industriale
italiano. Con 14
casi di studio
italiani*
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Machine that
Changed the World
The Toyota Way to
Continuous
Improvement:

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**Better practices that
today's CFOs can
employ to bring
value and efficiency
to the teams that
report to them
Helping corporate
accountants from the**

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**CFOs to the
management
accountant
implement better
practices that will
make a difference to
their finance team's
performance,
Winning CFOs
shows corporate
accountants how to
create permanent
improvements in**

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**their organization's
processes. Provides
better practice
solutions the author
has learned from
more than 4,000
finance teams
worldwide A to Z
guidance on how to
be an effective CFO
Includes templates,
checklists and
implementation**

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**programs for process
improvement**
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**Abundance of tools
to ensure
implementation of
better practices**
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**Tips
on how to develop
winning leadership
traits**
Winning CFOs
**shows corporate
accountants how to
radically transform
their contribution to**

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Studio Utilissimi

**their organization,
enhance their job
satisfaction and
profile, and leave a
legacy of efficiency
and effectiveness in
every organization
for which they work.
Toyota has changed
the economic and
business landscape
with its model for
organizational**

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**excellence. Jeffrey K.
Liker's international
bestseller, The
Toyota Way,
summarized this
management
approach with his 4P
model consisting of
Philosophy, Process,
People, and Problem
Solving. The Shingo
Prize-winning The
Toyota Way**

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Fieldbook went a
step further showing
how to apply the 4Ps
to other

companies. Toyota
Talent explores the
critical importance
of People in the
Toyota model.

Without an
exceptional
workforce, the other
principles would be

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**useless. Liker and
Meier describe how
the company
develops high-
performing
individuals and an
outstanding
workforce. With
illustrative examples,
guidance, and proven
techniques, this book
also shows the best
ways to grow talent**

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from within.

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Successa four-step
leadership model
that aligns company
culture with lean
processes

When James
Womack, Daniel

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**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.**

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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

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**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,**

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**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 and
American companies**

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**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**

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The Evolution of
Agile and Lean
Thinking in an Age
of Complexity
The Toyota Way -
Management
Principles and

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**Fieldbook (EBOOK
BUNDLE)**

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"The Flow System
shows how to
generate and
nurture self-
organizing teams
that mobilize the full
talents of those
doing the work to

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cope with dizzying
change and

complexity, while

also drawing on the

contributions of

those for whom the

work is being

done--the

customers."--Steve

Denning, author of

The Age of Agile

"Organizations that

pull off this triple

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helix trick of thinking
about the
complexity of their
systems and the
environment in
which they're
operating,
distributed
leadership to
engage the
collective
intelligence and
creativity of the

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organization, and
building teams of
teams so the whole
is greater than the
sum of the parts,
have a good chance
of keeping up and
staying
ahead."--Steve
Spear, MIT Sloan
School senior
lecturer, author of
The High Velocity

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Edge "The Flow
Per La Rinascita
System's Triple
Del Sistema
Helix provides many
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of the tools and
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ways of thinking we
Sviluppo Italiano
will need to do that;
it is agile without
being doctrinaire
about Agile."-- David
Snowden, creator of
the Cynefin
Framework, Chief
Scientific Officer of

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Cognitive Edge
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The Just-in-time
Del Sistema
(JIT) manufacturing
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system is an internal
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system in use by its
Solidità Italiana
founder, Toyota
Motor Corporation,
but it has taken on a
new look. Toyota
Production System,
Second Edition
systematically
describes the

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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

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Successo
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
integrated

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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

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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

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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.

THE C-LEVEL
GUIDE TO

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SUCCESSING

Per La Rinascita
WITH LEAN "With

Del Sistema
30 years of

Industriale Italiano
accumulated

Cap 14 Casi Di
experience, Art

Synbioitaliano
Byrne is one of the

rare few people who

can speak with

authority about the

pitfalls of financial

measurement

systems, the

importance of

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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." --

MASAAKI IMAI,

bestselling author of

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Kaizen and Gemba

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Kaizen "In this

Del Sistema

Industriale Italiano

Con 14 Casi Di

Studi Kaizen

wonderful and

important book,

Byrne shows us that

Lean management,

understood and

practiced correctly,

consistently delivers

spectacular results."

