

Journey To Lean Making Operational Change Stick

Visual Workplace/Visual Thinking (VWVT) was written by the acknowledged leading expert in workplace visuality. While other books touch upon visual workplace tools and practices, no other author has addressed the topic with the clarity and depth presented here. This is a seminal book, considered by many the definition of the field itself. First published by a small, independent press in 2005, the book won the prestigious Shingo Research Prize in the same year. It was then and remains the only book of its kind that describes the conceptual and practical foundation for workplace visuality, derived from dozens of hands-on implementations in some of the world's best or most challenging companies. Written not by an academic, but by a hands-on practitioner who has worked for three decades with companies in various phases of visual transformation, the work carries the reader from the usual starting point of 5S through to the full power of the visual-lean® alliance. The book's 11 chapters are in four sections. The first defines the visual workplace in relation to operational excellence, along with the eight building blocks of visual thinking. The next section, which targets the cultural conversion, is unexpectedly thrilling as it describes the genuine transformation of both company and employee which is at the heart of every visual conversion. Section 3 maps the logic and sequence of Dr. Galsworth's 10-Doorway template as you learn about the visual side of 5S, visual standards, visual scheduling, visual material control, visual metrics, visual problem-solving, visual leadership as well as the visual machine® and visual-lean®office. The final section of VTVW places visual management within the visual continuum, shows you how to use the ten doorways to assess your own

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company, and concludes with a discussion of the visual-lean alliance, illustrated through a conversion case study. With over 25 full-color albums of visual solutions, 50+ graphs and charts, a detailed table of contents and in-depth Index, this 277-page book positions the technologies of the visual workplace as a premier improvement strategy on every company's journey to operational excellence.

Operational Excellence is achieved when all employees in your organization can see the flow of value to your customers and can make adjustments to that flow before it breaks down. *Operational Excellence in Your Office: A Guide to Achieving Autonomous Value 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

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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. Design processes wisely. Grow your business endlessly.

"Design for Operational Excellence is a blueprint for a joined up, end-to-end designed operation that makes Operational Excellence a reality. The book excellently outlines the process of creating flow that every employee can see and, most importantly, fix without management intervention. Kevin Duggan's emphasis on creating standard work for abnormal flow hits one of the biggest gaps in most continuous improvement initiatives. This book will change the way that you think about continuous improvement and the case studies will demonstrate that it works." ?Philip Holt, Director, Customer Collaboration Online, Philips Consumer Lifestyle

"The approach outlined here can transform the phrase 'leapfrog the competition' from cliché to reality. Kevin's approach is clear, the method sound, and the results achievable. Don't just read this book: use it!" ?Jack McQuellon, Global Parts Manager, Caterpillar Paving Products

"In Design for Operational Excellence, Kevin Duggan provides a framework that focuses on the real endgame—levering operational excellence as a means of driving business growth. This book provides a comprehensive and systematic approach to designing and implementing value streams and supporting processes that will enable a business to assertively grow the top line as well as the bottom line." ?Al Mason, Corporate Director, Altra Business System, Altra Industrial Motion

About the Book: The ability to implement and maintain improvement initiatives like Lean and

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Six Sigma is essential for improving quality, eliminating waste, reducing costs, and increasing output—but it's only the first step. Eventually, the improve-sustain-improve-sustain pattern itself becomes the end product. But it doesn't have to be this way. Why make operational improvement a perpetual process when you can make business growth a perpetual process? In this trailblazing book, Kevin Duggan—author of *Creating Mixed Model Value Streams* and founder of the Institute for Operational Excellence and Duggan Associates—takes you beyond Lean and Six Sigma to achieve true Operational Excellence. By developing a “design for operational excellence” you can leverage the operations side of the business to enable continuous growth. Design for Operational Excellence provides the design criteria and guidelines that enable you to grow your business organically by refocusing management's attention from running the business to growing the business. Duggan takes you step by step through the new principles of Operational Excellence: #1: Design Lean Value Streams #2: Make Lean Value Streams Flow #3: Make Flow Visual #4: Create Standard Work for Flow #5: Make Abnormal Flow Visual #6: Create Standard Work for Abnormal Flow #7: Have Employees in the Flow Improve the Flow #8: Perform Offense Activities Case studies illustrate how companies that applied Duggan's methods grew consistently over time by designing and implementing a lean flow of product to the customer. The result was a flow that “self healed” when interruptions occurred, which removed the need to manage flow. These methods work in any business environment, not just manufacturing. Everything from insurance, financial, and banking organizations to hospitals, mining companies, universities, and even government can benefit from the bottom-line and topline business results Duggan's methodology offers. Design for Operational Excellence is the

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next great leap in the evolution of sustained business growth. Begin designing for growth now and stop reacting to customer needs. Instead, position your operation to provide customer solutions in changing markets, which will lead to profit and growth in even the most severe economic and market downturns.

