

## *The Hitchhikers To Lean Lessons From The Road*

Provides Reassurance and Suggestions From Those Who Have Walked the Same Lean Road Perhaps the most fundamental challenge that companies adopting a lean strategy must face is how to sustain initial momentum and develop a corporate culture with an ongoing commitment to that strategy. While efficient tools and strategies are essential to the cause, just as critical is a shared confidence that this endeavor is the right course. While one has to make the road by walking it, knowing that others have walked a similar path can both be instructive and encouraging. *Make Rapid Changes and Enjoy Long-Term Success Sustaining Lean: Case Studies in Transforming Culture*, the third compilation of articles originally published in AME's well-regarded *Target Magazine*, provides accounts of challenges encountered and methods applied by organizations in pursuit of lean. While a few of the articles broadly discuss issues involved in long-term transformation, the vast majority provide illuminating and often inspirational case studies. Following an insightful introduction by noted lean expert David Mann, this compelling volume tells the stories of companies that overcame significant cultural challenges. It helps any manager understand what it takes to communicate a vision of improvement and achieve the empowerment of stakeholders vital to rapid change and long-term success.

Mark Paul Smith's hitchhike from Indiana to India in 1972 changed him from being an Air Force Officer into a conscientious objector. He hitchhiked through the Iron Curtain and worked on a collective farm in Hungary only to find that communism wasn't our real enemy. He met people from North Vietnam who showed him the real enemy was the U.S. war machine. Being an American was popular in those days, but the people of the world showed Smith kindness and kept him alive when he ran out of money. The long road to decision showed him that people everywhere want peace, not war. His faith in the United States of America was restored when he sued the government and won his case in federal court.

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

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

Lean Misconceptions

What Works for GE May Not Work for You

Lean Manufacturing

New York Magazine

The TUDAPOL Principle

Taiichi Ohno's Workplace Management

The Lean Practitioner's Field Book

Though in the past online learning was considered of poorer professional quality than classroom learning, it has become a useful and, in some cases, vital tool for promoting the inclusivity of education. Some of its benefits include allowing greater accessibility to educational resources previously unattainable by those in rural areas, and in current times, it has proven to be a critical asset as universities shut down due to natural disasters and pandemics. Examining the current state of distance learning and determining online assessment tools and processes that can enhance the online learning experience are clearly crucial for the advancement of modern education. *The Handbook of Research on Determining the Reliability of Online Assessment and Distance Learning* is a collection of pioneering investigations on the methods and applications of digital technologies in the realm of education. It provides a clear and extensive analysis of issues regarding online learning while also offering frameworks to solve these addressed problems. Moreover, the book reviews and evaluates the present and intended future of

distance learning, focusing on the societal and employer perspective versus the academic proposals. While highlighting topics including hybrid teaching, blended learning, and telelearning, this book is ideally designed for teachers, academicians, researchers, educational administrators, and students.

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

This beautifully illustrated edition of the New York Times bestselling classic celebrates the 42nd anniversary of the original publication—with all-new art by award-winning illustrator Chris Riddell. SOON TO BE A HULU SERIES • "An astonishing comic writer."—Neil Gaiman Nominated as one of America's best-loved novels by PBS's *The Great American Read* It's an ordinary Thursday morning for Arthur Dent . . . until his house gets demolished. The Earth follows shortly after to make way for a new hyperspace express route, and Arthur's best friend has just announced that he's an alien. After that, things get much, much worse. With just a towel, a small yellow fish, and a book, Arthur has to navigate through a very hostile universe in the company of a gang of unreliable aliens. Luckily the fish is quite good at languages. And the book is *The Hitchhiker's Guide to the Galaxy* . . . which helpfully has the words DON'T PANIC inscribed in large, friendly letters on its cover. Douglas Adams's mega-selling pop-culture classic sends logic into orbit, plays havoc with both time and physics, offers up pithy commentary on such things as ballpoint pens, potted plants, and digital watches . . . and, most important, reveals the ultimate answer to life, the universe, and everything. Now, if you could only figure out the question. . . .

