

THE LEAN MANAGER

a novel of lean transformation

by Michael Ballé
& Freddy Ballé

Foreword by Jeffrey R. Liker



The Lean Manager A Novel Of Lean Transformation English Edition

Chris Butterworth



The Lean Manager A Novel Of Lean Transformation English Edition:

SUMMARY Edition Shortcut (author),1901 The Lean Manager Freddy Ballé,Michael Ballé,2011-09-15 In this groundbreaking sequel to *The Gold Mine* authors Michael and Freddy Ball present a compelling story that teaches readers the most important lean lesson of all how to transform themselves and their workers through the discipline of learning the lean system *The Lean Manager A Novel of Lean Transformation* reveals how individuals can go beyond the short term gains from tools and realize a deeper sustainable path of improvement Full of human moments that capture the excitement and drama of lean implementation as well as clear explanations of how tools and systems go hand in hand this book will teach and inspire every person working to make lean a reality in their organization today This book will help you learn both the how of doing lean as well as the why behind the tools enabling you to become lean Lean is the most important business model for competitive success today Yet companies still struggle to sustain enduring and deep rooted business success from their lean implementation efforts The most important problem for these companies is becoming lean how can they advance beyond realizing isolated gains from deploying lean tools to fundamentally changing how they operate think and learn In other words how can companies learn to go beyond lean turnaround to achieve lean transformation *The Lean Manager A Novel of Lean Transformation* by lean experts Michael and Freddy Ball addresses this critical problem As we move from what Jim Womack author lean management authority and LEI founder calls the era of lean tools to the era of lean management *The Lean Manager* gives companies a definitive guide for sustaining their ability to learn and improve operations and financial performance while continually developing people The only way to become and stay lean is to produce lean managers says Womack Every isolated effort will recede or fail unless companies learn to use the lean process as a way of developing individual problem solvers with the ownership initiative and know how to solve problems learn and ultimately coach new individuals in this discipline That s why this book matters so much *The Lean Manager* the sequel to the Ball s international bestselling business novel *The Gold Mine* tells the compelling story of plant manager Andrew Ward as he goes through the challenging but rewarding journey to becoming a lean manager Under the guidance of Phil Jenkinson whose own lean journey was at the core of *The Gold Mine* Ward learns to use a deep understanding of lean tools as well as a technical know how of his plant s operations to foster a lean attitude that sustains continuous improvement Where *The Gold Mine* shows you how to introduce a complete lean system *The Lean Manager* demonstrates how to sustain it Ward moves beyond fluency with tools to changing his behavior as a manager and leader He shifts from giving orders and answers to asking the right questions so people identify and address problems He learns how to use tools to unleash the creativity and motivation of people so they learn how to solve problems as well as coach and teach others to solve problems Ward learns how to create lean managers I am excited and have hopes that this book will enlighten readers about what it really means to live a business transformation that puts customers first and does this through developing people said Jeffrey Liker author of *The Toyota Way*

and professor of Industrial and Operations Engineering at the University of Michigan People who do the work have to improve the work There are tools but they are not tools for improving the process They are tools for making problems visible and for helping people think about how to solve those problems SUMMARY - the Lean Manager: a Novel of Lean Transformation by Michael Balle and Freddy Balle Shortcut Edition,2020-12-17 Our summary is short simple and pragmatic It allows you to have the essential ideas of a big book in less than 30 minutes By reading this summary you will discover the main principles of a lean management strategy You will also discover how Toyota has become the world s leading car manufacturer in just a few decades how making people a priority in your company helps you achieve your strategic objectives that Lean is a philosophy that allows you to overcome crises and turn them into opportunities that involving all your employees in the resolution of the problems encountered allows for continuous progress that the lean system changes the role of managers At the edge of the abyss in the 1950s Toyota now sits on the top step of the podium of the world s car manufacturers This tour de force is based on a revolutionary philosophy that gave rise to what is known as lean management Its pillars Relying on and developing its human capital reducing waste and seeking to satisfy its customers in all circumstances More than a list of techniques or good practices lean management is an empirical working method that improves a company s adaptability to its market It is an essential characteristic at a time when markets are evolving at high speed What are you waiting for to take the plunge Buy now the summary of this book for the modest price of a cup of coffee