Identifying and customizing suitable control strategies is a challenging task, especially when production systems have to cope with variable demands, forecast error, and unstable processes. The focus of this book lies on helping companies with complex and discrete production systems to tailor a production control strategy to their needs. Thereby, the mutual merits of “push” and “pull” systems are taken into account, leading to hybrid strategies. Consequently, the book addresses practitioners who are interested in looking behind the scenes and into the physics of production control. A real-life case study demonstrates the practical applicability of the presented framework.

Compiled by more than 300 of the world's leading professionals, visionaries, writers and educators, this is THE first-stop reference resource and knowledge base for finance. QFINANCE covers an extensive range of finance topics with unique insight, authoritative information, practical guidance and thought-provoking wisdom. Unmatched for in-depth content, QFINANCE contains more than 2 million words of text, data analysis, critical summaries and bonus online content. Created by Bloomsbury Publishing in association with the Qatar Financial Centre (QFC) Authority, QFINANCE is the expert reference resource for finance professionals, academics, students, journalists and writers. QFINANCE: The Ultimate Resource Special Features: Best Practice and Viewpoint Essays – Finance leaders, experts and educators address how to resolve the most crucial issues and challenges facing business today. Finance Checklists – Step-

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by-step guides offer problem-solving solutions including hedging interest-rate risk, governance practices, project appraisal, estimating enterprise value and managing credit ratings. Calculations and Ratios – Essential mathematical tools include how to calculate return on investment, return on shareholders' equity, working capital productivity, EVA, risk-adjusted rate of return, CAPM, etc. Finance Thinkers and Leaders – Illuminating biographies of 50 of the leading figures in modern finance including Joseph De La Vega, Louis Bachelier, Franco Modigliani, Paul Samuelson, and Myron Scholes Finance Library digests – Summaries of more than 130 key works ranging from “Against the Gods” to “Portfolio Theory & Capital Markets” and “The Great Crash”. Country and Sector Profiles – In-depth analysis of 102 countries and 26 sectors providing essential primary research resource for direct or indirect investment. Finance Information Sources – A select list of the best resources for further information on finance and accounting worldwide, both in print and online, including books, journal articles, magazines, internet, and organizations Finance Dictionary – A comprehensive jargon-free, easy-to-use dictionary of more than 9,000 finance and banking terms used globally. Quotations – More than 2,000 business relevant quotations. Free access to QFinance Online Resources (www.qfinance.com): Get daily content updates, podcasts, online events and use our fully searchable database.

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 Nematik. A new edition of a bestselling industrial and systems engineering reference, Handbook of Industrial and Systems

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Engineering, Second Edition provides students, researchers, and practitioners with easy access to a wide range of industrial engineering tools and techniques in a concise format. This edition expands the breadth and depth of coverage, emphasizing new systems engineering tools, techniques, and models. See What's New in the Second Edition: Section covering safety, reliability, and quality Section on operations research, queuing, logistics, and scheduling Expanded appendix to include conversion factors and engineering, systems, and statistical formulae Topics such as control charts, engineering economy, health operational efficiency, healthcare systems, human systems integration, Lean systems, logistics transportation, manufacturing systems, material handling systems, process view of work, and Six Sigma techniques The premise of the handbook remains: to expand the breadth and depth of coverage beyond the traditional handbooks on industrial engineering. The book begins with a general introduction with specific reference to the origin of industrial engineering and the ties to the Industrial Revolution. It covers the fundamentals of industrial engineering and the fundamentals of systems engineering. Building on this foundation, it presents chapters on manufacturing, production systems, and ergonomics, then goes on to discuss economic and financial analysis, management, information engineering, and decision making. Two new sections examine safety, reliability, quality, operations research, queuing, logistics, and scheduling. The book provides an updated collation of the body of knowledge of industrial and systems engineering. The handbook has been substantively expanded from the 36 seminal chapters in the first edition to 56 landmark chapters in the second edition. In addition to the 20 new chapters, 11 of the chapters in the first edition have been updated with new materials. Filling the gap that exists between the traditional and modern practice of