-- BOB EMILIANI,

author, Better

Thinking, Better

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Results, and
Professor,
Per La Rinascita
Del Sistema
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

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putting it on a
highperformance
path." -- 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

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right thing,
Per La Rinascita
improving work
Del Sistema
practices at all
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levels of the
Con 14 Casi Di
organization to
Studi Italiani
deliver the right
results for all
stakeholders. Which
comes first, the
wisdom or the
courage? Read The
Lean Turnaround to
find out." -- JOHN

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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

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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

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strategic
Per La Rinascita
advantages from
Del Sistema
focusing on
Industriale Italiano
activities that add
Cap 14 Casi Di
value to the
Studenti Italiani

customer
experience." --

GARY S. KAPLAN,
MD, Chairman and
CEO of the Virginia
Mason Health
System Lean isn't
just for

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manufacturing
Per La Rinascita
anymore . . . Few
Del Sistema
business leaders in
Industriale Italiano
the world have
Cap 14 Casi Di
applied Lean
Strategie
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

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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

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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

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similar results. His primary message is this: Lean strategy 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

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Successo
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

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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

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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

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always works.

This book details the language, concepts, and tools that managers need to use Toyota's success-proven practices in any organization.

Readers are given valuable insights into the company's system and culture

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along with
diagnostic tools,
work sheets, and
exercises--many
adapted directly
from Toyota
originals. Jeffrey
Liker and David
Meier review the
principles of the
Toyota Way through
the 4Ps model--
Philosophy,

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Processes, People,
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and Partners. Then,
Del Sistema
leveraging their
Industriale Italiano
experience and
Con 14 Casi Di
access to Toyota
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executives,
managers, and
factories in the
United States and
Japan, they provide
managers with the
inside knowledge to:
Stabilize and

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standardize tasks
and processes;

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Connect operations
so material and
information flow;

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Studio
Learn the meaning
of true root-cause
problem solving;

Develop exceptional
people and
partners,

The Leader's

Handbook: Making

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Things Happen,
Getting Things
Done
Inside Stories of
U.S. Manufacturers
The Toyota Way to
Service Excellence:
Lean
Transformation in
Service
Organizations
Fundamentals for
Your Lean Journey

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Winning CFOs
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Too many organizations are overlooking, or even suppressing, their single most powerful source of growth and innovation. And it's right under their

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noses. The frontline employees who interact directly with your customers, make your products, and provide your services have unparalleled insights into where problems exist and what improvements and new offerings would have the most impact. In this follow-

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up to their bestseller
Per La Rinascita
Ideas Are Free, Alan
Del Sistema
G. Robinson and Dean
Industriale Italiano
M. Schroeder show
Con 14 Casi Di
how to align every
Sudic Italiano
part of an organization
around generating and
implementing
employee ideas and
offer dozens of
examples of what a
tremendous
competitive advantage

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this can offer. Their advice will enable leaders to build organizations capable of implementing 20, 50, or even 100 ideas per employee per year. Citing organizations from around the world, they explain what's needed to put together a management team that

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can lead the type of organization that embraces grassroots ideas and describe the strategies, policies, and practices that enable them. They detail exactly how high-performing idea processes work and how to design one for your organization.

There's constant

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pressure today to do more with less. But cutting wages and benefits and pushing people to work harder with fewer resources can go only so far.

Ironically, the best solution resides with the very people who have been bearing the brunt of these measures. With

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Robinson and
Schroeder's advice,
you can unleash a
constant stream of
great ideas that will
strengthen every facet
of your organization.

COMMEMORATING
THE 100th

BIRTHDAY OF
TAIICHI OHNO

Businesses worldwide
are successfully

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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

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delivers a clear,
Per La Rinascita
concise overview of
Del Sistema
the Toyota Production
Industriale Italiano
System and kaizen in
Gen 14 Casi Di
the very words of the
Strumenti
architect of both of
these movements,
Taiicho Ohno,
published to mark
what would have been
his 100th birthday.
Filled with insightful
new commentary from

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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,

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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

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Per La Rinascita
Del Sistema
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Con 14 Casi Di
Studio Italiani

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

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management--the
thinking behind the
Del Sistema
Toyota Production
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System. I personally
Con 14 Casi Di
get a thrill down my
Studio Italiano
spine to read these
thoughts in Ohno's
own words." -- Dr.
Jeffrey Liker,
Director, Japan
Technology
Management
Program, University

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of Michigan, and
Author, The Toyota
Way Sistema
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,

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published to mark
what 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

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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,

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CEO of the Kaizen
Institute
Per La Rinascita
Del Sistema
The Toyota Way
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Fieldbook is a
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international bestseller
The Toyota Way. The
Toyota Way
Fieldbook builds on
the philosophical
aspects of Toyota's
operating systems by
detailing the concepts

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and providing
Practical examples for
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Del Sistema
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Can 14 Casi Di
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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

