

# Toyota Kata Managing Improvement Adaptiveness

How to Use Lean Speed and Six Sigma Quality to Improve Services and Transactions  
 The High-Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition  
 The Toyota Kata Field Guide Power Pack  
 Tuesday Morning Coaching: Eight Simple Truths to Boost Your Career and Your Life  
 Today and Tomorrow  
 Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead  
 The Toyota Way, Second Edition: 14 Management Principles from the World's Greatest Manufacturer  
 Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance  
 A Graphic Novel about Lean and People at Zingerman's Mail Order  
 Profit Beyond Measure  
 Enabling and Sustaining Your Lean Transformation  
 Lean Hospitals  
 This is Lean  
 From an Industrial Engineering Viewpoint  
 Lean in a High-Variability Business  
 The Machine That Changed the World  
 Toyota Talent  
 A Critical Component of Toyota's PDCA Management System  
 A Daily Path to Sustainable Improvement  
 Developing Your People the Toyota Way  
 Extraordinary Results Through Attention to Process and People  
 Lean IT  
 Managing to Learn  
 Fundamentals for Your Lean Journey  
 A Scrum Book  
 Upstream  
 Principles and Processes  
 Ditch the Drama, Restore Sanity to the Workplace, and Turn Excuses into Results  
 Beyond Method Wars, Establishing Core Lean/Agile Capabilities Through Systematic Improvement  
 The Quest to Solve Problems Before They Happen  
 The Essential Deming: Leadership Principles from the Father of Quality  
 Toyota Culture: The Heart and Soul of the Toyota Way  
 Tools to Sustain Lean Conversions, Third Edition  
 The Spirit of the Game  
 The 7 Kata  
 The Toyota Way Fieldbook  
 Resolving the Efficiency Paradox  
 Kaizen Express  
 Lead With Respect

*Toyota Kata Managing  
 Improvement  
 Adaptiveness*

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## **BANKS MICHAEL**

### **How to Use Lean Speed and Six Sigma Quality to Improve Services and Transactions**

McGraw Hill Professional  
 Create more scientific thinking in your company—two popular guides in one convenient package The Toyota Kata Field Guide Power Pack includes Mike Rother's groundbreaking companion volumes to his internationally renowned Toyota Kata—the book that launched a global business movement toward a scientific thinking management process that drives continuous improvement. The package includes: The Toyota Kata Practice Guide—a hands-on guide giving both the coach and the learner all the “starter Kata” for everyday practice, and Toyota

Kata Culture—an illustrated look at how to deploy a Kata coaching chain that creates organizational capability to continually adapt, improve, and innovate.

*The High-Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition* McGraw Hill Professional

Bring the miracle of Lean Six Sigma improvement out of manufacturing and into services Much of the U.S. economy is now based on services rather than manufacturing. Yet the majority of books on Six Sigma and Lean--today's major quality improvement initiatives--explain only how to implement these techniques in a manufacturing environment. Lean Six Sigma for Services fills the need for a service-based approach, explaining how companies of all types can cost-effectively translate manufacturing-oriented Lean Six Sigma tools into the service delivery

process. Filled with case studies detailing dramatic service improvements in organizations from Lockheed Martin to Stanford University Hospital, this bottom-line book provides executives and managers with the knowledge they need to: Reduce service costs by 30 to 60 percent Improve service delivery time by 50 percent Expand capacity by 20 percent without adding staff

### **The Toyota Kata Field Guide Power Pack**

Tata McGraw-Hill Education  
 This book is relevant to any kind of business and is currently being used by a number of multi-national companies, including AstraZeneca, Ericsson, Scania and Volvo.

*Tuesday Morning Coaching: Eight Simple Truths to Boost Your Career and Your Life* Pragmatic Bookshelf

Organizations around the world are using Lean to redesign care and improve

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

[Today and Tomorrow](#) McGraw Hill Professional

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of *The Toyota Way* "[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker "How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute "Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower. Drawing on six years of

research into Toyota's employee-management routines, *Toyota Kata* examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, *Toyota Kata* gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

[Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead](#) CRC Press

Toyota doesn't just produce cars; it produces talented people. In the international bestseller, *The Toyota Way*, Jeffrey Liker explained Toyota's remarkable success through a 4P model for excellence--Philosophy, People, Problem Solving, and Process. Liker, with coauthor David Meier, provided deeper insight into the practical application of the principles in *The Toyota Way Fieldbook*. Now, these authorities on Toyota reveal how you can develop talented people and achieve incredible results in your company. *Toyota Talent* walks you through the rigorous methodology used by this global powerhouse to grow high-performing individuals from within. Beginning with a review of Toyota's landmark approach to developing people, the authors illustrate the critical importance of creating a learning and teaching culture in your organization. They provide specific examples necessary to train employees in all areas--from the shop floor to engineering to staff members in service

organizations--and show you how to support and encourage every individual to reach his or her top potential. *Toyota Talent* provides you with the inside knowledge you need to identify your development needs and create a training plan. Understand the various types of work and how to break complicated jobs into teachable skills. Set behavioral expectations by properly preparing your workplace. Recognize and develop potential trainers within your workforce. Effectively educate nonmanufacturing employees and members of the staff. Develop internal Lean Manufacturing experts. Guiding you with expert tips and training aids, as well as real-world examples drawn from the authors' two decades of research and field work, Liker and Meier show you how to get the most out of people who live and breathe your company's philosophy--and who work together toward a common goal.

**The Toyota Way, Second Edition: 14 Management Principles from the World's Greatest Manufacturer**

McGraw Hill Professional

When James Womack, Daniel Jones, and Daniel Roos wrote *THE MACHINE THAT CHANGED THE WORLD* in 1990, Japanese automakers, and Toyota in particular, were making a strong showing by applying the principles of lean production. However, the full power of lean principles was unproven, and they had not been applied outside of the auto industry. Today, the power of lean production has been conclusively proved by Toyota's unparalleled success, and the concepts have been widely applied in many industries. Based on MIT's pioneering global study of industrial competition, *THE MACHINE THAT CHANGED THE WORLD* offers a groundbreaking analysis of the entire lean business system, including product development, supplier management, sales, service, and production - an analysis even more relevant today as GM and Ford struggle to survive and a wide range of British and American companies embrace lean production. A new Foreword by the authors brings the story up to date and details how their predictions were right. As a result, this reissue of a classic is as insightful and instructive today as when it was first published.

[Clarity First: How Smart Leaders and Organizations Achieve Outstanding Performance](#) CRC Press

Leadership strategies grounded in reality and focused on results. Recent polls show that 71% of workers think about quitting their jobs every day. That number would be shocking--if people actually were

quitting. Worse, they go to work, punching time clocks and collecting pay checks, while completely checked out emotionally. In *Reality-Based Leadership*, expert Fast Company blogger Cy Wakeman reveals how to be the kind of leader who changes the way people think about and perceive their circumstances—one who deals with the facts, clarifies roles, gives clear and direct feedback, and insists that everyone do the same—without drama or defensiveness. Filled with dynamic examples, innovative tools, and diagnostic tests, this book shows you how to become a Reality-Based Leader, revealing how to: Uncover destructive thought patterns with yourself and others Diffuse drama and lead the person in front of you Stop managing and start leading, empowering others to focus on facts and think for themselves Equipped with a facts-based, confident approach, you will free yourself from the frustrations you face at work and transform yourself into a Reality-Based Leader, with the ability to liberate and inspire others.

**A Graphic Novel about Lean and People at Zingerman's Mail Order** CRC Press

"John Dewey famously pointed out, 'We don't learn from experience. We learn from reflecting on experience.' Here's your chance to learn as the three authors reflect on the (successful) struggle to build a Lean production and management system at Zingerman's Mail Order. Thousands of people visit and benchmark ZMO. This book delivers the backstory in a richly illustrated way." -- Mike Rother, author of the bestselling books *Toyota Kata* and *The Toyota Kata Practice Guide* This clever and highly engaging graphic novel details a story about one organization's Lean journey with inspiration from the Toyota Way. Over the years, common misunderstandings about what Lean is, what the journey is like, and how to advance have proliferated. Often, these misunderstandings come from the way people simplistically talk and think about Lean as if it is some concrete thing that you insert into an organization and step back to watch the results. The authors, however, view the organization as a living system with interacting parts and constant exposure to the environment. It is dynamic, so it's hard to predict what obstacles you will face next. Just when you think you have it solved, new challenges arise from the market, competitors, government regulations, and every direction you turn to. When you look at your organization in this way, you see Lean through a different lens. The goal is to make your processes and people into a