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industrial and systems engineering, the handbook provides a one-stop resource for teaching, research, and practice. This book is not about debits, credits, or accounting theory. Instead, it describes how a chief financial officer (CFO) becomes a Lean CFO by leading a company in developing and deploying a Lean management system. The finance team, business executives, and Lean leaders will all benefit from its forward-thinking improvement approach. Explaining why the CFO role is so critical for companies adopting a Lean business strategy, *The Lean CFO: Architect of the Lean Management System* illustrates the process of building and integrating a Lean management system into the overall Lean business strategy. It describes why CFOs should move their companies away from performance measures based on traditional manufacturing practices and into a Lean performance measurement system. In addition, it explains how to integrate a Lean management system with a Lean business strategy to drive financial success. Describes the logic behind why a Lean management system must replace a traditional management accounting system Discusses how flow can drive the financial success of Lean Demonstrates the need for constructing a value stream capacity measurement system Explains how to break your company away from using standard costing to run your business The book explains why you must move your company into value stream accounting, which reports your internal financial information by the real profit centers of your business, your value streams. It describes the strategic aspects of making money from a Lean business strategy and also details how to modify your enterprise resource planning system to support Lean rather than hinder it.

In *Beyond Performance Management*, Jeremy Hope and Steve Player offer answers, critically reviewing forty well-known management tools and practices--from mission

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statements, balanced scorecards, and rolling forecasts to key performance indicators, Six Sigma, and performance appraisals. Hope and Player help you select the right frameworks and approaches based on your organization's needs, then offer guidance on implementing each one and extracting its maximum value. For each of the forty tools and practices they review, the authors explain: the nature and effectiveness of the tool or practice, its potential to improve your company's performance; the actions required to maximize the tool's potential, and resources you can use to dig deeper into each practice. With its rigorous analysis and solid, practical advice, *Beyond Performance Management* helps tune out the background noise about performance management tools so you can select the ones your company actually needs.

Inventory control is an essential task in production management. An effective inventory control can significantly reduce the holding cost and hence, total production cost. Selecting and implementing a suitable production control system plays an important role in inventory reduction and performance improvement of a production system. Since the introduction of Toyota's just-in-time philosophy, pull control systems have been adopted by numerous companies worldwide, both in the manufacturing and service sectors. This book provides some recent developments in production management and presents modeling and analysis tools for pull production control systems. It contributes by combining theoretical findings and case study analysis results with a practical and contemporary view on how to effectively manage and control production systems. Each chapter in this book focuses on a specific topic in production control systems, allowing readers to identify the chapters that relate to their interests. More specifically, the book is presented in three sections. The first section focuses on the design and

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implementation aspects of the pull production control systems, as well as performance evaluation approaches for pull systems. The second section presents a recent and comprehensive literature review. Three different case studies on implementation of pull production control systems are presented in the last section. This book can be used as an essential source for students and scholars who need to specifically study the pull control systems. Since the superiority of these systems is controversial, the book can also provide an interesting and informative read for practitioners, managers, and employees who need to deepen their knowledge on pull production management systems. The new industrial revolution in manufacturing is primarily focused on the implementation of smart manufacturing technologies leading to the factory of the future. This will require the machines, robots and processes to be digitally connected to deliver real-time analysis and monitor them for performance and efficiencies. To take advantage of these important digital technologies, the manufacturing processes and equipment must be operating very efficiently, predictable and the processes always need to be performing at their optimal levels. The factories of the future will have smart innovations operationalized with transformational digital technologies, new business models, and processes that will increase profits, reduce lead time, reduce human interventions, decrease product costs, enhance the consumer experience, and increase global market share by being relevant and responsive to any digital market disruptions. The lean manufacturing principles must be the foundation and constantly be strengthened so that smart manufacturing applications can be efficiently implemented to deliver the required manufacturing productivity and achieve customer responsiveness. To become a customer-driven company, the companies must become a solution provider and constantly

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improve the end to end supply chain. The goal of smart manufacturing is the value creation for the consumers and the advanced technological innovations to deliver sustainable top-line growth for the companies and to gain a bigger market share.