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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

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inside knowledge they

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need to Define the

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companies purpose

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and develop a long-

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term philosophy

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Create value streams

with connected flow,

standardized work,

and level production

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and fix problems

Develop leaders who

promote and support

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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

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supporting companies
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in lean transformation.
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Toyota experts at the
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Georgetown,
Con 14 Casi Di
Kentucky plant,
Studi Interni
formally trained
David Meier in TPS.
Combined with Jeff
Liker's extensive
study of Toyota and
his insightful
knowledge the authors
have developed

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In this book, author Sadao Nomura taps into his decades of experience leading and advising Toyota operations in a wide variety of operations

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to tell the story of
radical improvement
at Toyota Logistics &
Forklift (TL&F). This
book tells in great
detail what the author
did with TL&F, how
they did it, and the
dramatic results that
ensued. TL&F has
long been a global
leader in its industry.
TL&F is part of

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Toyota Industries
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Corporation, which
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was founded by
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Toyota Group founder
Casi Di
Sakichi Toyoda
Studio di
almost 100 years ago.
Sakichi Toyoda is
legendary in the Lean
community as the
originator of the all-
important "JIDOKA"
pillar of TPS, which
ensures 1) built-in

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quality and 2) respect
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for people through
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ensuring that
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technology works for
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people rather than the
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other way around.

Although TL&F
seemed to be
performing well,
insiders knew that, as
the founding company
of the Toyota group, it
needed to do better,

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especially in the
quality performance
of its global subsidiary
operations. But
improvement would
not be easy in a
company that already
prided itself in its
history as an exemplar
in providing highest
quality products and
services. In 2006,
TL&F requested

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assistance from Sadao
Nomura. The initial
request was for Mr.
Nomura to support
quality improvement
in three global
operations that had
become part of TL&F
through acquisition:
US, Sweden, and
France. Improvement
was expected at these
affiliates, but the

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dramatic nature of the improvement was not. Further, the improvement activities were so powerful that they were also instituted at the parent operations in Japan. Over a period of almost ten years, the company with the name most associated with

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product quality
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experienced quality
Del Sistema
improvement
Industriale Italiano
unparalleled in its
Cap 14 "Casi Di"
history. "Dantotsu"
Studio Kellin
means "extreme,"
"radical," or
"unparalleled."
Taiichi Ohnos
Workplace
Management
The Toyota Way to
Lean Leadership:

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Achieving and
Sustaining Excellence
Through Leadership
Development
Toyota Culture: The
Heart and Soul of the
Toyota Way
Banish Waste And
Create Wealth In Your
Corporation
The Idea-Driven
Organization
Toyota Kaizen

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The book presents a mixed research method adopted to assess and present the Toyota Way practices within construction firms in general and for firms in China specifically. The results of an

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extensive
structured
questionnaire
survey based on
the Toyota Way-
styled attributes
identified were
developed and
data collected from
building
professionals
working in

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construction firms
is presented. The
quantitative data
presented in the
book explains the
status quo of the
Toyota Way-styled
practices
implemented in the
construction
industry, as well as
the extent to which

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these attributes
were perceived for
lean construction
management. The
book highlights all
the actionable
attributes derived
from the Toyota
Way model
appreciated by the
building
professionals, but

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alerts the readers
Per La Rinascita
that some
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attributes felled
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short of
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implementation.
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Further findings
from in-depth
interviews and
case studies are
also presented in
the book to
provide to readers

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an understanding
how these Toyota
Way practices can
be implemented in
real-life projects.

Collectively, all the
empirical findings
presented in this
book can serve to
enhance

understanding of
Toyota Way

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practices in the
lean construction
management
context. The
readers are then
guided through to
understand the
gaps between
actual practice and
Toyota Way-styled
practices, and the
measures that they

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may undertake to
circumvent the
challenges for
implementation.

The book also
presents to
readers the SWOT
analysis that
addresses the
strengths,
weaknesses,
opportunities and

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threats towards the
implementation of
the Toyota Way in
the construction
industry. The book
prescribes the
Toyota Way model
for use in
construction firms
to strategically
implement lean
construction

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management. The
checklist
presented in the
book enables
readers to draw
lessons that may
be used
additionally as a
holistic
assessment tool
for measuring the
maturity of firms

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with respect to
their Toyota Way
implementation.
Consequent to
this, management
would then be in a
better position to
develop plans for
Toyota Way
implementation by
focusing on weak
areas,

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strengthening
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them, and thus
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increasing the
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likelihood of
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success in the
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implementation of
the Toyota Way. In
a nutshell, this
book provides a
comprehensive
and valuable
resource for firms

