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Achieving Autonomous Value Accounting for the Stream Flow with Lean Techniques presents nine time-tested guidelines for designing business process flow that enable Operational Excellence in the office. Each chapter describes one guideline by using text, illustrations, and practical examples to provide a comprehensive understanding of why creating flow in the office is essential and how to achieve it.

Accounting for the reality that most office employees are required to work on many different projects throughout the day, this book details a step-by-step methodology for leveraging traditional value stream flow to establish Operational Excellence in an office environment. In addition, it describes a more advanced form of flow called "self-
healing' flow—in which employees are capable of identifying and fixing problems with the flow without requiring management intervention. Explaining how to achieve Operational Excellence and self-healing flow with the nine guidelines, the book also introduces new concepts such as part-time continuous flow processing cells, workflow cycles, takt capability, integration events, pitch in the office, and ways to tell whether your office is on time. With this book, you will be able to take the knowledge provided and immediately apply it by following the step-by-step checklists included at the end of each chapter. In addition to the lists of action items for implementing each guideline, the book includes "acid tests" you can use to determine if you have implemented each guideline correctly. When finished, you will have designed an end-to-end flow for the services in your office as well as visual systems to help employees distinguish normal flow from abnormal flow so they can fix flow problems on their own, before they negatively impact your customers.
Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition. Operational Excellence in Your Office CRC Press Value stream design is increasingly asserting itself as the key approach for production optimization, but there has never been a detailed and systematic presentation of the value stream method before – a gap that has now been filled by this book. The author provides an easily comprehensible code of practice for the effective analysis of production processes, product family-oriented factory structuring and the target-oriented development of an ideal future state of production. The book plausibly conveys ten design guidelines for production optimization with corresponding equations, descriptive illustrations and...
industrial examples well-proven in numerous industrial projects. It addresses the professional public, practitioners wishing to avoid waste and systematically improve their factories’ value streams, and students - tomorrow’s practitioners. In contrast to other publications, this book complements the value stream analysis and its unique compact visualization of the entire production process by a detailed illustration of the information flow and a comprehensive discussion of the operator balance chart. The »traditional« concept of value stream design is significantly expanded with a view to its applicability in complex productions by way of methodological innovation and further development concerning campaign formation, value stream management and technological process integration. The method is embedded in a comprehensive procedural approach for factory planning, starting with the definition of the desired lean production goals. Value Stream Mapping for the Process Industries Springer Nature The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of...
reaching beyond single-point kaizens to ensure a sustainable lean implementation. Many people use the value stream map as an individual tool, but not within the context of a proven overall system. Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it!

Value Stream Management
CRC Press
PMBOK® Guide
is the go-to resource for
project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK® Guide &– Seventh Edition is structured around eight project performance domains. This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes. This edition of the PMBOK® Guide:•Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);•Provides an entire section devoted to tailoring the development approach and processes;•Includes an expanded list of models, methods, and artifacts;•Focuses on not just delivering project outputs but also enabling outcomes; and•Integrates with PMIstandards™ for information and standards application content based on project type, development approach, and industry sector.

Value Stream Management for the Lean Office
Wyatt North Publishing, LLC

A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and
Key Features Address DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignment. Implement proven VSM methodology to improve IT value stream flows. Leverage VSM platforms to view, analyze, and improve end-to-end value delivery.

Description Value Stream Management (VSM) opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world. Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products'
strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery. What you will learn:

- Integrate Agile, systems thinking, and lean development to deliver customer-centric value
- Find out how to choose the most appropriate value stream for your initial and follow-on VSM projects
- Establish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelines
- Apply a proven eight-step VSM methodology to drive lean IT value stream improvements
- Discover the key strengths of modern VSM tools and their customer use case scenarios
- Understand how VSM drives DevOps pipeline improvements and value delivery transformations

This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and
DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book. **Mapping the Total Value Stream**

In no industry is the concept of quality more essential than it is in healthcare, which is why the lean quality principles learned through the example of the Toyota Production System are so applicable. Two fundamental principles of Toyota’s push for excellence are especially relevant to healthcare: ensuring quality at every step and keeping improvement processes simple enough that they are viable, reproducible, and teachable. Developed with the input of more than 60 healthcare organizations, Value Stream Mapping for Healthcare Made Easy introduces healthcare managers to the essential method developed by Toyota known as the Value Stream Map (VSM). The first half of the book provides an introduction to VSMs that shows healthcare workers at all levels how to look at any process with eyes that probe all the value-added and non-value-added activities in the delivery of a requested service or product. This will allow all stakeholders the opportunity to evaluate, create, and communicate innovation in their workplace. The second half reviews real value stream maps at real healthcare facilities created by teams of administrators, managers, physicians, and staff members. Most participants were not experienced with lean thinking and for many this was their first engagement with lean methods. What becomes clear through these examples is the importance of initiating realistic improvements that can quickly
demonstrate successful change and encourage even more problem solving. This ability to be involved with creating a better way to work has been exceptionally well received by workers both at Toyota and now throughout the healthcare industry. Lean thinking involves employees in improving work that is meaningful to them, at a level where they can see and appreciate the changes they have participated in creating. This satisfaction is essential to retaining good workers, as well as to the everyday improvement of safety, patient satisfaction, and affordability. VSM is a proven high-level view tool that can be used in every aspect of healthcare to identify, understand, and improve processes. Information included illustrates the simplicity and completeness of the tool and describes its applications to staff communication, regulatory documentation, and activities of daily work. The book also highlights simple-to-use data collection and interpretation as part of the VSM process. 

