

# CREATING A LEAN CULTURE

Tools to Sustain Lean Conversions

SECOND EDITION



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A PRODUCTIVITY PRESS BOOK

DAVID MANN



# Creating A Lean Culture Tools To Sustain Lean Conversions Second Edition

**David Mann**



## **Creating A Lean Culture Tools To Sustain Lean Conversions Second Edition:**

**Creating a Lean Culture** David Mann, 2005-05-13 2006 SHINGO PRIZE for EXCELLENCE in MANUFACTURING RESEARCH Lean production has been proven unbeatable in organizing production operations yet the majority of attempts to implement lean end in disappointing results The critical factor so often overlooked is that lean implementation requires day to day hour by hour management practices and skills that leaders in conventional batch and queue environments are neither familiar nor comfortable with *Creating a Lean Culture* helps lean leaders succeed in their personal batch to lean transformation It provides a practical guide to implementing the missing links needed to sustain a lean implementation Mann provides critical guidance on developing and using the key elements of a lean management system including leader standard work visual controls daily accountability processes maintaining a process focus managing key HR issues and much more In addition a questionnaire is included to help assess current management practices and monitor progress *Creating a Lean Culture* David Mann, Ross M. Gardner, 2010-03-17 Winner of a Shingo Research and Professional Publication Award The new and revised edition of this modern day classic provides the critical piece that will make any lean transformation a dynamic continuous success It shows you how to implement a transformation that cannot fail by developing a culture that will have all your stakeholders involved *Creating a Lean Culture* David Mann, 2017-06-29 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 organizational chart involved and invested in the outcome It teaches you how to successfully navigate the politics in cross functional process improvement projects and to engage executives in ways that are personally meaningful to them If you are a leader at any level in an organization undergoing or considering a Lean transformation this is where you should start and finish and start again Read the Reviews This book became an instant classic in the literature of professional operations In this third edition David Mann updates and expands his teaching with five additional years of valuable experience and expertise derived from his very active multi industry consultancy I have benefitted greatly from his writing and wholeheartedly recommend this book to be top of the desk of any serious Lean practitioner or performance transformation leader Raymond C Floyd two time Shingo Prize Winner President and CEO Plasco Energy Group David Mann builds substantially on his seminal work on the Lean management system The book is full of new insight and polishes the most important ideas about Lean management The new chapter on engaging executive leadership alone is worth the price of the book Peter Ward Richard M Ross Professor and Chair Department of Management Science Fisher College of Business The Ohio State University This book has long been my go to guide on Lean management practices that help create a culture of continuous improvement and excellence I have recommended the book to countless healthcare leaders who rave about how h *The Lean Management Systems Handbook* Rich Charron, H. James

Harrington, Frank Voehl, Hal Wiggin, 2014-07-11 Performance management the primary focus of a Lean organization occurs through continuous improvement programs that focus on education belief systems development and effective change management Presenting a first of its kind approach The Lean Management Systems Handbook details the critical components required for sustainable Lean management Positioning Lean as a management operational philosophy far beyond the traditional set of improvement tools the book explains how managers at all levels of the organization can integrate Lean into their daily management activities It defines the Lean philosophy as well as the beliefs and behaviors required to develop a thriving Lean company culture The book captures the essence of Lean learning and Lean doing and illustrates practical applications of Lean management It begins by covering the basics that encompass Lean management and leadership in two critical areas maintenance control and improvement After reading this book you will better understand how to see waste measure waste eliminate waste and develop an active change improvement workplace You will also gain the practical understanding required to determine which Lean tool is best suited to your particular need for supporting an organization wide management system Expounding on essential Lean concepts this is an ideal guide to help new managers and leaders make the transition from theory to successful application in the field Complete with brief summaries and examples of the most important tools in Lean management systems development in each chapter the book provides a reliable roadmap for deploying a Lean management system across your organization and subsequently across your entire value stream