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not only in the
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construction
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industry but also
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businesses
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outside of the
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construction sector
to better
understand the
Toyota Way and
how this
understanding can
translate to

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implementation of
lean construction/b
business
management to
enhance
profitability and
survivability in an
increasingly
competitive global
market place.
Transform your
company the

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how the legendary
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automaker
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consistently
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achieves the
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highest levels of
manufacturing and
business
success—and how
you can achieve
similar results with
your own

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organization,
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regardless of your
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industry. Discover
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Toyota's methods
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then learn how to
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put them to
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these
groundbreaking
books: The Toyota
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The Toyota Way
reveals the
management
principles behind
Toyota's worldwide
reputation for
quality and
reliability. Dr.
Jeffrey Liker, the
global expert on
Toyota's Lean

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methods, explains
how you can
implement the
company's
principles to:

Double or triple the
speed of any
business process
Build quality into
workplace systems
Eliminate the huge
costs of hidden

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waste Turn every
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employee into a
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quality-control
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inspector
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Dramatically
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improve your
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services The
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Fieldbook Written
as a companion
volume to The

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Toyota Way, this hands-on guide takes the lessons of Toyota to the next level. Liker teams up with Toyota veteran David Meier to provide the diagnostic tools, worksheets, and exercises you

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need to craft the
most effective
approach for your
organization.
Learn how to:
Develop leaders
that "live" your
system Transform
your company into
a true lean
learning
organization

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Create a culture of continuous improvement and innovation Meet all the needs of your customers Position your company for long-term success Adoption of the word gemba has lagged behind adoption of the

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kaizen concept in
the world. This is
unfortunate but
understandable;
being present on
the gemba can be
a greater mind-set
and behavior
change than
simply doing
kaizen.

Winner of a Shingo

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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

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delivers 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

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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

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goals of lean
production
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Practical problem
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solving for lean
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production
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Activities that
support
involvement -
Kaizen circles,
suggestion
systems, and
problem solving

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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

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service industries
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(cycle time = work
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in process/through
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put); Value Stream
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Thinking -
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combining
processes required
to bring the
product or service
to the customer;
Hoshin Planning --
using the Planning

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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

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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.
Taking the PYP

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SUMMARY - The
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Principles From
The World's
Greatest
Manufacturer By
Jeffrey Liker
El Sistema de
Produccion Toyota
Kaizen Express

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Approach to Just-
In-Time
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The Lean Six
Sigma Pocket
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Toolbook: A Quick
Reference Guide
to Nearly 100
Tools for
Improving Quality
and Speed
The Toyota Way,

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explain's Toyota's
unique approach to
Lean-the 14
management
principles and
philosophy that drive
Toyota's quality and
efficiency-obsessed
culture. You'll gain
valuable insights that
can be applied to any
organization and any
business process,
whether in services

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or manufacturing.
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Professor Jeffrey Liker
Dal Sistema
has been studying
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Toyota for twenty
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years, and was given
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unprecedented
access to Toyota
executives,
employees and
factories, both in
Japan and the United
States, for this
landmark work. The
book is full of

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examples of the 14
fundamental
principles at work in
the Toyota culture,
and how these
principles create a
culture of continuous
learning and
improvement. You'll
discover how the
right combination of
long-term philosophy,
process, people, and
problem solving can

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transform your
organization into a
Lean, learning
enterprise--the
Toyota Way.
Production
development is about
improving existing
production systems
and developing new
ones. The production
system should be
developed in
integration with the

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product, as a part of
the overall product
realization process,
and not in sequence
after the product has
already been
designed. Production
Development: Design
and Operation of
Production Systems
takes a holistic
viewpoint on the
production system
and its design

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process during the
whole system life
cycle. A working
procedure
demonstrating how
to design and realize
the production
system is presented,
together with a
number of related
production
development
aspects. Production
Development: Design

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Way I 14 Principi
and Operation of
Production Systems
is illustrated with a
large number of
figures and industrial
examples. The book
can be used as a
reference for
teachers and
students, or as a
manual for
professionals within
the field of
production.

