

Lean It Enabling And Sustaining Your Lean Transformation

How many IT books have you read that are long on theory and short on practical application? They are interesting, but not very impactful. They provide a framework from which to think and understand, but lack a process from which to act. Addressing this urgent need for the IT community, *The Lean IT Field Guide* explains how to initiate, execute, and sustain a lean IT transformation. Illuminating a clear path to lean IT, the authors integrate more than two decades of combined experience to provide you with a proven method for creating and sustaining a true lean IT workplace. This field guide not only highlights the organizational techniques of more agile and lean processes, but also the leadership work required to help management adopt these new approaches. Based on proven methods from different industries, including banking, manufacturing, insurance, food and beverage, and logistics, the book details a clear model that covers all the components you need to achieve and sustain a favorable work environment and culture in support of lean IT. Filled with anecdotes and case studies from actual businesses, the book includes pictures, templates, and examples that illustrate the application of the lean methods discussed.

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, 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 of companies before and after lean was implemented. This is the first book to provide technical descriptions of successful solutions and performance improvements. It's also the first book to go beyond snapshots and includes powerful first-hand accounts of the complete process of change; its impact on the entire organization; and the rewards and benefits of becoming lean. At the heart of *Becoming Lean* 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 opportunity to go inside the implementation process and see what worked, what didn't, and why.

This book provides advanced analytics and decision management techniques and tools for developing sustainable competitive advantages in the studied target context. In order to achieve sustainable economy, "the capacity to endure," it is essential to understand and study the mechanisms for interactions and impact from and among these perspectives.

Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. An inductee to IndustryWeek's Hall of Fame, George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best

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Managed Firms." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization.

Exploring Lean manufacturing in a holistic manner, this book helps organizations to implement Lean principles successfully by offering theoretical, empirical and practical knowledge. It empirically demonstrates how a successful Lean initiative can improve organizational efficiency, and incorporates valuable primary research to substantiate findings. It argues that Lean principles need to be applied throughout the value chain in order to be successful, and suggests that these tools need to be aligned with culture and change management. Chapters examine issues including Lean cultures, impediments to Lean, Lean and performance measurement, and the impact of Lean. Viewing Lean as a never-ending journey, this book provides a valuable resource to practising Lean managers, and specialist researchers and students, and also offers an important reference for organizations embarking on their Lean voyage.

Struggling to apply Lean effectively in your office environment? Office Lean is a book for anyone who wants to apply Lean better in contexts where the work is both intangible and complex. It explains in simple terms, what Lean is -- and what Lean isn't -- enabling office professionals to understand how it can be successfully applied to their complex office-based work environments. Contrary to popular opinion, Lean is not only for mass manufacturing or healthcare. It applies just as much to the digital world of "knowledge work" industries such as banking and financial services, software development, and government. But the fundamental concepts, straight from the factory floor, need a fair amount of translation to be effectively applied in cube farms. Overturning the common perception that Lean is about imposing rigid rules, or simply eliminating waste in the name of "efficiency", Eakin presents Lean as a dynamic, flexible, people-centric philosophy that delivers outstanding business results by improving employee engagement and customer experience. Office Lean helps Lean practitioners (leaders/managers and coaches/consultants) working in professional office environments access the amazing, transformative results Lean can bring to their specific domains. It combines clear explanations of the core concepts of the Lean philosophy with relevant, practical examples from the fields of accounting, finance, insurance, IT and government.

Things that are good for the planet are also good for business. Numerous studies from the likes of the Economist Intelligence Unit, Harvard, MIT Sloan, and others indicate that organizations that commit to goals of zero waste, zero harmful emissions, and zero use of nonrenewable resources clearly outperform their competition. Like lean thinking, gre

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and innovation, improve service levels, manage change, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done?

Winner of a 2011 Shingo Research and Professional Publication Award, this book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization. Praise for: ...will have a permanent place in my bookshelf. —Gene Kim, Chief Technology Officer, Tripwire, Inc. ... provides an unprecedented look at the role that Lean IT will play in making this revolutionary shift and the critical steps for sustained success. —Steve Castellanos, Lean Enterprise Director, Nike, Inc. Twenty years from now the firms which dominate their industries will have fully embraced Lean strategies throughout their IT organizations. —Scott W. Ambler, Chief Methodologist for Agile and Lean, IBM Rational ... a great survival manual for those needing nimble

and adaptive systems. —Dr. David Labby, MD, PhD, Medical Director and Director of Clinical Support and Innovation, CareOregon ... makes a major contribution in an often-ignored but much-needed area. —John Bicheno, Program Director MS in Lean Operations, Cardiff University ... a comprehensive view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University Healthcare IT is a complex and rapidly evolving field. Success in this arena requires the ability to create a vision, set a strategy, foster collaboration, develop a plan and execute flawlessly every day. This book provides a clear, concise roadmap for professionals who currently manage, direct or oversee healthcare IT. Through case studies and examples, the author includes highly relevant topics such as delivering and communicating HIT values, managing information security, and connectivity challenges, as well as organizational strategy, alignment and vision of HIT, risk management, performance management and process improvement using Lean methodologies.