**The Agile Consultant** Rick Freedman, 2016-08-29 Learn the agile philosophy of lean processes incremental delivery deep client participation decentralized authority and just in time planning to bring speed creativity empowerment and increased productivity to product development This book is your guide to becoming the go to advisor for the enterprise agile transition Many organizations have brought in agile coaches and achieved great progress in software development productivity only to find teams slipping back into old methods as they encounter enterprise resistance and dysfunction The consultative skills required to engage at the enterprise level differ greatly from those needed to coach teams in agile practices Agile coaches and consultants need to up their game to successfully partner with executives managers and PMOs to evolve from traditional methods to a lean agile mindset The Agile Consultant by former Intel Worldwide Project Management Director and agile expert Rick Freedman author of Amazon best seller The IT Consultant shows how to overcome transition challenges and move beyond team level practice coaching to guide the entire organization to enterprise agility Agile methods are displacing traditional process heavy project management techniques and are poised to migrate from software development to the rest of IT and to the entire enterprise Agile s rapid adoption proves a simple truth agility works Agile methods are here to stay and will continue to expand within the organization Enterprises are rapidly moving beyond agile development to agile IT agile marketing and agile strategic planning Enterprises need agile coaches and consultants to guide them towards achieving the benefits of agility What You ll Learn Instill effective agile practices across the enterprise Coach

teams managers and executives in learning adopting and practicing lean and agile strategies Diagnose the roadblocks and obstacles most organizations encounter during the transition to agile Use recognized change management techniques to guide the enterprise to agility while minimizing disruption and resistance Navigate the many challenges that can derail the transition to agility Demonstrate the critical mix of facilitation interpersonal and relationship skills to help organizations succeed with agile Guide the corporate culture toward agility from the top down and the bottom up Evolve from old school project management thinking to a lean agile mindset Who This Book Is For Besides IT consultants The Agile Consultant will also appeal to developer teams internal IT staffers and their managers and to executives leading the transition to agile development

**The Power of Ideas to Transform Healthcare** Steve Hoeft,Robert W. Pryor MD,2017-07-27 Many companies conduct Lean training and projects but few have tapped the wealth of ideas in the minds of their staff like Baylor Scott and White Health This book documents the path Steve Hoeft and Robert Pryor created at Baylor Scott and White Health and shares what worked as well as what didn't illustrating over seven years of successes and fai

**The Lean Healthcare Dictionary** Rona Consulting Group,2017-07-27 In today's healthcare economy with reduced reimbursement and closer scrutiny of quality patient care the concepts and terminology of Lean management are becoming invaluable to nurses clinicians administrators and other healthcare staff involved in improvement Conversely a basic grasp of common healthcare terms is essential for process improvement specialists who aren't necessary fluent in healthcare terminology The Lean Healthcare Dictionary An Illustrated Guide to Using the Language of Lean Management in Healthcare is designed to bridge the gap between Lean practitioners and healthcare professionals This comprehensive dictionary defines essential Lean and healthcare terms to help create a common language for anyone involved in Lean healthcare improvement activities Providing quick reference to the language of Lean management in healthcare the dictionary includes diagrams and charts that illustrate concepts and aid in understanding Each entry in Part I provides a succinct description of a Lean term as used in a healthcare setting Healthcare terms and acronyms that commonly arise in the course of Lean transformations are defined in Part II The content of this dictionary is firmly rooted in the hands on experience of Rona Consulting Group whose principals have designed and led ground breaking applications of Lean management in emergency rooms operating rooms labs hospitals and major medical centers

Staying Lean Peter Hines,Pauline Found,Gary Griffiths,Richard Harrison,2017-11-15 The first edition of this highly acclaimed publication received a Shingo Research and Professional Publication Prize in 2009 Explaining how to create and sustain a Lean business it followed Cogent Power's first two Lean Roadmaps along their journey Since then much has changed Several members of Cogent Power's senior management have moved on s

*Value-Based Care, An Issue of Anesthesiology Clinics* Lee A. Fleisher,2015-12-07 This issue will cover novel approaches to demonstrating value by anesthesiologists Articles will include Value from the Patient and Payer Perspectives Perioperative Surgical Home Demonstrating Value A British perspective Demonstrating value A case study of enhanced recovery Acute