*What Works for GE May Not Work for You: Using Human Systems Dynamics to Build a Culture of Process Improvement* provides new tools for managing and sustaining process improvement in today's complex non-linear environments and helps readers apply new, relevant theory to their own management practices. With more than 50 combined years of change manage

Lessons from the Road

The Agile Start-Up

Making the Case for Integration

The Hitchhiker's Guide to the Galaxy: The Illustrated Edition

Manufacturing Engineering

Hoshin Kanri for the Lean Enterprise

Philosophy and The Hitchhiker's Guide to the Galaxy

*Hitchhikers do not travel a fixed path. They intentionally wander so they can learn and grow along the way. Embarking on the lean journey is similar; there are many roads on which to wander and no single one is right for all. This title concludes with interviews of lean practitioners on the front lines of change at Chrysler, DTE Energy, and NEMAK. With an introduction by novelist David Vann Jon Krakauer's *Into the Wild* examines the true story of Chris McCandless, a young man, who in 1992 walked deep into the Alaskan wilderness and whose SOS note and emaciated corpse were found four months later. Internationally bestselling author and mountaineer Jon Krakauer explores the obsession which leads some people to discover the outer limits of self, leave civilization behind and seek enlightenment through solitude and contact with nature. In 2007, *Into the Wild* was adapted as a critically acclaimed film, directed by Sean Penn and Emile Hirsch and Kristen Stewart.*

*Although regularly introducing new products or services is the lifeblood of most industries, bringing them to market can be fraught with peril. Timing, cost, and quality all play important roles in a successful product launch and avoiding expensive – often in more than just dollars – recalls and redesigns. *Quality Assurance: Applying Methodologies for Launching New Products, Services, and Customer Satisfaction* details continual improvement (CI), a proven process for avoiding common problems and creating customer satisfaction. The book explores the three fundamental approaches required to create a truly CI culture in any organization: a) consistent philosophy of improvement by management, b) receptive organizational culture, and c) the entire culture of the organization must be willing to make decisions based on measurement and data. It outlines the seven principles: research/plan, assure, explain, prioritize, demonstrate, confirm, and show. However, as with CI itself, this attitude must be incorporated into the processes of any organization and create products or services for the market place that will delight customers rather than just satisfying them. Time and cost constraints are the biggest culprits here, not any one person's lack of due diligence. When this happens, organizations must look at the bigger picture internally and identify it as a system problem. Based on the author's 35 years of experience, this book covers the essential items for doing the right thing the first time especially during launching a good product and/or service to the customer. It identifies key indicators and methodologies that will help you attain excellent performance, delivery, and cost with both the customer and supplier. In other words, by following these methodologies and indicators, the job will get done right the first time.*

*The Commission on Accreditation of Medical Transport Systems (CAMTS) has been accrediting air and ground transport services since 1991. One of the most significant needs the Commission has recognized is to assist transport services in creating a culture that supports safety and quality for both crews and patients. Most of the helicopter EMS (emergency medical service) accidents and many ground ambulance accidents can be*

*attributed to human factors and systems designs that lead to poor decision-making. Management commitment is vital to create and maintain a culture that supports risk assessment, accountability, professionalism and organizational dynamics. This reference book has been created by CAMTS to address this need directly and comprehensively. It offers a groundbreaking collection of expert insights and practical solutions that can be used by EMS, Fire and Rescue, public and private services, and professional emergency and transport professionals worldwide. Quoting from the foreword written by the late Robert L. Helmreich, Professor Emeritus of Psychology at The University of Texas Human Factors Research Project, 'This is an important book which should be required reading for everyone involved in patient transport, from managers and dispatchers to those at the sharp end... The experienced and able authors and editors of this work use culture as the overarching concept needed to maximize safety while delivering patients expeditiously.'*

*Safety and Quality in Medical Transport Systems*

*An Overland Journey to the East*

*Agile Procurement*

*The Hitchhike*

*Case Studies in Transforming Culture*

*Into the Wild*

Winner of a Shingo Research and Professional Publication Award! At the heart of Lean and Six Sigma is the same, universal business operating system: hoshin kanri. It is a method of strategic planning and a tool for managing complex projects, a quality operating system geared to ensuring that organizations faithfully translate the voice of the customer into new products, and a business operating system that ensures reliable profit growth. The true power of hoshin kanri, however, is two-fold -- it is a superior organizational learning method as well as a competitive resource development system. Hoshin Kanri for the Lean Enterprise, by Tom Jackson, explains how you can implement, identify and manage the critical relationships among your markets, design characteristics, production systems, and personnel to satisfy your customers and beat your competition. This practical workbook provides— A new understanding of hoshin kanri as a grand experimental design implemented through a system of team agreements. Clear explanations of the steps of hoshin kanri. A measure of overall business effectiveness used to determine the focus of corporate strategy. A new, improved X-matrix that integrates a lean "balanced scorecard" for identifying improvement opportunities and converting them readily into bottom line results. A value stream P&L in terms that financial managers and accountants can understand and support. A CD containing forms, meeting agendas, and examples of X-matrices that serve marketing and design engineering as well as manufacturing. This workbook will show you the mechanics of implementing hoshin kanri, so that you can systematically improve your brand equity, implement Lean manufacturing and Six Sigma, and integrate your suppliers into a Lean and Six Sigma organization.