Harness the Power of Your Most Valuable Resource—Your Workforce! Process improvement approaches like Six Sigma and Lean Enterprise have worked wonders for countless organizations, but in the drive for true excellence, these approaches are only one important part of the formula. Building Engaged Team Performance explains the next wave of business improvement: driving breakthrough gains by integrating process improvement with “the people side” of performance. Breaking new ground in the world of organizational improvement, performance management expert Dodd Starbird teams up with Roland Cavanagh, coauthor of the bestselling *The Six Sigma Way*, to present a system for aligning and optimizing processes and the efforts of any organization’s most valuable asset: people. Combining the principles from Total Quality Management (TQM), Six Sigma, Lean, and Socio-Technical Systems, Engaged Team Performance helps you harness the massive potential of human performance that is not captured by process improvements alone. Illustrated through real-life stories, Building Engaged Team Performance offers a step-by-step program that shows you how you can more than double the productivity of your business. The authors’ client examples are a diverse group of transactional and manufacturing organizations that have used Engaged Team Performance to:

- Increase employee efficiency by 50% and save millions of dollars
- Consistently deliver on critical customer requirements
- Provide visual data for instant decision making
- Create realistic staffing models for sustainable capacity
- Establish standards for both team and individual performance
- Develop leadership that facilitates team ownership of execution

Building Engaged Team Performance provides the tools for building a superior system that optimizes effectiveness of outcomes for customers and efficiency of resource usage. Never before have human performance and process improvement been so closely linked in a single, sustainable method. Catch the next wave of business improvement with Engaged Team Performance. Praise for Building Engaged Team Performance “The Engaged Team Performance effort that we undertook has allowed us to reshape our process from start to finish and improve both productivity and the

communication among multiple departments.” Art Bacci, President & CEO, Principal Bank “This book provides practical insights on building competencies of change leaders throughout the organization.” Dr. William D. Trotter, Managing Director, Association of Internal Management Consultants (AIMC) “By embedding these concepts into organizational culture, systems, and processes, a group of individuals may become a winning team.” Dan Bell, President, Canon Information Technology Services “When I led a division at GE during the heyday of Six Sigma, process excellence and team performance were both critical; yet they were considered different disciplines, supported by separate infrastructure. Engaged Team Performance combines and aligns the best of both, and it delivers even better results.” C. Lewis Fain, President, Mortgage Payment Protection, Inc. “If your strategic vision includes words like growth, customer loyalty, value creation, responsiveness, quality, expertise, partnership, accountability, efficiency, or best in class, then Building Engaged Team Performance has to be part of the foundation. Without it you’re just creating a house of cards.” Rick Larson, CEO, VFD Technologies

The global market is constantly evolving and it has become essential for organizations to employ new methods of appealing to customers in order to stay abreast on current trends within the world economy. The Handbook of Research on Driving Competitive Advantage through Sustainable, Lean, and Disruptive Innovation features theoretical development and empirical research in social media platforms, internet usage, big data analytics, and smart computing, as well as other areas of organizational innovation. Highlighting implementation challenges facing innovative processes, this publication is a critical reference source for researchers, students, professionals, managers, and decision makers interested in novel strategies being employed by organizations in an effort to improve their standings on the global market.

Instead of building new hospitals that import old systems and problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excell