Pain Management Regional Measuring Outcomes as Demonstrating Value and many more      *Optimizing Student Learning*  
Betty Ziskovsky, Joe Ziskovsky, 2010-09-06 This book is a fictionalized account of one teacher's effort in applying process improvement principles to her teaching practices. Lisa's story is based on actual practice and resulted in an innovative application of the lean waste elimination approach to classroom teaching and learning. It also resulted in Lisa completing the delivery of her entire curriculum in the school year in a way that allowed students to master the material as evidenced by significant growth in student performance scores on the standardized achievement test in her content area. The methods and tools described are based on proven lean techniques and sound education practice. Lean is a program of organizational improvement that empowers each and every worker in a school system from student through superintendent to increase his or her personal performance and job satisfaction through process improvement. Lean engages everyone in streamlining his or her work processes by identifying and eliminating the steps within each process that are wasteful, unnecessary, or do not contribute value to and may even prohibit the person from doing or completing the work. By incorporating a value adding approach, system wide schools can become more efficient in their operations and more effective at delivering their services, optimize the learning performance of all students, and create a culture of success and satisfaction for all. Includes an introduction by Norman Bodek. An inspiring story of how good management can work wonders in the classroom. Great jargon free examples of lean principles applied to the critically important work of teaching our children. This is a must read for teachers and parents. Wonderful book and an enjoyable read. Dr. Peter Ward, Richard Ross Chair in Management, Fisher College of Management, Ohio State University, Chairman, LEAN Academic Network. The value of this book is demonstrating ultimately the process of continuous improvement applied to students in the classroom who see themselves as a team learning how to continuously improve upon an improvement process. It also demonstrates clearly how lean principles can be adapted to the classroom because an educational system is replete with many processes revolving around the delivery of instructional services. Dr. Mary Jane Guy, Professor of Education Leadership, Winona State University. After reading *Optimizing Student Learning*, I was so inspired to take a hard look at my classroom and how I could improve it. I took immediate steps to begin putting the information from the book into practice, including chunking the curriculum, utilizing short cycle assessment more effectively, and teaching basic study skills that can be used in all subject areas. I was amazed at the results. No matter where you are in your teaching career, this book has something to offer you. You owe it to yourself and your students to check it out for yourself. Although the premise of organization and pre-planning is a major theme in teacher preparation programs, the plan as put forth here is also designed to enhance teaching and learning for everyone. Melissa Unklesby, Secondary School Teacher, Beach City, Ohio.      *International Examples of Lean in Healthcare* Elaine Mead, Cameron Stark, Maimie Thompson, 2022-12-14 Typically entrenched and systemic healthcare problems require the sort of comprehensive solutions that can only be addressed by a change in culture and a shift in thinking. Organizations around the world are using Lean to

redesign care and improve processes in a way that achieves and sustains meaningful results for patients staff physicians and health systems This book demonstrates how honest appraisal intelligent planning and vigilant follow up have led to dramatic improvements in a variety of healthcare settings across the world It teaches us how innovative organizations can find sustainable solutions to seemingly intractable problems by following a path guided by Lean Thinking Lean methods may not solve every healthcare problem but as these cases prove changing a culture rather than personnel results in more effective sustainable change This multi authored book provides expert descriptions of Lean methods and their application in healthcare written by the people who developed and tested the methods in healthcare settings Each chapter brings together a description of the technique or approach with examples of application in practice from the author s own practice Authors use an engaging approach to their narrative with examples from their personal experience or engagement being described to illustrate the practical application of theoretic approaches In painting a picture of the environment in which these tools and techniques have been applied readers will understand the transferability to their own workplace environment This will be an opportunity to tell real stories of the application of Lean in healthcare and give readers the opportunity to learn from people from across the world on subjects on which they are acknowledged topic experts based on day to day Lean practice **Lean IT** Steven C Bell, Michael A Orzen, 2016-04-19 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 **Lean Behavioral Health** Joseph P. Merlino, Joanna Omi, Jill Bowen, 2014-01-08 Lean Behavioral Health The Kings County Hospital Story is the first lean book that focuses entirely on behavioral health Using the principles of the Toyota Production System or lean the contributors in this groundbreaking volume share their experience in transforming a major safety net public hospital after a tragic and