more adaptive system so you can navigate through all the complexity and uncertainty to continually achieve your goals. This is how Toyota views things and they summarize the Toyota Way as continuous improvement and respect for people. Each person becomes a partner in struggling to learn and adapt, and specific tools are used in very different ways throughout the company to accomplish their goals. The story presented here focuses on a small company called Zingerman's Mail Order (ZMO). Tom Root was one of the founders of this spin-off of the Zingerman's delicatessen. The deli was founded to bring high-quality artisanal food to Ann Arbor, Michigan. The purpose of this book is not to provide a "recipe for implementation" - the authors want you to get a feeling for the struggle, for the learning process. They explain and demonstrate many Lean tools within the context of the journey and how they were adapted for this particular business. Toyota kata became the centerpiece of developing scientific thinking skills to begin to bring continuous improvement to life.

*Profit Beyond Measure* McGraw Hill Professional

Winner of a 2009 Shingo Research and Professional Publication Prize. Notably flexible and brief, the A3 report has proven to be a key tool in Toyota's successful move toward organizational efficiency, effectiveness, and improvement, especially within its engineering and R&D organizations. The power of the A3 report, however, derives not from the report itself, but rather from the development of the culture and mindset required for the implementation of the A3 system. In *Understanding A3 Thinking*, the authors first show that the A3 report is an effective tool when it is implemented in conjunction with a PDCA-based management philosophy. Toyota views A3 Reports as just one piece in their PDCA management approach. Second, the authors show that the process leading to the development and management of A3 reports is at least as important as the reports themselves, because of the deep learning and professional development that occurs in the process. And finally, the authors provide a number of examples as well as some very practical advice on how to write and review A3 reports.

**Enabling and Sustaining Your Lean Transformation** McGraw Hill Professional This how-to resource provides leaders with a concrete framework for a strategic improvement plan, helping educators link the "principles" to "processes" of planning. Packed with key takeaways and additional

resources, this book provides the concrete tools to design a strong strategy for improvement and enables educational leaders to think constructively about why we plan, what an effective strategic plan should contain, and how to create meaningful dialogue to support plan development, implementation, and monitoring for continuous improvement. *The Strategy Playbook for Educational Leaders* provides superintendents, central office staff, principals, and teacher leaders with the opportunity to reframe the process of their strategic planning and breathe new life into the activity.

*Lean Hospitals* Hachette UK

Generate Better, Faster Results— Using Less Capital and Fewer Resources! "[The High-Velocity Edge] contains ideas that form the basis for structured continuous learning and improvement in every aspect of our lives. While this book is tailored to business leaders, it should be read by high school seniors, college students, and those already in the workforce. With the broad societal application of these ideas, we can achieve levels of accomplishment not even imagined by most people." The Honorable Paul H. O'Neill, former CEO and Chairman, Alcoa, and Former Secretary of the Treasury "Some firms outperform competitors in many ways at once—cost, speed, innovation, service. How? Steve Spear opened my eyes to the secret of systemizing innovation: taking it from the occasional, unpredictable 'stroke of genius' to something you and your people do month-in, month-out to outdistance rivals." Scott D. Cook, founder and Chairman of the Executive Committee, Intuit, Inc. "Steven Spear connects a deep study of systems with practical management insights and does it better than any organizational scholar I know. [This] is a profoundly important book that will challenge and inspire executives in all industries to think more clearly about the technical and social foundations of organizational excellence." Donald M. Berwick, M.D., M.P.P., President and CEO, Institute for Healthcare Improvement About the Book How can some companies perform so well that their industry counterparts are competitors in name only? Although they operate in the same industry, serve the same market, and even use the same suppliers, these extraordinary, high-velocity organizations consistently outperform all the competition—and, more importantly, continually widen their leads. In *The High-Velocity Edge*, the reissued edition of five-time Shingo Prize winner Steven J. Spear's critically acclaimed book *Chasing the Rabbit*, Spear describes what sets market-