Today, organizations have achieved an overall failure rate above 80 percent with Lean, Six Sigma, Lean Six Sigma, and continuous improvement in general. This is certainly not due to a shortage of books, consultants, and other online resources about the methodologies and tools, or the success stories of Toyota and others. However, it is due to a shortage of knowledge and practice about the most critical success factors of improvement: leadership, sustaining infrastructure, behavioral and cultural transformation, and now emerging technology. These factors produce 90 percent of the success with continuous and sustainable improvement; the methodologies and tools represent an irrelevant 10

percent. For decades, most organizations have focused on this quick and easy, irrelevant 10 percent through an endless series of fad, in-vogue improvement programs as they attempt to mimic the best-in-class practices of the most successful organizations. Out of the Present Crisis: Rediscovering Improvement in the New Economy is the contemporary version of Deming's famous 1982 book, "Out of the Crisis." The author builds a solid case for organizations to aggressively pursue the next generation of systematic and sustainable improvement through a combined strategy of Deming's back-to-basics, innovation and breakthrough thinking, integration of emerging and enabling technology, and adaptive improvement across diverse environments and industries. The book's practical, pragmatic style is backed up by many real world examples and personal experiences. If you're looking for another book about Lean or Six Sigma "tools" this is not it. But it is a book about how to achieve lasting success by making improvement the cultural standard of excellence and living code of conduct in organizations. This popular book provides executives with an up-to-date and proven reference guide for rediscovering successful systematic and sustainable improvement in today's economy. The author demonstrates the importance of viewing improvement as a continuous manageable "process" and covers the most critical success factors of leadership, sustaining infrastructure, behavioral and cultural transformation, and emerging technology in a practical, no-nonsense, "how-to-do" style. The book provides specific guidance for all industries including public and private corporations, hospitals, financial services, airlines, municipalities, and federal, state, and local governments.

Featured in Volume 22 of Advances in Management Accounting are articles on: The Effect of Personality Traits and Fairness on Honesty in Managerial Reporting; The Impact of Firm Size on the Productivity of Resources; Transfer of Performance Measurement System Innovations Across Economic Sectors; Target Costing and Product and Production Interdependencies; Cost Accounting, Simulation, and Post-Structuralist Understanding; Input-Based Performance Evaluation, Incentive Intensity, and Proactive Work Behavior; Normative and Instrumental commitments on Budgetary Slack Creation; The Adoption of Lean Operations and Lean Accounting; and Governance in the Hospital Sector.

Researchers in both practice and academe, as well as libraries, would be interested in the articles featured in the AIMA. ***Over a half-million sold! The sequel, The Unicorn Project, is coming Nov 26*** "Every person involved in a failed IT project should be forced to read this book."—TIM O'REILLY, Founder & CEO of O'Reilly Media "The Phoenix Project is a must read for business and IT executives who are struggling with the growing complexity of IT."—JIM WHITEHURST, President and CEO, Red Hat, Inc. Five years after this sleeper hit took on the world of IT and flipped it on it's head, the 5th Anniversary Edition of The Phoenix Project continues to guide IT in the DevOps revolution. In this newly updated and expanded edition of the bestselling The Phoenix Project, co-author Gene Kim includes a new afterword and a deeper

delve into the Three Ways as described in The DevOps Handbook. Bill, an IT manager at Parts Unlimited, has been tasked with taking on a project critical to the future of the business, code named Phoenix Project. But the project is massively over budget and behind schedule. The CEO demands Bill must fix the mess in ninety days or else Bill's entire department will be outsourced. With the help of a prospective board member and his mysterious philosophy of The Three Ways, Bill starts to see that IT work has more in common with a manufacturing plant work than he ever imagined. With the clock ticking, Bill must organize work flow streamline interdepartmental communications, and effectively serve the other business functions at Parts Unlimited. In a fast-paced and entertaining style, three luminaries of the DevOps movement deliver a story that anyone who works in IT will recognize. Readers will not only learn how to improve their own IT organizations, they'll never view IT the same way again. "This book is a gripping read that captures brilliantly the dilemmas that face companies which depend on IT, and offers real-world solutions."—JEZ HUMBLE, Co-author of Continuous Delivery, Lean Enterprise, Accelerate, and The DevOps Handbook ———— "I'm delighted at how The Phoenix Project has reshaped so many conversations in technology. My goal in writing The Unicorn Project was to explore and reveal the necessary but invisible structures required to make developers (and all engineers) productive, and reveal the devastating effects of technical debt and complexity. I hope this book can create common ground for technology and business leaders to leave the past behind, and co-create a better future together."—Gene Kim, November 2019

This publication is in collaboration with the University of Buckingham and is the result of a combined research and review process carried out by the three Editors who belongs to the University of Ferrara, Italy, the University of Buckingham, UK and Swansea University, UK. The book deepens the debate about the lean enterprise from both an academic and a professional management perspective. It thus provides the reader with a sound understanding of the modern lean enterprise and its current evolution. A range of innovative topics are covered, with individual chapters addressing the combinations of lean with hoshin kanri, green management, IT, organizational learning, flow accounting, system thinking, problem solving, internationalization aspects, luxury industry, and product innovation. Since the term "lean" first entered contemporary operations management language in 1990 to describe a set of practices proven to deliver superior performance over mass production systems, the lean approach to waste reduction and value generation has moved from vehicle production to other manufacturing sectors. It has reshaped the support functions of manufacturing businesses and has evolved from private industry into the public sector. Lean thinking is now a dominant model of operations management and has brought with it a new language and toolbox.