Value Stream Mapping for the Process Industries

Lean Enterprise Institute

Move beyond Value Stream Mapping and Create Your Lean Future In Creating Your Lean Future State: How to Move from Seeing to Doing, Tom Luyster, with Don Tapping, details the implementation of lean after the creation of current and future state maps. This book is a follow-up to the successful Value Stream Management: Eight Steps to Planning, Mapping

Value Stream Management
CRC Press
Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in a number of pioneering works including the popular ,Value Stream Management for the Lean Office. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations. The authors also provide a more complete perspective on the concept of availability. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time. While previous books have focused on only production...
process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario, to teach readers what techniques are commonly applicable to both, and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves. The First 20 Hours Lean Enterprise Institute The five-volume set IFIP AICT 630, 631, 632, 633, and 634 constitutes the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2021, held in Nantes, France, in September 2021.* The 378 papers presented were carefully reviewed and selected from 529 submissions. They discuss artificial intelligence techniques, decision aid and new and renewed paradigms for sustainable and resilient production systems at four-wall factory and value chain levels. The papers are organized in the following topical sections: Part I: artificial intelligence based optimization techniques for demand-driven manufacturing; hybrid
approaches for production planning and scheduling; intelligent systems for manufacturing planning and control in the industry 4.0; learning and robust decision support systems for agile manufacturing environments; low-code and model-driven engineering for production system; metaheuristics and optimization techniques for energy-oriented manufacturing systems; metaheuristics for production systems; modern analytics and new AI-based smart techniques for replenishment healthcare; new and production planning under uncertainty; system identification for manufacturing control applications; and the future of lean thinking and practice Part II: digital transformation of SME manufacturers: the crucial role of standard; digital transformations towards supply chain resiliency; engineering of smart-product-service-systems of the future; lean and Six Sigma in services for replenishment healthcare; new trends and challenges in reconfigurable, flexible or agile production system; production management in food supply chains; and sustainability in production planning and lot-sizing Part III: autonomous robots in delivery logistics; digital transformation approaches in production management; finance-driven
supply chain; gastronomic service system design; modern scheduling and applications in industry 4.0; recent advances in sustainable manufacturing; regular session: green production and circularity concepts; regular session: green and innovative systems; regular session: supply chain and routing management; regular session: robotics and human aspects; regular session: classification and data management; data-driven methods for supply chain optimization; digital twins based on systems engineering and semantic modeling; digital twins in companies first developments and future challenges; value chain networks in the context of human-centered artificial intelligence in smart manufacturing for the operator 4.0; operations management in engineer-to-order manufacturing; data-based services as key enablers for manufacturing asset life cycle management for
smart and sustainable manufacturing systems; robotics technologies for control, smart manufacturing and logistics; serious games analytics: improving games and learning support; smart and sustainable production and supply chains; smart methods and techniques for sustainable supply chain management; the new digital lean manufacturing paradigm; and the role of emerging technologies in disaster relief operations: lessons from COVID-19 Part V: data-driven platforms and applications in production and logistics: digital twins and AI for sustainability; regular session: new approaches for routing problem solving; regular session: improvement of design and operation of manufacturing systems; regular session: optimization of supply chain agility and reconfigurability; regular session: maintenance improvement and approaches; lifecycle management; regular session: additive manufacturing and mass customization; regular session: frameworks and conceptual modelling for systems and services efficiency; regular session: optimization of production and transportation systems; regular session: advanced modelling approaches;
regular session: simulation and optimization of systems performances; regular session: AI-based approaches for quality and performance improvement of production systems; and regular session: risk and performance management of supply chains

*The conference was held online.