Wealth management is one of the areas in which banks and other personal financial services players are investing heavily. But the market is changing fast. Going forward, players therefore need to adapt their strategies to the new realities: what worked in the past will not, for the most part, be appropriate in the future. This unique book, written by a former McKinsey consultant, offers an up-to-date, detailed, practical understanding of this exciting area of financial services.

Markus Hammer investigates a time-based and analytics-supported operations management approach. He explores five perspectives: 1) the needs of industry, in particular manufacturing in process industries, 2) the impact of digitization, with focus on Big Data and analytics, 3) the management of operations through time-based performance metrics, 4) how operations improvement methods and advanced process control help achieve resource-productive operations and 5) learning from practice based on two empirical case studies. The author conceives, explains, and tests an implementation methodology. The final case study proves that the developed implementation methodology works in practice.

Journey to Lean Making Operational Change Stick Springer Make Your Business a Lean Business is a written by business leaders for business leaders as a how-to guide to building enduring market leadership. Written by authors with more than 60 years' experience applying Lean to operations and businesses, this book will allow readers to understand Lean principles and apply practices to transform their

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business. It also Shows readers how to transform their business to a Lean business using Lean philosophy, values, practice, and tools Is a comprehensive Lean Enterprise Operational Management System implementation guide that defines the Lean Enterprise Business Model Uses personal author experiences throughout the book to illuminate and reinforce concepts and practices Provides insights and a roadmap so executives can take immediate action to start building a Lean business Readers will be able follow a logical path aligning their business from strategy to detailed activity, thereby engaging their entire organization in becoming more competitive. It is the only true enterprise book about applying Lean to the entire business, and it provides business leaders with the understanding, approach, and tools to plan, align, and transform their business starting with their core business value proposition, business planning, disciplined goal and resource alignment, and implementation management.

Das gesamtheitliche Kundenmanagement ist nicht nur die herausragende Aufgabe für Marketing und Verkauf, sondern ein Schlüssel zum Erfolg für die gesamte Unternehmung. Kundenzufriedenheit bildet die Basis für Kundenloyalität und Kundenbindung, die über vermehrte Käufe den Kundenwert steigern. Die Konzepte und Methoden zur Analyse der Kundenzufriedenheit und Kundenbindung sowie die Berechnungsmöglichkeiten des Kundenwertes werden detailliert in diesem Buch behandelt. Zahlreiche Umsetzungsbeispiele aus bekannten Unternehmen ergänzen die Darstellung.

Finally, an operations management book to get excited about. Operations Management: A Supply Chain Process Approach exposes students to the exciting and ever-changing world of operations management through dynamic writing, application,

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and cutting-edge examples that will keep students interested and instructors inspired! Author Dr. Joel Wisner understands that today's students will be entering a highly competitive global marketplace where two things are crucial: a solid knowledge of operations management and an understanding of the importance for organizations to integrate their operations and supply chain processes. With this in mind, Wisner not only provides a clear and comprehensive introduction to operations management, but also gives attention to the important processes involved in linking firms' operations in a supply chain environment.

In the current climate attention has refocused on lean production. While books have looked at the principles of lean production and techniques, this book from McKinsey & Company, the world's most influential management consultancy, provides a unique approach, which is holistic in nature and argues that lean must be central to the strategy and mindset of the company or organization. It will be the most comprehensive book on the tangible and intangible aspects of lean transformation with a complete overview of how organizations should embark upon this arising from the cutting edge work done by t.

Winner of a Shingo Research and Professional Publication Award Information Technology is supposed to enable business performance and

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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

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view into the world of Lean IT, a must read! —Dave Wilson, Quality Management, Oregon Health & Science University

In the current climate attention has refocused on lean production. While books have looked at the principles of lean production and techniques, this book from McKinsey & Company, the world's most influential management consultancy, provides a unique approach, which is holistic in nature and argues that lean must be central to the strategy and mindset of the company or organization. It will be the most comprehensive book on the tangible and intangible aspects of lean transformation with a complete overview of how organizations should embark upon this arising from the cutting edge work done by the authors with leading companies worldwide.