Information technology supports efficient operations, enterprise integration, and seamless value delivery, yet itself is too often inefficient, un-integrated, and of unclear value. This completely rewritten version of the bestselling Architecture and

Patterns for IT Service Management, Resource Planning and Governance retains the original (and still unique) approach: apply the discipline of enterprise architecture to the business of large scale IT management itself. Author Charles Betz applies his deep practitioner experience to a critical reading of ITIL 2011, COBIT version 4, the CMMI suite, the IT portfolio management literature, and the Agile/Lean IT convergence, and derives a value stream analysis, IT semantic model, and enabling systems architecture (covering current topics such as CMDB/CMS, Service Catalog, and IT Portfolio Management). Using the concept of design patterns, the book then presents dozens of visual models documenting challenging problems in integrating IT management, showing how process, data, and IT management systems must work together to enable IT and its business partners. The edition retains the fundamental discipline of traceable process, data, and system analysis that has made the first edition a favored desk reference for IT process analysts around the world. This best seller is a must read for anyone charged with enterprise architecture, IT planning, or IT governance and management. Lean-oriented process analysis of IT management, carefully distinguished from an IT functional model Field-tested conceptual information model with definitions and usage scenarios, mapped to both the process and system architectures Integrated architecture for IT management systems Synthesizes Enterprise Architecture, IT Service Management, and IT Portfolio Management in a practical way

Instead of building new hospitals that import old systems and problems, the time has come to reexamine many of our ideas about what a hospital should be. Can a building foster continuous improvement? How can we design it to be flexible and useful well into the future? How can we do more with less? Winner of a 2013 Shingo Prize for Operational Excellence! Answering these questions and more, Lean-Led Hospital Design: Creating the Efficient Hospital of the Future explains how hospitals can be built to increase patient safety and reduce wait times while eliminating waste, lowering costs, and easing some of healthcare's most persistent problems. It supplies a simplified timeline of architectural planning—from start to finish—to guide readers through the various stages of the Lean design development philosophy, including Lean architectural design and Lean work design. It includes examples from several real healthcare facility design and construction projects, as well as interviews with hospital leaders and architects. Check out a video of the authors discussing their book, Lean-Led Hospital Design at the 2012 Med Assets Healthcare Business Summit. www.modernhealthcare.com/section/LiveatHBS

In all enterprises around the world, the issues, opportunities and challenges of aligning IT more closely with the organization and effectively governing an organizations IT investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become

critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach

Information Technology is one of the fastest evolving and widely spreading disciplines impacting our personal and professional lives across business, and social domains. Customers are looking for hassle-free, better, faster and cost effective IT solutions to solve their problems. Lean has emerged as an innovative business management system capable to deliver higher customer value. After grand success of lean in manufacturing and various service sectors, now Lean IT is being adopted by progressive IT organizations to enhance their global competitiveness and growth. Lean IT is the extension of lean manufacturing and lean service principles to the development and management of IT services. Its central concern, in the context of IT is to create value for the customers and wealth for IT organizations through elimination of waste by improving processes, people, and work culture. This book is written by a team of two management consultants; one with hands-on expertise of Lean in manufacturing and service organizations and another with expertise in IT Management implementation. The purpose of this book is to trigger lean thinking in IT professionals. With the gradual resumption of economic activity, most businesses are facing a range of challenges associated with implementing measures to protect the health and safety of their employees. Some employers had to put certain business activities on hold and even start new ones in order to keep their organizations operating efficiently. The global COVID-19 pandemic plus digital transformation and the pressure of Industry 4.0 have challenged companies to manage their organizations in newfound ways. In the short term, they are facing enormous changes to their business plans; in the long term, they must adapt and continue to progress on their original goals. *Reviving Businesses With New Organizational Change Management Strategies* is a crucial reference book that analyzes the sensitivity of organizations to change management based on methodologies and tools to control impacts, to understand how employees will be impacted in their environment, and to learn how technology will help both the industry and professionals. This book also explores types of frameworks that are built for communication and business continuity, the importance of collaborative and interactive relationships for change management, and emotional factors and issues for change management. Covering topics including change management models, cybersecurity, Health 4.0, privacy and security, and information systems management, this text is essential for managers, executives, human resources managers, academicians, students, and researchers looking for successful business strategies that are leading to increased efficiency, performance, and growth.

