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Creating a Kaizen Culture explains how to enable an adaptive,
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Creating a Kaizen Culture: Align the Organization, Achieve

Breakthrough ...

FOSTER AND SUSTAIN A "KAIZEN" CULTURE IN YOUR

ORGANIZATIONFOREWORD BY JOHN TOUSSANT, CEO OF

THEDACARETransforming a culture is far more about emotional

growth than technical maturity. Co-written by leaders at the Kaizen

Institute, "Creating a Kaizen Culture" explains how to enable an

adaptive, excellent, and sustainable organization by leveraging core

"kaizen" values and the behaviors they generate. The proven

methods presented in this book will dramatically increase your

chances of success in implementing a "kaizen" culture by closing

the biggest gaps in the correct understanding of: WHAT KAIZEN

CULTURE IS AND WHY WE NEED IT HOW EVERYONE,

EVERYWHERE CAN PRACTICE "KAIZEN" EVERY DAY THE

LEADER'S ROLE IN TURNING KAIZEN CULTURE INTO

COMPETITIVE ADVANTAGEBased on more than 50 years of

combined experience from experts who have successfully used

"kaizen" to lead real transformation in a wide variety of industries,

"Creating a Kaizen Culture" reveals how to propel rapid and

sustainable performance improvement. It provides a detailed and

illustrated road map to organized "kaizen" implementation through

kaizen events. Real-world examples demonstrate "kaizen" culture in

action at Toyota, Zappos, Wiremold, and many other companies.

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Featuring valuable insights from Kaizen Institute leaders, this practical resource covers: WHY WE NEED A "KAIZEN" CULTURE THE TRUE MEANING OF "KAIZEN" THE ORIGIN OF THE "KAIZEN" EVENT "KAIZEN" AS A STRATEGY IN PRACTICE DAILY "KAIZEN" SUSTAINING A "KAIZEN" CULTURE ORGANIZATIONAL READINESS FOR "KAIZEN" TRANSFORMATION FACING UP TO THE CULTURE MONSTER CASE STUDIES OF REAL-WORLD "KAIZEN" IMPLEMENTATION IN ORGANIZATIONS OF VARIOUS SIZES AND INDUSTRIES.

An effective visual communication system can help manufacturing employees eliminate significant waste from daily tasks. From work-zone color coding to posted metrics, visual controls clarify and simplify the path to enhanced processes and profits. Leaving little to chance, *Visual Controls: Applying Visual Management to the Factory* provides a detail

Discover the power of KAIZEN to make lasting and powerful change in your organization —Maurer uses his knowledge of the brain and human psychology to show what I have promoted for the past three decades—that continuous improvement is built on the foundation of people courageously using their creativity. Kaizen is much more than a world-class management practice; it is a technique to remove fear from our mind's mind, enabling us to take small steps to better things. The process of change starts with awareness and desire in our minds and then leads to action and change in the physical world. Readers of this book will surely find new ideas and encouragement to make improvements in personal health, performance at work, and their own well-being. —Masaaki Imai, Chariman, Kaizen Institute *KAIZEN: The Small-Step Step Solution for You and Your Company Today*'s businesses love the idea of revolutionary, immediate change. But major "disruptive" efforts often fail because radical change sets off alarms in our brains

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and shuts down our power to think clearly and creatively. There is, however, a more effective path to change. Change that is lasting and powerful. Change that begins with one small step . . . It's The Spirit of Kaizen—a proven system for implementing small, incremental steps that can have a big impact in reaching your goals. This step-by-step guide from renowned psychologist and consultant Dr. Robert Maurer shows you how to: Lower costs—by offering little rewards Raise quality—by reducing mistakes Manage difficult people—one step at a time Boost morale and productivity—in five minutes a day Implement big ideas—through small but steady actions Sell more—in less time Filled with practical tips and ready-to-use tools for managers, innovators, and entrepreneurs, The Spirit of Kaizen is the essential handbook for a changing world. You'll learn how to think outside the suggestion box, remove mental blindfolds, manage stress with one-minute exercises, and handle rising health-care costs. You'll discover the "small step" secrets for dealing with all kinds of people, from tough bosses and listless workers to stubborn clients and fussy customers. These simple but powerful techniques can be applied to almost any workplace situation, especially when you're trying to navigate the stormy waters of radical change, high-pressure deadlines, and cutthroat competition. These are the same methods of small, continual improvement that have been tested by the largest companies, such as Boeing, Toyota, and the U.S. Navy—methods that will work for you, too. No matter how big the obstacle or how big the dream, The Spirit of Kaizen has a small-step solution to help you succeed.

Winner of a Shingo Research and Professional Publication Award
The new edition of this Shingo Prize-winning bestseller provides critical insights and approaches to make any Lean transformation an ongoing success. It shows you how to implement a sustainable, successful transformation by developing a culture that has your stakeholders throughout the o

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"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

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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.

Books in the Quality and Business Excellence series can help readers improve customer value and satisfaction by integrating the voice of the customer into design, manufacturing, supply chain, and field processes. Lean Transformation: Cultural Enablers and Enterprise Alignment is about the Lean system. It begins by describing the reasons why so many Lean implementations fail and explaining why managers need to focus their valuable time on early adopters rather than on trying to convert resisters. This book describes the guiding principles of the Shingo process for continuous improvement layout and evaluation. It examines the principles, systems, and tools of continuous improvement and demonstrates how to deploy these proven methods in plants and distribution centers. The book covers time-tested continuous improvement process tools and practices, including the visual workplace, mistake proofing, PDCA, 5S, Heijunka, standard work, Kaizen, and value stream mapping. It also examines Lean performance measures and introduces a comprehensive Lean tool assessment system. Presenting seven proven techniques for altering and guiding a Lean culture, the book identifies a formal process for overcoming common roadblocks. It also illustrates the proliferation of the Lean initiative across an organization's various sites. This book describes how proper assessment of Lean system tools can help your organization remain focused on system standardization and boost your organization's sustainability efforts. It includes job descriptions of various roles in the improvement process, including those for Lean supervisor and Lean team leader, as well as a

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glossary that defines key terms.

Kaizen event effectiveness is a prerequisite for lean transformation success. It provides the necessary transformational jump-start, momentum, organizational learning and engagement, and sustainable, step-function improvements. The systemic use of kaizen events establishes the technical and cultural foundation for principle-driven kaizen -- the powerful combination of kaizen events and daily kaizen activities. The Kaizen Event Fieldbook brings this all together as an indispensable reference for lean leaders and implementers within any industry and for use at any stage within the lean implementation journey. One of lean's defining characteristics is learning by seeing, doing, and studying. In context with lean theory and lean leadership principles, readers will gain an understanding of the essential "whys" and "hows" of kaizen event standard work and event management, as well as a proven means to sustain the gains. The Fieldbook's multi-phase approach addresses strategy, pre-event planning, execution, and follow-through. Practical examples, over a hundred figures and tables, and many real-life "Gemba Tales" provide for an enriched learning experience. Also included is a chapter on the deployment of a kaizen promotion office, a glossary, and two appendices, which offer blank forms and an overview of daily kaizen.

Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well

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as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.]

The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen

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Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

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