This book is the first of two volumes presenting a business model to add value through Procurement. Including several case studies of successful implementation, it demonstrates how the increasing complexity of the business environment requires a significant intervention on the management of processes and information within individual organizations and through their company relations. Agile Procurement presents the application of the Agile method which optimises and digitizes procurement in order to reduce wastage and defects. As a method, tool and a culture aimed at effectiveness, efficiency and economic growth for organisations, agile procurement requires a change of paradigm. This volume examines these areas of improvement and presents best practice in improving processes. Each chapter of the book presents and substantiates the costs and benefits of process improvement through agile procurement. This is seen as the integration of Lean Six Sigma and digitization. An inspiring and impactful compilation of the most important lessons of entrepreneurship The tools of a digital age make it easier than ever to start a new business. And with billion-dollar IPOs and acquisitions making weekly headlines, the potential rewards are enormous. But even with all of the advantages and resources that today's entrepreneurs have access to, the likelihood of any one business succeeding is slim. That's why you need the simple, clear lessons found in The Agile Startup. Engaging and informative, The Agile Startup doesn't offer step-by-step instructions on how to build a better mousetrap. Instead, it shows you how to build companies that continually adapt to the "real" world. Along the way, you'll discover you're not alone in your entrepreneurial endeavors, and that almost every challenge a startup can face has already been faced and overcome, by someone in the past. Contains lessons culled from decades of creating successful companies, which include the importance of possessing a flexible mindset Provides valuable insights, based on a market-driven philosophy, regarding launching and managing products, businesses, and brands Written by two authors who have a combined sixty-plus years of startup experience and understand the reasons behind their successes and failures A companion Website contains supplementary material that allows you to learn in a hands-on fashion long after closing the book The journey of a startup is daunting, and about everything that has to be overcome and you'll quickly see that the odds are stacked heavily against you. But with The Agile Startup as your guide, you'll learn exactly what it takes to succeed in your entrepreneurial endeavors.

This volume of Advances in Library Administration and Organization attempts to put project management into the toolbox of library administrators through overviews of concepts, analyses of experiences, and forecasts for the use of project management within the profession.

SPS2020

Lean Hospitals

The Psychology of Money

Volume I: Adding Value with Lean Processes

Hitchhiker's Guide to Lean

The Executive Guide to Healthcare Kaizen

Operational Excellence

Targeted for pre-service and in-service teachers, this book is a guide to "what to do and how to do it in a very practical sense." It addresses four essential topics: organizing and planning for instruction, classroom management, instructional techniques, and assessment. Each of the areas is addressed in a user-friendly, resource-style format, and includes activities and templates to provide readers with a framework for developing their own styles. Coverage of the four main topics is arranged in sub-topics that follow a five-step format of conceptualization, content, planning, implementation, and reflection.

Fundamentals of Manufacturing, Third Edition provides a structured review of the fundamentals of manufacturing for individuals planning to take SME'S Certified Manufacturing Technologist (CMfgT) or Certified Manufacturing Engineer (CMfgE) certification exams. This book has been updated according to the most recent Body of Knowledge published by the Certification Oversight and Appeals Committee of the Society of Manufacturing Engineers. While the objective of this book is to prepare for the certification process, it is a primary source of information for individuals interested in learning fundamental manufacturing concepts and practices. This book is a valuable resource for anyone with limited manufacturing experience or training. Instructor slides and the Fundamentals of Manufacturing Workbook are available to complement course instruction and exam preparation. Table of Contents

Chapter 1: Mathematics Chapter 2: Units of Measure Chapter 3: Light Chapter 4: Sound Chapter 5: Electricity/Electronics Chapter 6: Statics Chapter 7: Dynamics Chapter 8: Strength of Materials Chapter 9: Thermodynamics and Heat Transfer Chapter 10: Fluid Power Chapter 11: Chemistry Chapter 12: Material Properties Chapter 13: Metals Chapter 14: Plastics Chapter 15: Composites Chapter 16: Ceramics Chapter 17: Engineering Drawing Chapter 18: Geometric Dimensioning and Tolerancing Chapter 19: Computer-Aided Design/Engineering Chapter 20: Product Development and Design Chapter 21: Intellectual Property Chapter 22: Product Liability Chapter 23: Cutting Tool Technology Chapter 24: Machining Chapter 25: Metal Forming Chapter 26: Sheet Metalworking Chapter 27: Powdered Metals Chapter 28: Casting Chapter 29: Joining and Fastening Chapter 30: Finishing Chapter 31: Plastics Processes Chapter 32: Composite Processes Chapter 33: Ceramic Processes Chapter 34: Printed Circuit Board Fabrication and Assembly Chapter 35: Traditional Production Planning and Control Chapter 36: Lean Production Chapter 37: Process Engineering Chapter 38: Fixture and Jig Design Chapter 39: Materials Management Chapter 40: Industrial Safety, Health and Environmental Management Chapter 41: Manufacturing Networks Chapter 42: Computer Numerical Control Machining Chapter 43: Programmable Logic Controllers Chapter 44: Robotics Chapter 45: Automated Material Handling and Identification Chapter 46: Statistical Methods for Quality Control Chapter 47: Continuous Improvement Chapter 48: Quality Standards Chapter 49: Dimensional Metrology Chapter 50: Nondestructive Testing Chapter 51: Management Introduction Chapter 52: Leadership and Motivation Chapter 53: Project Management Chapter 54: Labor Relations Chapter 55: Engineering Economics Chapter 56: Sustainable Manufacturing Chapter 57: Personal Effectiveness