Lean organisations seem to work in a simple manner and operate with an innate calmness. They have removed much of the complexity that inhibits the performance of other companies, but achieving this level of simplicity is not easy. In *The Simplicity of Lean*, Philip Holt provides a comprehensive handbook of the Lean principles, presented in an accessible and easy to apply manner. *The Simplicity of Lean* is a step-by-step guide to the Lean Thinking that makes your organisation more efficient and effective. The book offers the necessary context of how to apply Lean Thinking to make your Lean

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Transformation successful. Alongside the theory and the practical application of Lean, Philip also shares his personal insights and experiences, as well as individual success stories (and failures) from various Lean leaders from across the world. The Simplicity of Lean is the perfect guide to make your Lean journey a resounding success. Philip Holt is Senior Vice President, Global Transformation, at GKN Aerospace and a Board Member of the Operational Excellence Society. He studied Engineering at Manchester Metropolitan University and Management at the Wharton School of Pennsylvania and the University of Warwick, was an engineer at Gillette and led the Lean Deployment worldwide at Philips for over twelve years. He achieved Lean Master status and has summarised his 30+ years of experience and insights into Lean Leadership in his previous book *Leading with Lean* and his most recent book, *The Simplicity of Lean*.

"Covers the core concepts and theories of production and operations management in the global as well as Indian context. Includes boxes, solved numerical examples, real-world examples and case studies, practice problems, and videos. Focuses on strategic decision making, design, planning, and operational control"--Provided by publisher.

There is no bigger challenge for organizational change management in the contemporary world than achieving greater sustainability. The challenges

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associated with sustainable development are multifaceted, including criteria pertaining to the delivery of environmental, social, ethical and economic results. Creating sustainable value requires companies to address issues that relate to pollution and waste, created by industrialization; to respond in a transparent manner to the challenges increasingly raised by the civil society, namely NGOs; to invest in emerging technologies that provide innovative solutions to many of today's environmental problems; and to effectively respond to the challenges of increased poverty and inequality around the globe. On the other hand, to create shareholder value, managers must focus not only on cost reduction and risk control, but also on fostering innovation, enhancing corporate reputation within external stakeholders, and establishing a credible growth path for the future. The current global financial crisis has left few untouched: unprecedented unemployment figures, public deficits, bankruptcies, redundancies, austerity regimes, and governments bailing out banks all over the globe. World confidence is at a record low. How can management scholars encounter solutions for the dilemmas created by this scenario of change in which they can manage to change sustainably? This book provides some answers to these pressing questions. This book was originally published as a special issue of the *Journal of Change Management*.

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The hard part of implementing a lean transformation, according to most experts, is dealing with the "soft" issues, such as culture change. Getting employees to live and breathe lean -- actively supporting and buying into lean concepts and philosophy, always searching for ways to eliminate waste, and continuously improving processes and providing greater value for customers -- is the real challenge when building and sustaining a lean culture. *Lean Culture: Collected Practices and Cases* provides a variety of case studies taken from articles previously published in *Lean Manufacturer Advisor*: the monthly newsletter by Productivity Press. All focus on cultural issues, ranging from the role of top management, to training and development of workers and managers, to building buy-in and to sustaining the culture. Highlights include: Practical, in-depth descriptions of cultural issues in a lean transformation, written in a conversational, easy-to-read style. Many case studies unavailable from any other single source. Articles categorized by specific area - all desired information is easily located. Real-world information about culture change collected in one handy book. The proceedings includes the set of revised papers from the 23rd International Conference on Flexible Automation and Intelligent Manufacturing (FAIM 2013). This conference aims to provide an international forum for the exchange of leading edge scientific knowledge and industrial experience regarding the development and integration of the various aspects of Flexible Automation and Intelligent Manufacturing Systems

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covering the complete life-cycle of a company's Products and Processes. Contents will include topics such as: Product, Process and Factory Integrated Design, Manufacturing Technology and Intelligent Systems, Manufacturing Operations Management and Optimization and Manufacturing Networks and MicroFactories.

Le lean, démarche d'amélioration de la performance, connaît un succès mondial depuis plus d'une vingtaine d'années.

Quels sont les grands principes de cette démarche ?

Comment la mettre en application ? Comment l'adapter aux

spécificités de chaque entreprise ? Quelles sont les diffi-

cultés à surmonter ? Clair et illustré par de nombreux visuels, cet ouvrage vous permettra de :

- comprendre les fondamentaux du lean, à l'aide d'exemples variés ;
- tester vos connaissances grâce à des exercices et cas d'application corrigés, dans chaque chapitre.