dominating companies apart and provides a detailed framework you can leverage to surge to the lead in your own industry. Spear examines the internal operations of dominant organizations across a wide spectrum of industries, from technology to design and from manufacturing to health care. While he investigates several great operational triumphs, like top-tier teaching hospitals' fantastic improvements in quality of care, Pratt & Whitney's competitive gains in jet engine design, and the U.S. Navy's breakthroughs in inventing and applying nuclear propulsion, *The High-Velocity Edge* is not just about the adoration of success. It also takes a critical look at some of the operational missteps that have humbled even the most reputable and respected of companies and organizations. The decades-long prominence of Toyota, for example, is contrasted with the many factors leading to the automaker's sweeping 2010 product recalls. Taken together, these multiple perspectives and in-depth case studies show how to: Build a system of "dynamic discovery" designed to reveal operational problems and weaknesses as they arise Attack and solve problems when and where they occur, converting weaknesses into strengths Disseminate knowledge gained from solving local problems throughout the company as a whole Create managers invested in developing everyone's capacity to continually innovate and improve Whatever kind of company you operate—from technology to finance to healthcare—mastery of these four key capabilities will put you on the fast track to operational excellence, where you will generate faster, better results—using less capital and fewer resources. Apply the lessons of Steven J. Spear and gain a high-velocity edge over every competitor in your industry.

*This is Lean* CRC Press

From the author of the bestselling *Monday Morning* series—an instructive, inspiring story on rebooting your life and career with the power of simple truths Ryan Harris has been floundering for too long. His career is off track, and his personal life is in shambles. In his own words, he feels like he has "been beaten up physically and emotionally for months." For the first time in his life, he knows he is unable to pull himself out of this funk by himself. Ryan turns to Jeff Walters, a personal coach and mentor he had once worked with. Ryan had always admired the way Jeff handled challenges and the success that always seemed to follow. Jeff agrees to coach Ryan every Tuesday morning for eight weeks. The story of Ryan's personal

awakening, *Tuesday Morning Coaching* reveals the timeless truths anyone can rely on when success seems impossible. Jeff explains that real success lies in embracing the simple verities of life; it's more about how we live than what we do. Jeff reveals the eight basic truths of success, including: No Matter What . . . accept your responsibilities, maintain focus, and move forward And Then Some . . . give a little more than people expect Above All Else . . . know what is nonnegotiable at work and in life From Now On . . . learn from your failures and refuse to make the same mistake twice Consider It Done . . . deliver on your word, without fail You will learn, as Ryan does, that you have been getting in your own way. Attaining overall success isn't about solving a specific problem; it's about basing your life on what is true and behaving accordingly. When you hit career roadblocks, burn out on stress, and arrive at crossroads in your personal relationships—well, that's just life. Only when you follow a path paved on eternal human truths will you live a quality life. Read *Tuesday Morning Coaching* and take your first steps to a life of richness, fulfillment, and overall career and life success. *Tuesday Morning Coaching* tells the story of Ryan Harris, a successful manager who is burned out and tired of working hard but going nowhere. Looking for guidance, Ryan reaches out to Jeff Walters, a semiretired executive who agrees to coach Ryan. Ryan learns that the solutions to his most challenging problems are often commonsense principles, based on taking responsibilities for your actions, going the extra yard in every situation, always keeping your word, and never deviating from your personal values. *Tuesday Morning Coaching* draws on real examples of people and organizations that have identified and implemented simple philosophies that led to their success, and outlines a simple yet profound approach that can lead to spectacular personal and business achievements.

**From an Industrial Engineering Viewpoint** Simon and Schuster Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance

and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that "tolerance for ambiguity" has become a clichéd job requirement. It doesn't have to be this way. In *Clarity First*, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders: •Identify and communicate the organization's true purpose •Set achievable priorities •Deliver greater customer value through more efficient processes •Provide greater transparency about true versus assumed performance •Build strong problem-solving and critical thinking capabilities throughout the organization •Develop personal clarity to be a more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs *Clarity First*.