Hospitals and health systems are facing many challenges, including shrinking reimbursements and the need to improve patient safety and quality. A growing number of healthcare organizations are turning to the Lean management system as an alternative to traditional cost cutting and layoffs. "Kaizen," which is translated from Japanese as "good change" or "change for the better," is a core pillar of the Lean strategy for today's best healthcare organizations. Kaizen is a powerful approach for creating a continuously learning and continuously improving organizations. A Kaizen culture leads to everyday actions that improve patient care and create better workplaces, while improving the organization's long-term bottom line. The Executive Guide to Healthcare Kaizen is the perfect introduction to executives and leaders who want to create and support this culture of continuous improvement. The Executive Guide to Healthcare Kaizen is an introduction to kaizen principles and an overview of the leadership behaviors and mindsets required to create a kaizen culture or a culture of continuous improvement. The book is specifically written for busy C-level executives, vice presidents, directors, and managers who need to understand the power of this methodology. The Executive Guide to Healthcare Kaizen shares real and practical examples and stories from leading healthcare organizations, including Franciscan St. Francis Health System, located in Indiana. Franciscan St. Francis' employees and physicians have implemented and documented 4,000 Kaizen improvements each of the last three years, resulting in millions of dollars in hard savings and softer benefits for patients and staff. Chapters cover topics such as the need for Kaizen, different types of Kaizen (including Rapid Improvement Events and daily Kaizen), creating a Kaizen culture, practical methods for facilitating Kaizen improvements, the role of senior leaders and other leaders in Kaizen, and creating an organization-wide Kaizen program. The book contains a new introduction by Gary Kaplan, MD, CEO of Virginia Mason Medical Center in Seattle, Washington, which was named "Hospital of the Decade" in 2012. The Executive Guide to Healthcare Kaizen is a companion book to the larger book Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements (2012). Healthcare Kaizen is a longer, more complete "how to" guide that includes over 200 full color images, including over 100 real kaizen examples from various health systems around the world. Healthcare Kaizen was named a recipient of the prestigious Shingo Professional Publication and Research Award. Check out what the experts at the Franciscan St. Francis Health System have to say about Healthcare Kaizen.

<http://www.youtube.com/watch?v=XcGmP5gLEPo&feature=c4-overview&list=UU7jiTxn4nkMzOE5eTbf0Upw>

New York magazine was born in 1968 after a run as an insert of the New York Herald Tribune and quickly made a place for itself as the trusted resource for readers across the country. With award-winning writing and photography covering everything from politics and food to theater and fashion, the magazine's consistent mission has been to reflect back to its audience the energy and excitement of the city itself, while celebrating New York as both a place and an idea.

Supply Chain Engineering

From Organization to Assessment (And Everything in Between)

Project Management in the Library Workplace

Why Many Lean Initiatives Fail and How You Can Avoid the Mistakes

Lessons of the Road

Lean Solutions

Engaging Front-Line Staff in Sustainable Continuous Improvements

**\*UPDATED WITH A NEW INTRODUCTION. #GIRLBOSS NETFLIX ORIGINAL OUT NOW\* In this New York Times bestselling sensation, founder and Executive Chairman of Nasty Gal Sophia Amoruso shares her story and inspires women everywhere to join the #GIRLBOSS movement. '#GIRLBOSS is more than a book . . .**