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Building upon the
international
bestselling Toyota
Way series of books
by Jeffrey Liker, The
Toyota Way to
Continuous
Improvement looks
critically at lean
deployments and
identifies the root
causes of why most
of them fail. The book
is organized into

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Per la Riparata

three major sections
outlining: Why it is

critical to go beyond
implementing lean
tools and, instead,
build a culture of
continuous

improvement that
connects operational
excellence to
business strategy

Case studies from
seven unique
industries written

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del Cinema
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from the perspective
of the sensei
(teacher) who led the
lean transformation
Lessons about
transforming your
own vision of an ideal
organization into
reality Section One:
Using the Plan-Do-
Check-Adjust (PDCA)
methodology, Liker
and Franz contrast
true PDCA thinking to

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that of the popular,
superficial approach
of copying "lean
solutions." They
describe the
importance of
developing people
and show how the
Toyota Way
principles support
and drive continuous
improvement.
Explaining how lean
systems and

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processes start with a purpose that provides a true north direction for all activities, they wrap up this section by examining the glaring differences between building a system of people, processes, and problem- solving that is truly lean versus that of simply trying to "lean out" a

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process. Section Two:

Per La Pinocita
This section brings
together seven case

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studies as told by the
sensei who led the

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transformation
efforts. The

companies range
from traditional
manufacturers,

overhaul and

maintenance of

submarines, nuclear
fuel rod production,

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health care providers,
pathology labs, and
product
development. Each of
these industries is
different but the
approaches used
were remarkably
similar. Section
Three: Beginning with
a composite story
describing a
company in its early
days of lean

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implementation, this section describes what went right and wrong during the initial implementation efforts. The authors bring to light some of the difficulties the sensei faces, such as bureaucracies, closed-minded mechanical thinking, and the challenges of developing lean

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coaches who can
facilitate real change.
They address the
question: Which is
better, slow and deep
organic deployment
or fast and broad
mechanistic
deployment? The
answer may surprise
you. The book ends
with a discussion on
how to make
continuous

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improvement a way
of life at your
company and the role
of leadership in any
lean transformation.
The Toyota Way to
Continuous

Improvement is
required reading for
anyone seeking to
transcend his or her
tools-based approach
and truly embrace a
culture of continuous

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decade, shows the
real root of
management
problems. Learn how
to stop blaming your
workers and start
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A Plain-Language
Guide to the World's
Most Powerful
Production System
Developing Your
People the Toyota
Way

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Becoming Lean

What is Lean?
Pure and simple,
lean is reducing
the time from
customer order to
manufacturing by
eliminating non-
value-added waste
in the production
stream. The ideal
of a lean system is
one-piece flow,

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S...
because a lean
manufacturer is
continuously
improving. Most
other books on
lean management
focus on technical
methods and offer
a picture of how a
lean system
should look like.
Other books
provide snapshots

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of companies
Per La Rinascita
before and after
Del Sistema
lean was
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implemented. This
Co 14 Casi Di
is the first book to
Sviluppi
provide technical
descriptions of
successful
solutions and
performance
improvements. It's
also the first book
to go beyond

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snapshots and
Per La Rinascita
includes powerful
Del Sistema
first-hand
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accounts of the
Con 14 Casi Di
complete process
Sull'Iniziativa
of change; its
impact on the
entire
organization; and
the rewards and
benefits of
becoming lean. At
the heart of

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Becoming Lean
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Del Sistema
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Successo
**are the stories of
American
manufacturers that
have successfully
implemented lean
methods. The
writers offer
personalized
accounts of their
organization's lean
transformation.
You have a unique**

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Studio
**opportunity to go
inside the
implementation
process and see
what worked, what
didn't, and why.**

**The ability to bring
new and
innovative
products to market
rapidly is the
prime critical
competence for**

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Successi Italiani

**any successful
consumer-driven
company. All
industries,
especially
automotive, are
slashing product
development lead
times in the
current hyper-
competitive
marketplace. This
book is the first to**

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thoroughly
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examine and
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analyze the truly
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effective product
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development
Strategie
methodology that
has made Toyota
the most forward-
thinking company
in the automotive
industry. Winner of
the 2007 Shingo
Prize For

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System: Italiani
Integrating People,
Process, and
Technology,
James Morgan and
Jeffrey Liker
compare and
contrast the world-

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**class product
development
process of Toyota
with that of a U.S.
competitor. They
use extensive
examples from
Toyota and the
U.S. competitor to
demonstrate value
stream mapping as
an extraordinarily
powerful tool for**

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**continuous
improvement.**
Through examples
and case studies,
this book
illustrates specific
techniques and
proven practices
for dealing with
challenges
associated with
product
development, such

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Scienze
as synchronizing
multiple
disciplines,
multiple function
workload leveling,
compound
process variation,
effective
technology
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**book can focus on
optimizing the
entire product
development value
stream rather than
focus on a specific
tool or technology
for local
improvements.
Examines Japan's
innovative, highly
successful
production**

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