If you currently employ knowledge workers who do most of their work on computers or with computers, access the Internet, utilize internal and external databases, use e-mail or other new messaging technology, then this book is for you. Quite simply, this handbook is for any organization with a lot of Web DNA that wishes to cut costs, improve performance, and stay perpetually competitive. It is for change agents or managers within those organizations who work with information and want to leverage the latest crop of tool sets to deliver on the promise of Lean for the modern, information-rich office. ... packed with new ideas ... breaks new ground in so many directions — John Bicheno, Director, Lean Enterprise Research Centre, Cardiff Business School ... excellent ... on several levels teaches us how to visualize the depth of hidden wastes in our complex information flows and the large opportunity for improvement that this suggests. — Keith Russell, PhD, Global Continuous Improvement Leader R&D, AstraZeneca Pharmaceuticals Very interesting view on operational excellence, helpful to readers without a background in this area of expertise. — Bert Nordberg, President and CEO. Sony Ericsson Congratulations to all the readers holding this book! ... These Lean ideas must be an integral part of the daily operations of your business. I am going to get each and every one of my management team a copy of this brilliant book at the start for our own Lean journey. — Lennart Käll, CEO, Wasa Kredit It's one thing to develop a concept. It's another to make it sing. This is the hymnal. — Dr. Don V. Steward, CEO Problematics, Professor Emeritus, Sacramento State University, inventor of DSM ... a must read for CIOs everywhere." — Julian Amey, Principal Fellow, Warwick University

In this book, author Nate Furuta, former chair and CEO of Toyota Boshoku America Inc., shares the story of his decades of experience directly leading the establishment of Toyota cultures outside Japan. Furuta was the first Toyota employee on the ground at New United Motor Manufacturing Inc. (NUMMI), Toyota's joint venture in California with General Motors, where he directly led the establishment of the most revolutionary labor-management agreement in the history of the US auto industry. In addition, Furuta was the first Toyota employee on the ground in Georgetown Kentucky at Toyota's first full-scale, wholly owned manufacturing operation outside Japan, where he led (working directly with President Fujio Cho) the establishment of Toyota's general management systems and culture there. This book tells the stories of establishing successful operations in those two iconic organizations as well as others. Furuta reveals details, both stories and process descriptions that only he can tell. He takes you along as he and others lead Toyota's intense globalization from the early 1980s to recent days. He introduces you to the critical leaders in Toyota's history, such as Taiichi Ohno and Fujio Cho as well as Kenzo Tamai, the head of the company's HRM function in the 1980s. This book is not about human-resource management (HRM) policies and procedures. It provides a deep dive into the way senior leaders embody deep awareness of HRM matters, developing and executing company strategy while at the same time

developing organizational capability. The role of senior leaders isn't just a matter of directing the company to achieve objectives; it is a matter of building the capability to achieve those objectives, consistently, and further developing capability as it executes. Key to this is to develop the awareness, attitude, capability, and practice of identifying problems as progress is made toward achieving objectives, which is, in fact, attained through steadily eliminating each problem as it arises. This becomes a self-reinforcing loop of the organization, tapping in to the essence of solving problems while simultaneously developing ever better problem-solving skills and better problem solvers. This loop propels an organization toward meeting its purpose while developing capability for capability development. Essentially, this book reveals Toyota's general management systems from the firsthand experience of a Toyota Japanese senior manager and describes, with stories and process examples, the attitude, behaviors, and systems needed to successfully establish and lead in a true Lean business environment.

Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves \$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of

Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.