**#GIRLBOSS is a movement' Lena Dunham 'A millennial alternative to Lean In' New York Magazine 'A compellingly motivational read' The Telegraph 'The book you need in your life' Marie Claire \*Winner of the 2014 Goodreads Choice Award for Best Business Book\* In the space of ten years, Sophia Amoruso has gone from high-school dropout to founder and Executive Chairman of Nasty Gal, one of the fastest-growing retailers in the world. Sophia's never been a typical executive, or a typical anything, and she's written #GIRLBOSS for other girls like her: outsiders (and insiders) seeking a unique path to success. Filled with brazen wake-up calls, cunning and frank observations, and behind-the-scenes stories from Nasty Gal's meteoric rise, #GIRLBOSS covers a lot of ground. It proves that success doesn't come from where you went to college or how popular you were in school. Success is about trusting your instincts and following your gut, knowing which rules to follow and which to break. Inspiring, motivating and empowering, #GIRLBOSS will give you the kick up the ass you need to reach your potential.**

**Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients, staff, physicians, and health systems. Lean Hospitals, Third Edition explains how to use the Lean methodology and mindsets to improve safety, quality, access, and morale while reducing costs, increasing capacity, and strengthening the long-term bottom line. This updated edition of a Shingo Research Award recipient begins with an overview of Lean methods. It explains how Lean practices can help reduce various frustrations for caregivers, prevent delays and harm for patients, and improve the long-term health of your organization. The second edition of this book presented new material on identifying waste, A3 problem solving, engaging employees in continuous improvement, and strategy deployment. This third edition adds new sections on structured Lean problem solving methods (including Toyota Kata), Lean Design, and other topics. Additional examples, case studies, and explanations are also included throughout the book. Mark Graban is also the co-author, with Joe Swartz, of the book Healthcare Kaizen: Engaging Frontline Staff in Sustainable Continuous Improvements, which is also a Shingo Research Award recipient. Mark and Joe also wrote The Executive's Guide to Healthcare Kaizen.**

**Only about 10-30 percent of the planned strategies are ultimately realized. However, the recipes for success often seem quite simple. If this is the case, the question inevitably arises as to why our success rate is often so low? Moreover, the average lifespan of an organization is shorter than a human life. What can organizations do to perform better and how can we ensure our survival and develop the ability to transform and adapt, especially in the age of digitalization and Industry 4.0? However, top management spends less than three percent of their time shaping the long-term future. Even if this figure is questionable, it is an indicator that there is enormous potential to create our future much better. It is our challenge as managers or entrepreneurs/intrapreneurs to think without limits and to prepare and shape the future. Any straitjacket in thinking, especially in innovation, must be eliminated. It is time to familiarize you with the concept of the Strategic Control Loop and the TUDAPOL principle: unlimited thinking, agile development, lean production and operation. This principle should enable you to meet the management challenges in the age of globalization, increasing complexity and digital transformation.**

**Knowledge-intensive product realization implies embedded intelligence; meaning that if both theoretical and practical knowledge and understanding of a subject is integrated into the design and production processes of products, this will significantly increase added value. This book presents papers accepted for the 9th Swedish Production Symposium (SPS2020), hosted by the School of Engineering, Jönköping University, Sweden, and held online on 7 & 8 October 2020 because of restrictions due to the Corona virus pandemic. The subtitle of the conference was Knowledge Intensive Product Realization in Co-Operation for Future Sustainable Competitiveness. The book contains the 57 papers accepted for presentation at the conference, and these are divided into nine sections which reflect the topics covered: resource efficient production; flexible production; virtual production development; humans in production systems; circular production systems and maintenance; integrated product and production development; advanced and optimized components, materials and manufacturing; digitalization for smart products and services; and responsive and efficient operations and supply chains. In addition, the book presents five special sessions from the symposium: development of changeable and reconfigurable production systems; smart production system design and development; supply chain relocation; management of manufacturing digitalization; and additive manufacturing in the production system. The book will be of interest to all those working in the field of knowledge-intensive product realization.**

**A Concise Guide to Basic Concepts and Their Application**

**Proceedings of the Swedish Production Symposium, October 7-8, 2020**

**Improving Quality, Patient Safety, and Employee Engagement, Third Edition**

**Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work**

**The OEE Primer**

**Leadership for a Continuously Learning and Improving Organization**

**#Girlboss**

**Now in its eleventh edition, DeGarmo's Materials and Processes in Manufacturing has been a market-leading text on manufacturing and manufacturing processes courses for more than fifty years. Authors J T. Black and Ron Kohser have continued this book's long and distinguished tradition of exceedingly clear presentation and highly practical approach to materials and processes, presenting mathematical models and analytical equations only when they enhance the basic understanding of the material. Completely revised and updated to reflect all current practices, standards, and materials, the eleventh edition has new coverage of additive manufacturing, lean engineering, and processes related to ceramics, polymers, and plastics.**