All the contributions to this volume are condensed versions of research projects undertaken by students in the final year of the online Master of Project Management degree delivered by the University of South Australia in conjunction with Open Universities Australia. Contributors to this book consist primarily of graduated Masters' students, supported by supervising academics and relevant industry specialists and practitioners. As a result, the authors present current research interests across the breadth of Australia – with many of the perspectives demonstrating relevance to practice globally. The research perspectives presented here focus on four key themes of project management theory and practice: people and organisations; methodologies and practice domains; issues in application; and continuous improvement and benchmarking. Collectively, this work will be of particular interest to project management academics and researchers, post-graduate students, and the broader project management community.

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Most Lean practitioners learn about the three Ms: muda (waste), mura (unevenness or variability), and muri (overburden), and beginners in Lean generally focus on the removal of muda. The impact of muri is not as readily understood. It is extremely significant, however, for those working in government. Decisions on staffing levels and resource allocation are made by elected officials who are generally disconnected from daily operations. Short-sighted cost-cutting makes it difficult to deliver quality services as efficiently as possible. The mantra of "do more with less" creates ever-increasing muri. In contrast to robust Lean programs in privately owned companies, efficiency initiatives are regularly cut from public-sector budgets. Antiquated systems remain in place, with too few workers to operate the existing processes. The debilitating impact of persistent muri brings burnout and turnover, perpetuating a vicious cycle. Despite the muri, a dedicated cadre of public servants is hard at work using Lean techniques and principles to break down bureaucratic red tape and improve the quality of services at every level of government across the country. While the author incorporated examples of Lean initiatives in other states to give readers an idea of all the terrific work that is occurring, this book is really the story of one of those journeys. Using the author's experience while working for the State of New Hampshire, you'll learn about the steps along the way. Each chapter tells a story of what they did, what they learned, and how the lessons can be applied. Annotated outlines of White, Yellow, and Green Belt programs, and the Lean for Leaders workshop, as well as two hypothetical scenarios that were used as training exercises are included. These approaches are not intended to be authoritative or prescriptive; they are offered as insights and examples. You'll read about the challenges and pitfalls, and the creative countermeasures developed by a dauntless team of Lean

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practitioners. The story is shared to inform and encourage others -- material based on the New Hampshire Bureau of Education and Training's Lean programs is included throughout the book.

Allison Manufacturing Services (AMS) is a small manufacturer struggling to survive global competition and specialization. Looking for a way to save the company, the board hires Bill Watts, a lean consultant, as its new executive vice president. This book takes readers through the first three-years of lean application at AMS.

Une approche claire et didactique du management grâce à 60 concepts-clés. Pour chaque concept, l'ouvrage propose : une définition claire et concise, l'essentiel à savoir, le(s) auteur(s) à connaître, un débat d'idées. Il s'adresse aux étudiants, aux praticiens, aux universitaires, et à tous ceux qui jugeront utile de l'ouvrir pour mieux comprendre ce qu'est le management.

Much of current management literature focuses on a limited set of 'classical' value levers, such as cost reduction, sales optimization or mergers & acquisitions, thus neglecting another core value lever: capital investments. That capital investments receive such limited attention is all the more surprising when one considers how vitally important they are to the economy as a whole as well as individual businesses. There is significant value-creation potential in optimizing capital investments. Investments not only determine the asset structure of a venture. They also enable the introduction of new products structural cost reductions. The book focuses on core questions to be answered in the critical design and realization phase of new investments: Right positioning – does the competitive situation allow the investment to be successful Right technology – how to optimize timing and risks of technology innovations Right timing – how to cope with economic cycles Right size – how to identify the optimum

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size of an asset Right location – how to find the best location for an asset Right design – how to make investments lean and flexible Right financing – how to structure the investment financing The book features an introductory section that provides an overview of investments across the globe, across industries and across time provides practical advice on how to allocate capital to several projects within a company's investment portfolio. Optimising Fixed Asset Investment is illustrated with real world examples from a range of industries. This book is essential reading for managers faced with challenges of making individual or portfolio capital investment decisions and who are responsible for managing these capital assets over their entire asset lifecycle. The ideas put forward within the book will help to sharpen the focus of management on the impact capital investments have on the well-being and growth of their companies. Optimizing Fixed Asset Investments is a strategic manual for everyone involved or interested in large fixed-capital investments.