Lean for the Public Sector
Simon and Schuster
Detailing the role of senior management in achieving a successful transformation to organizational excellence,

Simple Excellence: Organizing and Aligning the Management Team in a Lean Transformation charts a course of simplification through the complexity often associated with managing performance improvement initiatives. It spells out the roles of key individuals on the management team—including those from sales and marketing, human resources, purchasing/supply chain, information technology, finance, and engineering. Maintaining a focus on the big picture, this book explains what value streams are and how to use them to structure your business so that all stakeholders are aligned with what matters most. It reduces constraint management to its most practical terms and lays out a sound approach to accounting that enables
everyone to spend money where it adds value and stop spending where it doesn’t. Drive your management team with dedicated allegiance to the concept of value enhancement. Propel your organization to higher performance through the employment of Lean culture and decision-making principles. Enact management structures needed to put new ways of thinking into play. Focus on the bottom line with the right performance metrics. Written by respected authorities with extensive experience helping leading organizations achieve Lean transformation, the text includes case studies from high-profile organizations recognized for operational excellence. Addressing human resources management practices, it explains how to manage the day-to-day operations and pricing factory capabilities for the greatest possible profits. It also discusses the ongoing process of strategic planning to help you move away from annual goal setting, toward a dynamic process of engaging the entire company in the effort to provide your customers with an improved sense of value. Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation IBM Redbooks The Value Stream Management Eight Steps To Planning Mapping And Sustaining Lean Improvements Create A Complete System For Lean
System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of reaching beyond single-point kaizens to ensure a sustainable lean implementation process. Many people use the value stream map as an individual tool, but not within the context of a proven overall system. Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! BONUS CD! Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful...
charts, a team charter, forms, reports, and worksheets. DVD Package (see Catalog No. PP7338) A training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide. Value Stream Management CRC Press

C. S. Lewis was a British author, lay theologian, and contemporary of J.R.R. Tolkien. The Lion, the Witch, and the Wardrobe is the first book in The Chronicles of Narnia. Lean Thinking MCS Media, Inc. Following in the footsteps of its bestselling predecessor, Kevin J. Duggan, an executive mentor and recognized authority on Lean and Operational Excellence, draws on more than 10 years of experience and learning to provide Creating Mixed Model...
Value Streams, Second Edition. This second edition takes a step-by-step approach to implementing Lean in c
Driving DevOps with Value Stream Management Financial Times Management Bring Lean Improvements to the Administrative Areas of Your Organization! Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case study to illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book is a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets!

Creating Your Lean Future State CRC Press Providing a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose...
in the process industry. This book describes in detail how to create a complete VSM for a process manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers with a roadmap for a complete Lean transformation. Describes how to analyze the map for waste and flow issues so that they can be reduced and even eliminated. Provides examples of the calculations needed for the flow parameters in data boxes. Explains how the VSM concept can be applied to the entire supply chain. Includes strategies for engaging your entire workforce in map creation.

The target process is complex enough to illustrate the issues often encountered in mapping a process industry operation, but straightforward enough to explain all of the mapping considerations and decisions. The book includes real examples of how VSMs brought much greater clarity to the real issues the processes faced and cases where the insight enabled management to avoid costly, inappropriate
Value Stream Management for the Lean Office

Understand value stream mapping in no time! Find out everything you need to know about this powerful tool with this practical and accessible guide. In an increasingly competitive business world, identifying the areas where your company is losing time and money can give you a vital edge. Value stream mapping is one of the most popular tools of lean management and is easy to apply to virtually any production process, allowing you to locate and eliminate sources of waste and streamline your operations. In 50 minutes you will be able to:

• Understand the main principles behind value stream mapping and lean management
• Identify the key icons used in VSM and find out what they mean
• Draw up your own map of material and information flows and use it to identify sources of waste

50MINUTES.COM | MANAGEMENT AND MARKETING

The Complete Lean Enterprise

Winner of a 2012 Shingo Research and Professional Publication Award

The Management and Marketing series from the 50Minutes collection provides the tools to quickly understand the main theories and concepts that shape the economic world of today. Our publications will give you elements of theory, definitions of key terms and case studies in a clear and easily digestible format, making them the ideal starting point for readers looking to develop their skills and expertise.
Demystifying the application of Lean methods, Lean Office and Service Simplified: The Definitive How-To Guide goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by Green Intentions CRC Press Value Stream ManagementProductivity Press BackStreet Lean Lean Enterprises Inst Incorporated Provides a framework that highlights waste and its negative effects on process performance, value stream maps (VSMs) are essential components for successful Lean initiatives. While the conventional VSM format has the basic structure to effectively describe process operations, it must be adapted and expanded to serve its purpose in the process industry. This book describes in detail how to create a complete VSM for a process industry manufacturing operation. Detailing the unique features of process operations and why they require additions and adjustments to traditional VSMs, the book walks readers through the steps in analyzing the map. It explains how to scope improvement projects, prioritize them, and then use future state VSMs to illustrate and motivate systemic improvement. In doing so, it supplies readers
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