**While there are numerous Lean Certification programs, most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events. Arguing that the number of kaizen events should not determine a person's expert status, The Lean Practitioner's Field Book: Proven, Practical, Profitable and Powerful Techniques for Making Lean Really Work outlines a true learning path for anyone seeking to understand essential Lean principles. The book includes a plethora of examples drawn from the personal experiences of its many well-respected and award-**

**winning contributors. These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners. A refresher for some at times, the text provides thought-provoking questions with examples that will stimulate learning opportunities. Introducing the Lean Practitioner concept, the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level. It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone. This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self-reliance. Providing you with the tools to implement Lean tools in your organization, the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system. The book outlines an integrated, structured approach identified by the acronym BASICS (baseline, analyze, suggest solutions, implement, check, and sustain), which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization.**

**The Hitchhiker's Guide to Lean Lessons from the Road Society of Manufacturing Engineers**

**Supply Chain Engineering considers how modern production and operations management techniques can respond to the pressures of the competitive global marketplace. It presents a comprehensive analysis of concepts and models related to outsourcing, dynamic pricing, inventory management, RFID, and flexible and re-configurable manufacturing systems, as well as real-time assignment and scheduling processes. A significant part is also devoted to lean manufacturing, line balancing, facility layout and warehousing techniques. Explanations are based on examples and detailed algorithms while discarding complex and unnecessary theoretical minutiae. All examples have been carefully selected from an industrial application angle. This book is written for students and professors in industrial and systems engineering, management science, operations management and business. It is also an informative reference for managers looking to improve the efficiency and effectiveness of their production systems.**

**The Way to Think Unlimited, Develop Agile, Produce & Operate Lean**

**Developing Competitive Capabilities and Managing Profit**

**The Educator's Field Guide**

**Healthcare Kaizen**

**Getting to Yes**

**Useful Methods and Techniques**

**Special 100th Birthday Edition**

Many leaders and managers have led improvement initiatives in a variety of different industry sectors. Most believe that when they begin these efforts, they already have the tools they need in their improvement "backpack." Using these tools, they make substantial improvements to processes in a wide array of industry segments. As time passes, however, most realize that there is a missing link in their arsenal of tools for improvement. The author of this book faced this same predicament and he discovered what the missing link was in his improvement tool kit: Theory of Constraints (TOC). Once he learned the details of TOC, his ability to make major improvements jettisoned upward to levels he had not seen before. TOC is the common denominator in all the case studies presented in this book. This book opens with a chapter on what Theory of Constraints is and why it works so well in improvement efforts. The second and third chapters cover the important points related to Lean Manufacturing and Six Sigma as well as key points related to variability. Chapter 4 demonstrates how to effectively combine these three components to achieve maximum improvement and the corresponding enhancement to your company's profitability. The remainder of this book is composed of true case studies from different industry segments, using this integrated improvement methodology. Essentially, this book lays the foundation for what most practitioners are just beginning to understand—this integrated improvement methodology is superior to the three components used in isolation from each other. This book presents a step-by-step method of how to combine the Theory of Constraints, Lean, and Six Sigma, and then demonstrates its effectiveness in a very diverse array of industries.

Lean transformations are decidedly more challenging when the math is inconsistent with lean principles, misapplied, or just plain wrong. Math should never get in the way of a lean transformation, but instead should facilitate it. Lean Math is the indispensable reference for this very purpose. A single, comprehensive source, the book presents standard and specialized approaches to tackling the math required of lean and six sigma practitioners across all industries—seasoned and newly minted practitioners alike. Lean Math features more than 160 thoughtfully organized entries. Ten chapters cover system-oriented math, time, the "-ilities" (availability, repeatability, stability, etc.), work, inventory, performance metrics, basic math and hypothesis testing, measurement, experimentation, and more. Two appendices cover standard work for analyzing data and understanding and dealing with variation. Practitioners will quickly locate the precise entry(ies) that is relevant to the problem or continuous improvement opportunity at hand. Each entry not only provides background on the related lean principles, formulas, examples, figures, and tables, but also tips, cautions, cross-references to other associated entries, and the occasional "Gemba Tale" that shares real-world experiences. The book consistently encourages the practitioner to engage in math-assisted plan-do-check-act (PDCA) cycles, employing approaches that include simulation and "trystorming." Lean Math truly transcends the "numbers" by reinforcing and refreshing lean thinking for the very purpose of Figuring to Improve. REVIEWER COMMENTS "Hamel and O'Connor provide both the novice and experienced lean practitioner a comprehensive, common-sense reference for lean math. For example, I know that our Lean Support Office team would have gladly used dozens of Lean Math entries during a recent lean management system pilot. The concepts, context, and examples would have certainly helped our execution and provided greater clarity during our training activities. Lean Math is a must have book for Lean Support Office people!" —Dave Pienta, Director, Lean Support Office, Moog, Inc. Aircraft Group "A practical math book may sound like an oxymoron, but Lean Math is both pragmatic and accessible. Hamel and O'Connor do an excellent job keeping