Today's customers want it all and they want it now: innovation, speed, agility, and value. How can you drive operational excellence, stimulate growth, and accelerate idea-to-value innovation throughout your enterprise? Shingo Prize-winning author Steve Bell, joined by other thought leaders, offers useful insights and examples you can start using now. Run Grow Transform takes the next logical step to driving enterprise value. This could be the game-changing playbook for IT 3.0. -Mark Katz, CIO & Senior Vice President, Esselte Corporation A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business. -Tom Paider, IT Build Capability Leader, Nationwide The consistent application of the practices described in this book has enabled Embraer to reap huge gains. I recommend this book as a desktop companion. -Alexandre Baule, Vice President Information Systems, Embraer Run Grow Transform takes the reader a leap forward, ready for immediate application to bridge Lean and innovation. -Melissa Barrett, Enterprise Architecture & IT Strategy, Premera Blue Cross This book focuses on the most critical and challenging issue for any aspect of the development or use of IT: creating a collaborative learning culture. -Jeffrey K. Liker, Shingo Prize-Winning Author of The Toyota Way Run Grow Transform sets out the principles and practices necessary for success in the new economy. -Jez Humble, author of Continuous Delivery Steve Bell has hit another home run with this book. Either your organization will adopt the wisdom contained in this book and thrive, or your competitors will do so and put you out of business. -Scott Ambler, author Disciplined Agile Delivery and 19 other books It's rare to see truly new insight added to the Lean discussion. Steve Bell does just that by continuing to push the frontiers of Lean thinking. -Alexander Brown, COO, Scrum Inc. A powerful read detailing how companies can leverage their Lean IT transformation to supercharge the business. -Tom Paider, IT Build Capability Leader, Nationwide Steve Bell has mapped a new trajectory. I challenge any CIO to read Bell's breakthrough work and not be compelled to start this journey to become a transformative leader in the creation of real and sustainable value. -Jeffrey Barnes, Society for Information Management (SIM), Regional Director, Advanced Practices Council All too often the IT organization is viewed as an impediment to lean transformation, when it truly can be a catalyst. Steve's book sorts out all the noise, the jargon, and the "hero culture", guiding the reader to what is so obvious, yet so hard to see: build your culture around your customer! -Josh Rapoza,

Director of Web Strategy and Operations, Lean Enterprise Institute Aligning Lean and IT is a great challenge with a big payoff. This book really shows how Lean and IT can create a strong enterprise; it's a great inspiration. -Klaus Lyck Petersen, Solar A/S A must read for any organization that is pursuing continuous improvement. In today's world, real business improvement cannot be achieved without the IT factor; this book will help any organization achieve the improvement that they are seeking. -Barry J. Brunetto, Vice President, Information Systems, Blount International Precise, concise, and entertaining, this book provides the reader with crucial tips on how IT can help enterprises survive and thrive in a fast-paced technological and economic environment. This is mandatory reading not only for businesses and IT organizations, but also for universities and policy makers. -Fuat Alican, PhD, Vice President, Central American Scientific Research and Education Center Not just for Lean Practitioners, Run Grow Transform is a must-have reference for any IT organization, regardless of size, age or industry, looking to move to the next level of performance. -Sarah Topham, Lean Deployment Leader, Information Technology & Product Management, Paychex, Inc. This is a long overdue book that addresses the key challenges for today's IT organization and puts Lean IT into a context that is too often lacking. -James Finister, Tata Consultancy Services The 'business as usual' scenario is not an option in today's economy and global challenges. A transformation in methods, tools and frameworks is needed to guide our business decisions. This book is your first step! -Khuloud Odeh, IT Director, Grameen Foundation Delivering beyond the helpful folk wisdom and narrow techniques and technologies found elsewhere, Steve Bell and his contributors provide practical full value stream lifecycle methods for continuous improvement using Lean in an IT and customer (business) setting. -Martin Erb, Director of Professional Services, Pink Elephant Run Grow Transform clarifies the eternal quest of IT: to simply "running" of the business and to create innovative solutions to grow the business and create sustainable competitive advantage to transform the way customers interact with your business, in plain, actionable advice from one who has been on the front lines. -Tom Foco, Value Stream Solution

Design Science Research is a powerful paradigm enabling researchers to make important contributions to society and industry. Simply stated, the goal of DSR is to generate knowledge on how to find innovative solutions to important problems in the form of models, methods, constructs and instantiations. Over the past 20 years, the design science research (DSR) paradigm has developed into an established paradigm in Information Systems Research and it is of strong uptake in many other disciplines, including Management Science and Computer Science. This book provides a collection of twelve DSR cases, presented by experienced researchers in the field. It offers readers access to real-world DSR studies, together with the authors' reflections on their research processes. These cases will support researchers who want to engage in DSR, and represent a valuable addition to existing introductions to DSR methods and processes.

Readers will learn from the hands-on experiences of respected experts who have conducted extensive DSR in a range of application contexts.

Outlines a revisionist approach to management while arguing against common perceptions about the inevitability of startup failures, explaining the importance of providing genuinely needed products and services as well as organizing a business that can adapt to continuous customer feedback.