internationally publicized event As the largest municipal hospital system in the United States the New York City Health Hospitals Corporation adopted lean as the transformational approach for all of its hospitals and clinics Kings County Hospital Center one of the largest providers of behavioral health care in the country continues on its transformational journey utilizing lean s techniques While not every event was fully successful most were and every event including failures increased the knowledge base about how to continually improve quality and safety Having made major changes Kings County Hospital Center is now recognized as a center for transformation and quality receiving high marks from oversight agencies This volume begins by describing the basic principles of the lean approach adding value eliminating waste and tapping the organization s line staff to create and sustain dramatic change An overview of the use of lean from a quality improvement perspective follows Lean tools are applied to many services that comprise the behavioral health value stream and these stories are highlighted The experts in identifying waste and adding value are the line staff whose voices are captured in the clinical chapters Insights learned by event participants are emphasized as teaching points to provide context for what has worked or has not worked at Kings County Hospital Center While the burning platform at Kings County Hospital Center was white hot and while the Department of Justice scrutinized its quality of patient care the application of lean methods and tools has transformed the hospital into a potential model for behavioral health programs facing the challenges of the present healthcare environment It is a must have story for clinicians administrators and other leaders in the mental health field devoted to improving quality and safety at their hospitals and clinics

The Highly Effective Office Timothy Schipper, 2019-01-15 The Highly Effective Office covers the transformation journey required to change the culture in the workplace from processes that suffer from functional separation and silo ed departments to efficient and integrated systems Most office processes have evolved into separate and autonomous stand alone functions that are sub optimized The result is added wastes in the processes and the customers are often the first to notice The wastes parallel the manufacturing floor wastes and deserve the same attention for identification and removal Yet the culture of the office is predisposed to work by a separation of duties Roles and responsibilities are not aligned around processes The same type of dramatic transformations that were enabled on the concrete factory floor are needed in carpeted offices This book describes methods to transform the value streams in the office and administrative areas of organizations and it outlines why Lean works just as well in the office as it does in manufacturing Wastes typically reach 50% of the process effort and these processes are ripe for improvement Throughout the book waste removal in office processes are fully illustrated with descriptions of applying Lean tools to achieve flow Case studies from the corporations non profits and higher education institutions demonstrate how various types of organizations have reached success by applying Lean principles to their processes Lean expert Timothy Schipper outlines the structural and leadership changes that are required to create a transformational journey for process change and continuous improvement Leadership activities are outlined along with descriptions of how to assign ownership and



responsibility for the changes inside the organization Various leadership behaviors are explored that support and help to sustain the effort Attention is given to how to start the journey how to select projects and launch them with clear goals and objectives and how to run successful workshops as well as visual tools and techniques and educational content Finally and most importantly a description of the mature Lean culture is offered to show how to embed process improvement into the organization

**Applying Lean in Health and Social Care Services** Cameron Stark,Gavin Hookway,2019-01-16

Organizations around the world are using Lean to redesign care and improve processes in a way that achieves and sustains meaningful results for patients staff physicians and health systems This book systematically describes how NHS Highland uses Lean principles and mindsets to improve safety quality access and morale while reducing costs and increasing capacity Existing books often describe the gains obtained by using Lean methods but often do not describe the underlying concepts and methods in details Other books describe continuous improvement work or specific techniques such as daily management in detail This book seeks to occupy a middle space by providing an overview of the range of Lean ideas applicable to healthcare with sufficient examples and cases studies from NHS Highland and partner organizations so readers can see them in use and practice

**Global Supply Chain and Operations Management** Dmitry Ivanov,Alexander Tsipoulaniadis,Jörn Schönberger,2021-11-19 The third edition of this textbook comprehensively discusses global supply chain and operations management SCOM combining value creation networks and interacting processes It focuses on operational roles within networks and presents the quantitative and organizational methods needed to plan and control the material information and financial flows in supply chains Each chapter begins with an introductory case study while numerous examples from various industries and services help to illustrate the key concepts The book explains how to design operations and supply networks and how to incorporate suppliers and customers It examines how to balance supply and demand a core aspect of tactical planning before turning to the allocation of resources to meet customer needs In addition the book presents state of the art research reflecting the lessons learned from the COVID 19 pandemic and emerging fast paced developments in the digitalization of supply chain and operations management Providing readers with a working knowledge of global supply chain and operations management with a focus on bridging the gap between theory and practice this textbook can be used in core specialized and advanced classes alike It is intended for a broad range of students and professionals in supply chain and operations management