the math as simple as possible, while bringing lean principles to the forefront of the discussion. The use of insurance and healthcare industry examples especially helps simplify the translation for lean practitioners in non-manufacturing industries. Readers will be able to use the numerous tables and figures to clearly illustrate and teach lean concepts to others. Lean Math is a reference book that every lean practitioner or Black Belt should have in their library!" —Peter Barnett, MBB, Liberty Management System Architect, Liberty Mutual Insurance "Lean Math is a comprehensive reference book within which the lean practitioner can quickly find straightforward examples illustrating how to perform almost any lean calculation. Equally useful, it imparts the importance of the relevant lean principal(s). While coaching some recent transformation efforts, I put Lean Math to the test by asking several novice practitioners to reference it during their work. They were promptly rewarded with deeper insight and effectiveness—a reflection of this book's utility and value to the lean practitioner." —Greg Lane, international lean transformation coach, speaker, and author of three books including, "Made-to-Order Lean: Excelling in a High-Mix, Low-Volume Environment" "While the technical, social, and management sciences behind lean must be learned by doing, their conceptual bases are absolutely validated by the math. This validation is particularly crucial to overcoming common blind spots ingrained by traditional practice. Hamel and O'Connor's text is a comprehensive and readable resource for lean implementers at all levels who are seeking a deeper understanding of lean tools and systems. Clear diagrams and real-world examples create a bridge for readers between theory and practice—theory proven by practice. If math is the language of science, then Lean Math is indeed the language of lean science." —Bruce Hamilton, President, Greater Boston Manufacturing Partnership, Director Emeritus for the Shingo Institute "Mark and Michael have done a tremendous service for the lean community by tackling this daunting subject. There are so many ways to quantify value, display improvement, and define complex problems that choosing the right methods and measures becomes an obstacle to progress. Lean Math helps remove that obstacle. Almost daily, operations leaders in every industry need the practical math and lean guidance in these pages. Now, finally, we have it in one place. Thank you." —Zane Ferry, Executive Director, National Operations, QMS Continuous Improvement, Quest Diagnostics "Too many lean books dwell on principles, but offer little to address critical how-to questions, such as, 'How do I use these concepts to solve my specific problem?' With plain English explanations, simple illustrations, and examples across industries, Lean Math bridges a long-standing gap. Hamel and O'Connor's Lean Math is sure to become a must-have reference for every lean practitioner working to improve performance in any modern workplace." —Jeff Fuchs, Executive Director, Maryland World Class Consortia, Past Chairman, Lean Certification Oversight Committee "Lean Math fills a huge gap in the continuous improvement library, helping practitioners to translate data, activities, and ideas into meaningful information for effective experimentation and intelligent decisions. This reference comes at a critical time for the healthcare industry as we struggle to improve quality, while controlling costs. Though we don't make widgets, our people, processes, and patients will benefit from the tools provided in this reference. The numerous examples, as well as the Gemba Tales scattered throughout the book, bring life to the principles and formulas. Lean Math is impressive in both scope and presentation of content." —Tim Pettry, Senior Process Improvement Specialist, Cleveland Clinic "Lean Math is a great book for those times when only the correct answer will do. The math, along with the Gemba Tales, are helpful for those in the midst of the technical aspects of a transformation, as well as those of us who once knew much of this but haven't used it in a while." —Beau Keyte, organization transformation and performance improvement coach, author of two Shingo-Award winning books: "The Complete Lean Enterprise" and "Perfecting Patient Journeys" "Math and numbers aren't exclusively the domain of six sigma! Toyota leaders describe lean as an organizational culture, a managerial approach, and a philosophy. They also maintain that the last piece of lean is technical methods, which includes the math we need for properly sizing inventory levels, validating hypotheses, gauging improvement, and more. Lean Math is a useful book that compiles important mathematical and quantitative methods that complement the people side of lean. Hamel and O'Connor are extremely qualified to deftly explain these methods. Lest you think it's a dry math text, there are Gemba Tales and examples from multiple industries, including healthcare, which illustrate these approaches in very relatable ways." —Mark Graban, Shingo-Award winning author, speaker, consultant, and blogger "When you begin a lean journey, it's like starting an exercise regimen—the most important thing is to start. But as you mature, and as you achieve higher levels of excellence, rigor becomes increasingly important. Lean Math provides easy, elegant access to the necessary rigor required for effective measurement and analysis and does so in practical terms with excellent examples." —Misael Cabrera, PE, Director, Arizona Department Environmental Quality

As industrial companies are placing a higher focus on operations, this book comes at the right time with a compilation of basic concepts of Operational Excellence and their application. Operational excellence allows companies to recover from reductions in gross margins and low profitability, which largely occur due to a rise in agile competition and the short life span of new technologies. This book helps managers and consulting academicians as a ready reference for cross-industry implementation of operational excellence.