#### **Lean in a High-Variability Business**

Garden City, N. Y. : Doubleday

Have you experienced initial success with your Agile change initiative but found that improvement seems to have plateaued? Did you set out to become Agile but failed to truly understand what it means across organizational levels beyond vague terms like "empowerment," "high-performance teams" and "trust"? Are improvement efforts based on projects or workshops but failing to become an integrated part of your daily work and culture? Are leaders not given the responsibility and framework to become active drivers of organizational improvement and are Scrum Masters acting more like facilitators than active improvement drivers? Are your improvement efforts grounded in reactive problem solving and good intentions but failing to deliver true and measurable results? All these questions indicate that there is a "missing link" between Agile and its Lean foundations: an underpinning of continuous improvement that so many Agilists want but rarely find they can execute. *Toyota Kata* provides this practical framework, the keystone of culture, that allows an organization to attain that elusive state of continuous improvement. This book is based on the last six years of experience working with *Toyota Kata* in an Agile setting, helping teams, departments, business units and

organizations learn how to set ambitious and measurable improvement goals and work iteratively toward them. Applying Toyota Kata to the context of innovation and knowledge work requires us to rethink some of the original elements. To that end, the book is packed with examples and cases that allow you to move beyond abstract theoretical principles. You learn a lot from mistakes but not all mistakes must be repeated by everybody (and I have made many). "I find myself paying attention and learning again, and I encourage you to do so too."-Mike Rother, author of three books on Toyota Kata

"My electronic copy of the book is full of marginal commentary and highlighted sections. I found so much here to absorb and apply."-Diana Larsen, Co-founder of the Agile Fluency Model and author

"Inspiring, insightful and actionable alternative to the often failing agile transformations"-Tomas Eilsø, Enterprise SAFe coach

"This book is by far the most comprehensive and thoughtful approach I have seen to applying Toyota Kata in Agile IT organizations. You will find yourself going back to this book over and over again to mine the treasure trove of experience and knowledge that Jesper has meticulously laid out. In my opinion this text will be regarded as a standard that both Agile practitioners and business leaders refer to in years to come."-Michael Blaha, Director of DevOps Provation Medical

"Agile practitioners take note: By 'mastering' Scrum, Kanban, or SAFe you have taken the first step. Now, read this book to continue your journey!"-Adam Light, Lean & Agile Consultant and Speaker and Toyota Kata coach

"This book brilliantly shows how to apply Toyota Kata in knowledge work. This is a must read for agile leaders"-Håkan Forss, Lean/Agile coach passionate about continuous learning and LEGO

*The Machine That Changed the World* Tata McGraw-Hill Education

Most business readers have heard of the Lean principles developed for factories a set of tools and ideas that have enabled companies to dramatically boost quality by reducing waste and errors producing more while using less. Yet until now, few have recognized how relevant these powerful ideas are to individuals and their daily work. Every person at

**Toyota Talent** McGraw Hill Professional

Waste has plagued almost every industrial-age firm for the past century. In this powerfully argued alternative to conventional cost management thinking, experts H. Thomas Johnson and Anders Bröms assert that any company can avoid the waste that is generated through

excessive operating costs in the short run and excessive losses from market instability in the long run. To gain more secure levels of profitability, management must simply change how it thinks about work and how it organizes work. Profit Beyond Measure details how two extremely profitable manufacturers, Toyota and the Swedish truck maker Scania, have rejected the traditional mechanistic mindset of managing by results that generates waste. Johnson and Bröms explain how Toyota and Scania achieve their legendary cost advantage through a revolutionary concept they call managing by means (MBM). Instead of being driven to meet preconceived accounting targets, the production systems of Toyota and Scania are governed by the three precepts that guide all living systems: self-organization, interdependence, and diversity. Amid a wealth of new insights into Toyota's vaunted system, Johnson and Bröms introduce the tools of MBM to show how design, production, and profitability analysis are done to customer order. They demonstrate that by following the principles that emulate life systems, even a lean and profitable company can organize work to greatly lessen its long-term earnings instability and sharply reduce its short-run operating costs. Scania has achieved sixty-five years of financial stability and longevity in the face of fierce competition. Toyota has amassed a market value since 1988 that has rivaled -- or sometimes surpassed -- the American "Big Three" automakers combined. The principles that Johnson and Bröms set forth in Profit Beyond Measure can guarantee the same richer, longer life to any company that applies them.