This book is a revised edition of the best selling title *Implementing IT Governance* (ISBN 978 90 8753 119 5). For trainers free additional material of this book is available. This can be found under the "Training Material" tab. Log in with your trainer account to access the material. In all enterprises around the world, the issues, opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization's IT investments, resources, major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management. An integrated and comprehensive approach to the alignment, planning, execution and governance of IT and its resources has become critical to more effectively align, integrate, invest, measure, deploy, service and sustain the strategic and tactical direction and value proposition of IT in support of organizations. Much has been written and documented about the individual components of IT Governance such as strategic planning, demand management, program and project management, IT service management, strategic sourcing and outsourcing, performance management, metrics, compliance and others. Much less has been written about a comprehensive and integrated approach for IT/Business Alignment, Planning, Execution and Governance. This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today. The book is divided into two parts, which cover the three critical pillars necessary to develop, execute and sustain a robust and effective IT governance environment: - Leadership, people, organization and strategy, - IT governance, its major component processes and enabling technologies. Each of the chapters also covers one or more of the following action oriented topics: - the why and what of IT: strategic planning, portfolio investment management, decision authority, etc.; - the how of IT: Program/Project Management, IT Service Management (including ITIL); Strategic Sourcing and outsourcing; performance, risk and contingency management (including COBIT, the Balanced Scorecard etc.) and leadership, team management and professional competences.

Modeled on well-established problem-solving and continuous-improvement strategies such as PDCA (plan, do, check, act), C4--short for Concern, Cause, Countermeasure, and Confirm--offers straightforward, easy-to-remember techniques for identifying and solving workplace problems.

In this groundbreaking sequel to *The Gold Mine*, authors Michael and Freddy Ballé present a compelling story that

teaches readers the most important lean lesson of all: how to transform themselves and their workers through the discipline of learning the lean system. *The Lean Manager: A Novel of Lean Transformation* reveals how individuals can go beyond the short-term gains from tools, and realize a deeper, sustainable path of improvement. Full of human moments that capture the excitement and drama of lean implementation, as well as clear explanations of how tools and systems go hand-in-hand, this book will teach and inspire every person working to make lean a reality in their organization today. This book will help you learn both the how of doing lean, as well as the why behind the tools, enabling you to become lean. Lean is the most important business model for competitive success today. Yet companies still struggle to sustain enduring and deep-rooted business success from their lean implementation efforts. The most important problem for these companies is becoming lean: how can they advance beyond realizing isolated gains from deploying lean tools, to fundamentally changing how they operate, think, and learn? In other words, how can companies learn to go beyond lean turnaround to achieve lean transformation? *The Lean Manager: A Novel of Lean Transformation*, by lean experts Michael and Freddy Ballé, addresses this critical problem. As we move from what Jim Womack, author, lean management authority, and LEI founder, calls “the era of lean tools to the era of lean management,” *The Lean Manager* gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance, while continually developing people. “The only way to become and stay lean is to produce lean managers,” says Womack. “Every isolated effort will recede—or fail—unless companies learn to use the lean process as a way of developing individual problem-solvers with the ownership, initiative, and know-how to solve problems, learn, and ultimately coach new individuals in this discipline. That’s why this book matters so much.” *The Lean Manager*, the sequel to the Ballé’s international bestselling business novel *The Gold Mine*, tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager. Under the guidance of Phil Jenkinson (whose own lean journey was at the core of *The Gold Mine*), Ward learns to use a deep understanding of lean tools, as well as a technical know-how of his plant’s operations, to foster a lean attitude that sustains continuous improvement. Where *The Gold Mine* shows you how to introduce a complete lean system, *The Lean Manager* demonstrates how to sustain it. Ward moves beyond fluency with tools to changing his behavior as a manager and leader. He shifts from giving orders and answers to asking the right questions so people identify and address problems. He learns how to use tools to unleash the creativity and motivation of people, so they learn how to solve problems as well as coach and teach others to solve problems. Ward learns how to create lean managers. “I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people,” said Jeffrey Liker, author of *The Toyota Way* and professor of

Industrial and Operations Engineering at the University of Michigan. “People who do the work have to improve the work. There are tools, but they are not tools for ‘improving the process.’ They are tools for making problems visible and for helping people think about how to solve those problems.”