Most banking institutions suffer from numerous inefficiencies, such as poor planning; inadequate coordination and communication; ineffective processes, tools, and workflow; and excessive bureaucracy. Lean for Banks describes in easy language how to use Lean and Six Sigma management practices to significantly improve the efficiency of bank operations. This book shows how to use Lean and Six Sigma management practices to improve the normal daily work in a bank, typically executed in the so-called "back offices." This work involves about 90 percent of bank employees and generates 90 percent of costs. Lean for Banks explains how to organize bank operations better, increase work productivity and quality by working smarter and not harder, make fewer mistakes and decrease rework, and elevate jobs from mundane and repetitive to creative and pleasantly challenging. Most importantly, it shows how to increase the

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satisfaction of bank customers and in turn enhance bank competitiveness and market share. Lean for Banks is intended for all levels of bank employees: back-office workers, first-level supervisors, middle- and higher-level managers, and corporate executives. It is also intended for all levels of students at schools that teach banking skills—short courses intended for tellers, college courses in advanced banking operations, and continuing education for bank managers and line employees. This book is an entry-level text on Lean and should give readers enough understanding to prepare them for active participation in Lean deployment activities.

The methods and concepts presented in the bestselling first edition revolutionized the approach to the management and control of Lean companies. Enhanced with extensive end-of-chapter exercises and a CD-ROM with Lean accounting tools, the second edition of this preeminent practitioner's guide is now suitable for classroom use. Practical Lean Account

The first part of this volume broadens the understanding of contemporary industrial policy in local, regional, national, and international contexts. The chapter by Wojnicka-Sycz (2020) undertakes one of the most important challenges in RIS3, i.e. the evaluation of the impact of regional SS industries on the development of Polish regions. Based on the spatial panel models for 2012–2017, she reveals the positive impact of SS industries' employment dynamics on regional GDP per capita. The chapter responds to the research gap in a direct measurement of how SS areas affect regional development. The results provide the rationale for policy-makers to pursue these strategies further. The chapter contributes to regional New Industrial Policy by proving the efficiency of SS in strengthening regional performance. Factors and barriers to the development of smart mobility in mediumsized Polish cities are the focus of the chapter by Kachniewska (2020).

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The author applies a comprehensive set of methods to tackle this issue and identifies the conditions for smart mobility, drawing primarily on expert opinions. The results enable a natural generalization of the identified determinants to the similar context of Polish towns, the more important that the research on medium cities is much rarer than studies on metropolises. This contribution belongs to the research streams of city governance and databased services, which are closely connected to and dependent on industrial digital transformation. Moreover, smart mobility addresses the objective of environmental protection, one of the crucial targets of NIP. Godlewska-Dziobo? (2020) performs international comparisons between Central and Eastern European Countries in 2020–2018. Particularly, she focuses on the sectoral transformation of the employment structure in these countries. Besides the important observations of spatial dynamics in sectoral structures, the chapter points to the increased importance of services relative to manufacturing in contemporary structural transformations. Thus, it justifies the expanded scope of New Industrial Policy that encompasses not only industry, recently refreshed with 4.0 Revolution, but also services, particularly the digital ones. The chapter by Czech (2020) identifies the impact of global debt on the national amounts outstanding of credit default swap contracts (CDS) in nonfinancial institutions. She finds the dynamics of the CDS notional amounts outstanding in response to global household indebtedness and total non-financial sector indebtedness in domestic banks. This contribution brings valuable practical insights about the core and dynamics of CDS and their usefulness in alleviating risks in international exchange. We find this input particularly relevant for industries and enterprises operating in global value chains. Widera (2020) performs a spatial analysis of the induced population potential of the communes in the Opolska region

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in 2000 and 2018. The econometric analysis revealed both the own potential of the communes and the interactions with neighboring communes to develop this potential. These findings are important to theorize about the bottom-level sources of territorial units' potential, both internal and those stemming from spatial interactions. We find these conclusions relevant to understand local-level origins of regional transformations, as well as interdependencies among local territorial units. The next two parts of this volume present micro-level and bottomup contexts for industrial policy. Particularly, these are the insights from management and business research and from the research on governing various stakeholder interests and networks. In the second part, based on management and business theory and empirical evidence, the authors discuss human resource and technological challenges faced by the contemporary industry. Potoczek (2020) performs a bibliometric research to recognize the advancement of the process approach in organizations. She finds the research on process improvement as emerging. The major research community in that area belongs to the IT field, while management researchers are still a minor group. The author recommends the increased interest from the management field as conducive to the 4.0 transformation of organizational processes. These results provide policy-relevant input to the understanding of how academic research tackles digital transformation in organizational processes. The chapter by Igielski (2020) uses a survey among a sample of large enterprise senior managers headquartered in Poland to check whether and how they develop employee skills for the challenges of Industry 4.0. The results are pessimistic since they reveal the lack of adaptive and developmental actions in this regard. Nevertheless, there is also a positive sign, namely the awareness of the challenges posed by the 4.0