*A Critical Component of Toyota's PDCA Management System* John Wiley & Sons

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-

term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

#### **A Daily Path to Sustainable Improvement** CRC Press

"The P-51 Mustang—perhaps the finest piston engine fighter ever built—was designed and put into flight in just a few months. Specifications were finalized on March 15, 1940; the airfoil prototype was complete on September 9; and the aircraft made its maiden flight on October 26. Now that is a lean development process!" —Allen Ward and Durward Sobek, commenting on the development of the P-51 Mustang and its exemplary use of trade-off curves. Shingo Research and Professional Publication Award recipient, 2008 Despite attempts to interpret and apply lean product development techniques, companies still struggle with design quality problems, long lead times, and high development costs. To be successful, lean product development must go beyond techniques, technologies, conventional concurrent engineering methods, standardized engineering work, and heavyweight project managers. Allen Ward showed the way. In a truly groundbreaking first edition of Lean Product and Process Development, Ward delivered -- with passion and penetrating insights that cannot be found elsewhere -- a comprehensive view of lean principles for developing and sustaining product and process development. In the second edition, Durward Sobek, professor of Mechanical and Industrial Engineering at Montana State University—and one of Ward's premier students—edits and reorganizes the original text to make it more accessible and actionable. This new edition builds on the first one by: Adding five in-depth and inspiring case studies. Including insightful new examples and illustrations. Updating concepts and tools based on recent developments in product

development. Expanding the discussion around the critical concept of set-based concurrent engineering. Adding a more detailed table of contents and an index to make the book more accessible and user-friendly. The True Purpose of Product Development Ward's core thesis is that the very aim of the product development process is to create profitable operational value streams, and that the key to doing so predictably, efficiently, and effectively is to create useable knowledge. Creating useable knowledge requires learning, so Ward also creates a basic learning model for development. But Ward not only describes the technical tools needed to make lean product and process development actually work. He also delineates the management system, management behaviors, and mental models needed. In this breakthrough text, Ward: Asks fundamental questions about the purpose and "value added" in product development so you gain a crystal clear understanding of essential issues. Shows you how to find the most common forms of "knowledge waste" that plagues product development. Identifies four "cornerstones" of lean product development gleaned from the practices of successful companies like Toyota and its partners, and explains how they differ from conventional practices. Gives you specific, practical recommendations for establishing your own lean development processes. Melds observations of effective teamwork from his military background,

engineering fundamentals from his education and personal experience, design methodology from his research, and theories about management and learning from his study of history and experiences with customers. Changes your thinking forever about product development.

#### **Developing Your People the Toyota**

**Way** McGraw Hill Professional Building upon the international bestselling Toyota Way series of books by Jeffrey Liker, *The Toyota Way to Continuous Improvement* looks critically at lean deployments and identifies the root causes of why most of them fail. The book is organized into three major sections outlining: Why it is critical to go beyond implementing lean tools and, instead, build a culture of continuous improvement that connects operational excellence to business strategy Case studies from seven unique industries written from the perspective of the sensei (teacher) who led the lean transformation Lessons about transforming your own vision of an ideal organization into reality Section One: Using the Plan-Do-Check-Adjust (PDCA) methodology, Liker and Franz contrast true PDCA thinking to that of the popular, superficial approach of copying "lean solutions." They describe the importance of developing people and show how the Toyota Way principles support and drive continuous improvement. Explaining how lean systems and processes start with a purpose that provides a true north direction for all activities, they wrap up this section by examining the glaring

differences between building a system of people, processes, and problem-solving that is truly lean versus that of simply trying to "lean out" a process. Section Two: This section brings together seven case studies as told by the sensei who led the transformation efforts. The companies range from traditional manufacturers, overhaul and maintenance of submarines, nuclear fuel rod production, health care providers, pathology labs, and product development. Each of these industries is different but the approaches used were remarkably similar. Section Three: Beginning with a composite story describing a company in its early days of lean implementation, this section describes what went right and wrong during the initial implementation efforts. The authors bring to light some of the difficulties the sensei faces, such as bureaucracies, closed-minded mechanical thinking, and the challenges of developing lean coaches who can facilitate real change. They address the question: Which is better, slow and deep organic deployment or fast and broad mechanistic deployment? The answer may surprise you. The book ends with a discussion on how to make continuous improvement a way of life at your company and the role of leadership in any lean transformation. *The Toyota Way to Continuous Improvement* is required reading for anyone seeking to transcend his or her tools-based approach and truly embrace a culture of continuous improvement.