The Hitchhiker's Guide to the Galaxy provides an excellent way of looking at some intriguing issues in philosophy, from vegetarianism and Artificial Intelligence to God, space and time. This is an entertaining yet thought provoking volume for students, philosophers and fans of The Hitchhiker's series.

Lean Math: Figuring to Improve

Target

Theory of Constraints, Lean, and Six Sigma Improvement Methodology

Understanding Overall Equipment Effectiveness, Reliability, and Maintainability

The Hitchhiker's Guide to Lean

DeGarmo's Materials and Processes in Manufacturing

Sustaining Lean

It has been reported that about 70% of performance-improvement initiatives fail to achieve desired results. The primary causes are unrealistic expectations regarding effort and results and too much focus on short-term improvements instead of long-term capability building. Too many consultants and organizations stress the tools and the results they can achieve without considering the long-term implications. Success relies on focusing on both short-term gains and long-term culture change – That is, using the tools as the mechanism for change versus the objective of the change. *Lean Misconceptions: Why Many Lean Initiatives Fail and How You Can Avoid the Mistakes* focuses on continuous improvement as well as the tools organizations can use to achieve long-term growth. Readers will gain new knowledge while also challenging their peers, seniors, subordinates, and their own thinking on Lean.

Doing well with money isn't necessarily about what you know. It's about how you behave. And behavior is hard to teach, even to really smart people. Money—investing, personal finance, and business decisions—is typically taught as a math-based field, where data and formulas tell us exactly what to do. But in the real world people don't make financial decisions on a spreadsheet. They make them at the dinner table, or in a meeting room, where personal history, your own unique view of the world, ego, pride, marketing, and odd incentives are scrambled together. In *The Psychology of Money*, award-winning author Morgan Housel shares 19 short stories exploring the strange ways people think about money and teaches you how to make better sense of one of life's most important topics.

A valuable tool for establishing and maintaining system reliability, overall equipment effectiveness (OEE) has proven to be very effective in reducing unscheduled downtime for companies around the world. So much so that OEE is quickly becoming a requirement for improving quality and substantiating capacity in leading organizations, as well as a req

Jamie Flinchbaugh and Andy Carlino with Foreword by Dennis Pawley *Hitchhikers* do not travel a fixed path. They intentionally wander so they can learn and grow along the way. Embarking on the lean journey is similar, there are many roads on which to wander and no single one is right for all. *"The Hitchhiker's Guide to Lean: Lessons from the Road"* reveals the most critical lessons learned over the authors' combined 30-plus years of exploring the lean highways. One of the book's lessons from the road is you need to pay attention to where you are and where you are going, just as you do when driving a car. Lean leaders add value by changing things, moving them forward, and producing different results than the day before. To lead, you must go beyond creating a vision. You must develop the vehicle that will deliver it. *"The Hitchhiker's Guide to Lean"* is the vehicle that will help you move beyond the tools and take lean to a self-sustaining and continuously improving level. The book's 10 chapters cover lean principles and thinking, lean leadership moves, the roadmap for lean transformation, common pitfalls of lean journeys, building an operating system, lean accounting, lean material management, lean in service organizations, and how individuals can apply lean to improve themselves. The book concludes with interviews of lean practitioners on the front lines of change at Chrysler, Ross Controls, DTE Energy, RSR Corporation, and Nematik.

Negotiating an Agreement Without Giving in

Handbook of Research on Determining the Reliability of Online Assessment and Distance Learning

Timeless lessons on wealth, greed, and happiness

Quick and Dirty Lessons Every Entrepreneur Should Know

Quality Assurance

Creating an Effective Culture

Using Human Systems Dynamics to Build a Culture of Process Improvement

*This is the second, greatly expanded edition of one of the world's most successful books on negotiation.*

*'Getting to Yes' offers powerful principles to guide readers to success in the art of negotiation.*

*Applying Methodologies for Launching New Products, Services, and Customer Satisfaction*

*How Companies and Customers Can Create Value and Wealth Together*

*Fundamentals of Manufacturing, Third Edition*