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revolution. Thus, the chapter is valuable for the recommendations as to competence development in industrial transition to the digital economy. Flak (2020) presents an interesting test for the system of organizational terms as to its usefulness in the practice of motivating people and in a dedicated software. Based on a research experiment in real-life business settings, the author proves the applicability of theory-driven organizational terms in software applications supporting managers in their motivating functions. The chapter contributes important observations as to the interrelations among managerial and technological resources in motivating employees. Sztorc (2020) investigates lean management tools at hotels in Poland, based on a large sample of hotel representatives. The results are helpful in understanding the types of lean management tools, as well as their major targets in the researched organizations. The input of the study rests in filling the research gap as to the particular tools of lean management applied in the hotel industry to improve services and processes. The focus of this chapter on a particular industry provides a relevant basis for further application and upgrading of this service sector. The chapter by Mazurkiewicz (2020) offers an assessment of the impact of national culture on career orientation and career values among Polish and Chinese students of economics. Surprisingly, the value system does not differ much between the two national samples, despite the distinct characteristics of the two national cultures, according to Hofstede's method. Consequently, the author assumes national culture as moderator of career values rather than their determinant. These results provide a contribution to the understanding of job motivations among future corporate employees, a critical determinant of all industrial transitions. Kowalik (2020) investigates the economic benefits perceived by student

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participants of scientific projects. Based on the survey, the author reveals students' recognition of scientific projects as bringing economic effects. The study offers practical implications for young people engaging in research activities, as well as for research policy that might acknowledge additional important outcomes, besides purely scientific objectives. The third part discusses how governing networks and interests can ensure sustainable and socially responsible industries and enterprises. Sectoral and industrial collaborations are supposed to enhance industrial convergence (EOCIC, 2019). In this vein, Lis (2020) focuses on collaborative attitudes in clusters and technological parks. Cluster organizations are established to rip the localization and agglomeration economies, as well as synergies from cooperative links. Despite some history of operations, the surveyed Polish cluster initiatives and technology parks still reveal low development of enterprise cooperation. The author suggests self-evaluation of management and participants of the researched organizations to understand the accomplished level of collaboration and derive practical implications. This contribution is important to understand the performance of some organizational measures of industrial policy and their real input to industrial transformation. The chapter by Kowalczyk (2020) investigates sociocultural conditions of CSR-practices in the construction industry of selected European countries. Based on a survey with a large convenience sample, the author confirms the strength of stakeholder pressure on CSR practice as well as the mediating role of company culture in this relationship. At the same time, country differences were indicated as significant for CSR practice and worth further explanation of its variance. This study is valuable for the explanation of interests and stakeholder pressure affecting a particular industry, thus determining the development conditions of that industry.

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Another industry-specific study has been proposed by Kurzak-Mabrouk (2020), who focuses on food businesses. This chapter addresses the critical strategic direction of NIP that refers to sustainable and responsible growth with regard to environmental protection. The author performed the interviews with top and middle managers of a large representative sample of Polish food companies. The findings are optimistic, since the majority of companies undertake the efforts towards comprehensive sustainable development strategies voluntarily, and not only due to legal enforcement. Still, the researched enterprises do not fully apply these strategies as yet. Resonating with the study by Lis (2020), Flieger (2020) identifies network types according to the collaboration maturity level in a local government unit. The research on collaborative networks in public organizations still remains unique. Therefore, this study fills the research gap. The author uses a casebased approach to identify the network features that change according to the maturity level of relationships. The findings are useful for the practice of developing collaboration in local governments and contribute to our understanding of the context for industrial development.

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Learn to Transform presents a philosophy, style and approach to school improvement and transformation that responds to schools' current needs and aspirations. It shows how schools in all settings, and at any stage of development, can be transformed by identifying strategies to enable them to

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