**Leading Beyond Change** Michael Sahota,Audree Tara Sahota,2021-08-23 This guide shows readers how to transform a traditional organization into an evolutionary one with a framework and mindset that offer a new way of leading and approaching change Now more than ever society is demanding change and organizations are being asked to shift into more conscious and agile business practices Yet most of what people believe about leadership effective workplaces and how to create lasting change is either incomplete or outright incorrect And even if the desire to change is there understanding of how to achieve it is elusive This book holds the key It introduces the Shift Evolutionary Leadership

Framework SELF which helps leaders create the understanding and application needed to evolve high performance At the core of the book are dozens of business patterns that cut across seven dimensions of organizational functioning The traps of traditional organizations are contrasted with the high performance practices of evolutionary organizations Authors Michael Sahota and Audree Tata Sahota explain the steps of leading beyond change evolving beyond servant leadership to make the inner shift needed to unlock the practical skills and techniques Whether readers call this shift business agility Teal Agility evolutionary or the future of work it is possible to create high performing organizations filled with energized people who are able to surf the waves of change     *Sustainable Design and Manufacturing 2017* Giampaolo Campana, Robert J.

Howlett, Rossi Setchi, Barbara Cimatti, 2017-04-25 This volume includes papers presented at the 4th International Conference on Sustainable Design and Manufacturing SDM 17 held in Bologna Italy in April 2017 The conference covered a wide range of topics from cutting edge sustainable product design and service innovation sustainable processes and technology for the manufacturing of sustainable products sustainable manufacturing systems and enterprises decision support for sustainability and the study of the societal impact of sustainability including research for circular economy Application areas are wide and varied and the book provides an excellent overview of the latest research and development in the area of Sustainable Design and Manufacturing     *Collaborative Design Management* Stephen Emmitt, Kirti Ruikar, 2013-04-12 The design process has always been central to construction but recent years have seen its significance increase and the ways of approaching it multiply To an increasing degree other stakeholders such as contractors have input at the design stage and the designer's role includes tasks that were traditionally the realm of other professions This presents challenges as well as opportunities and both are introduced discussed and analysed in Collaborative Design Management Case studies from the likes of ARUP Buro Happold VINCI Construction UK Ltd and CIOB show how technologies BIM podcasting innovative working information management collaboration and the evolution of roles the designer contractor interface environmental compliance have changed design management as a process Starting from a basic level the reader is introduced to the key themes and background to the design management role including definitions of the responsibilities now commonly involved and the strategic importance of design Influential technologies currently in use are evaluated and the importance they are likely to have in future is explored This combination of case studies from leading practitioners clear explanations of design management roles and activities and an exploration of how to successfully achieve collaborative design management makes this a highly topical and uniquely valuable book This is essential reading for professionals and students of all levels interested in construction design management from all AEC backgrounds     *The Lean Handbook* Anthony Manos, Chad Vincent, 2010-11-19 This handbook's intention is to gather into a single reference the information related to the joint lean certification program of SME AME The Shingo Prize and ASQ This book will enhance your understanding of the certification's Body of Knowledge BOK as a whole and give you a more holistic look at lean This comprehensive handbook covers all the

topics included in the BOK cultural enablers continuous process improvement consistent lean enterprise culture and business results Written by a team of lean experts with years of experience in the field it will be indispensable to anyone interested in implementing and sustaining a lean initiative The book is written by design at the Bronze Level for certification knowledge This means that the weightings used in the Lean BOK for the Bronze Certification were considered for the depth and breadth of material considered for each rubric By addressing the Lean BOK at the Bronze Level this book provides a basic understanding of the lean principles systems and tools at a tactical level to drive improvements with measureable results Material from several lean practitioners with differing backgrounds and experience has been gathered to create this handbook which serves as an ideal starting point for practitioners who want both a holistic view of lean in general and also specifically the BOK of this groundbreaking joint certification program

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