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

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

Your customers have become increasingly sophisticated and more connected than ever broadcasting real-time feedback to a cloud of followers who are watching your every move. As savvy customers continue to demand more for less, organizations that choose to rest on their laurels will quickly see their market share evaporate. Gemba Walks for Service Exc

The book that reinvents Lean for a new generation, a new global culture, and a new benchmark of success Global Kata: Success Through the Lean Business System Reference Model™ sets a new benchmark for the evolution of Lean and strategic improvement. The book and the reference model provide a detailed road map for leading, designing, architecting, implementing, and sustaining a holistic, organization-centric and culturally grounded Lean Business System. The Lean Business System Reference Model™ provides the larger scale blueprint for a higher order, best-in-class, adaptive systematic process of improvement. The reference model incorporates the leadership factors, design guidelines, systematic process architecture, best practices, and performance criteria for building a connected Lean Business System with a higher standard of behavioral alignment and cultural excellence (kata). The author provides both the advanced thought leadership and

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detailed implementation guidance for a higher order, enterprise-wide process of adaptive systematic improvement while integrating new Lean principles about leadership, evolving technology, innovation, transactional processes, and behavioral alignment and cultural development to create the right improvement kata thinking throughout any organization and in any country. The author provides an excellent perspective on the current state of Lean with its focus on manufacturing tools and principles, and leads the reader through the rethinking, understanding, and integrating of all of the visible and invisible requirements for a successful adaptive systematic and sustainable management process of improvement. The Lean Business System Reference Model™ provides an innovative guide for organizations to advance Lean thinking and execution far beyond the production floor, and to a new level that enables the reinvention of global supply chains, new product development, cash-to-cash, acquisition integration, and other core business processes in a highly complex and technology-enabled enterprise. A major objective of the reference model and this book is to guide organizations away from the superficial mimicking and success-limiting scope of Lean manufacturing principles and tools from other successful organizations -- and to think, innovate, expand boundaries, and become the next global Toyota organization in their own way.

This book focusses on the importance of creating an internal assessment program to periodically assess the maturity of the organizations transformation journey. It discusses the best approach to designing and implementing an assessment program by answering key questions posed when people resist. The book begins with selecting the positioning of the program not as an audit but as an opportunity to review strengths and opportunities, through to selecting senior leader support to design of the program and developing the assessors. More than 10 case studies are documented to show how organizations have approached their assessment programs, lessons learned, and successes and challenges faced. The book leads the reader through the process of selling the concept and importance of transformation and Lean assessments to embed the desired behaviors within workplace culture. With many case studies, the reader is guided to design their own programs and develop their own assessors. This increases the probability of sustainability of the transformation program by focusing on and maturing the behaviors the transformation programs are trying to drive. For example, one of the most well-known assessments is the Shingo prize -- This book explains the thinking behind the Shingo model and shares examples of assessments that support it. Other examples of assessments are covered, such as process maturity, quality and business assessments including The Baldrige quality award.

Companies from startups to corporate giants face massive amounts of disruption today. Now more than ever, organizations need nimble and responsive leaders who know how to exploit the opportunities that change brings. In this insightful book, Jean Dahl, a senior executive and expert in the Lean mindset and its methods, demonstrates why you need to embrace Modern Lean principles and thinking to redefine leadership in this age of digital disruption in order to continuously evolve the Lean enterprise. Drawing on nearly three decades of corporate and consulting experience, Ms. Dahl lays out a new holistic framework for developing Modern Lean leaders. Through personal experiences and compelling real-world case studies, she explains specific steps necessary for you and your company to proactively understand and respond to change. Understand the leadership challenges Lean leaders face in our 21st century global economy Explore the six dimensions of the Modern Lean Framework™ Learn and apply the nine steps necessary to become a Lean leader Use Modern Lean methods to build a culture of continuous learning that can be sustained and maintained within your organization Seize competitive advantage by embracing Modern Lean to build an enterprise that understands how to respond to disruption

Winner of a Shingo Research and Professional Publication Award The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful

transformation by developing a culture that has your stakeholders throughout the o

This remarkable volume highlights the importance of Production and Operations Management (POM) as a field of study and research contributing to substantial business and social growth. The editors emphasize how POM works with a range of systems—agriculture, disaster management, e-commerce, healthcare, hospitality, military systems, not-for-profit, retail, sports, sustainability, telecommunications, and transport—and how it contributes to the growth of each. Martin K. Starr and Sushil K. Gupta gather an international team of experts to provide researchers and students with a panoramic vision of the field. Divided into eight parts, the book presents the history of POM, and establishes the foundation upon which POM has been built while also revisiting and revitalizing topics that have long been essential. It examines the significance of processes and projects to the fundamental growth of the POM field. Critical emerging themes and new research are examined with open minds and this is followed by opportunities to interface with other business functions. Finally, the next era is discussed in ways that combine practical skill with philosophy in its analysis of POM, including traditional and nontraditional applications, before concluding with the editors' thoughts on the future of the discipline. Students of POM will find this a comprehensive, definitive resource on the state of the discipline and its future directions.

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