The Lean Practitioner's Field Book Charles Protzman,Fred Whiton,Joyce Kerpchar,Christopher Lewandowski,Steve Stenberg,Patrick Grounds,2018-09-03 While there are numerous Lean Certification programs most companies have their own certification paths whereby they bestow expert status upon employees after they have participated in or led a certain number of kaizen events Arguing that the number of kaizen events should not determine a person s expert status The Lean Practitioner s Field Book Proven Practical Profitable and Powerful Techniques for Making Lean Really Work outlines a true learning path for anyone seeking to understand essential Lean principles The book includes a plethora of examples drawn from the personal experiences of its many well respected and award winning contributors These experts break down Lean concepts to their simplest terms to make everything as clear as possible for Lean practitioners A refresher for some at times the text provides thought provoking questions with examples that will stimulate learning opportunities Introducing the Lean Practitioner concept the book details the five distinct Lean Practitioner levels and includes quizzes and criteria for each level It highlights the differences between the kaizen event approach and the Lean system level approach as well as the difference between station balancing and baton zone This book takes readers on a journey that begins with an overview of Lean principles and culminates with readers developing professionally through the practice of self reliance Providing you with the tools to implement Lean tools in your organization the book includes discussions and examples that demonstrate how to transition from traditional accounting methods to a Lean accounting system The book outlines an integrated structured

approach identified by the acronym BASICS baseline analyze suggest solutions implement check and sustain which is combined with a proven business strategy to help ensure a successful and sustainable transformation of your organization

A Public-Sector Journey to Lean Kate McGovern, 2018-10-26 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 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

Hoshin Kanri Mohammed Hamed Ahmed Soliman, Hoshin Kanri has been used successfully by Toyota and other top tier companies in Japan and the United States to achieve strategic business and lean goals The underlying power of a successful hoshin kanri process relays on how Toyota creates an environment of continuous improvement Toyota is a strong business because of its people and people are the value of its system This book focuses more on people rather than the process Management behavior motivation core organizational values and teamwork leadership development and culture change are the real factors of any business success Akio Toyoda said after several recent recalls that the rate of the company's growth was higher than the rate of the development of its people Successful businesses need to invest in the people and put the people before the process Read this book and you will see why a gap remains between successful and less successful companies in terms of process management people management and the adaptability of culture

Advances in Production Management Systems. Production Management for the Factory of the Future Farhad Ameri, Kathryn E. Steckel, Gregor von

Cieminski,Dimitris Kiritsis,2019-08-23 The two volume set IFIP AICT 566 and 567 constitutes the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems APMS 2019 held in Austin TX USA The 161 revised full papers presented were carefully reviewed and selected from 184 submissions They discuss globally pressing issues in smart manufacturing operations management supply chain management and Industry 4.0 The papers are organized in the following topical sections lean production production management in food supply chains sustainability and reconfigurability of manufacturing systems product and asset life cycle management in smart factories of industry 4.0 variety and complexity management in the era of industry 4.0 participatory methods for supporting the career choices in industrial engineering and management education blockchain in supply chain management designing and delivering smart services in the digital age operations management in engineer to order manufacturing the operator 4.0 and the Internet of Things services and people intelligent diagnostics and maintenance solutions for smart manufacturing smart supply networks production management theory and methodology data driven production management industry 4.0 implementations smart factory and IIOT cyber physical systems knowledge management in design and manufacturing collaborative product development ICT for collaborative manufacturing collaborative technology applications of machine learning in production management and collaborative technology

The Effective Change Manager's Handbook Richard Smith,David King,Ranjit Sidhu,Dan Skelsey,APMG,2014-11-03 The Effective Change Manager's Handbook helps practitioners employers and academics define and practise change management successfully and develop change management maturity within their organization A single volume learning resource covering the range of knowledge required it includes chapters from established thought leaders on topics ranging from benefits management stakeholder strategy facilitation change readiness project management and education and learning support The Effective Change Manager's Handbook covers the whole process from planning to implementation offering practical tools techniques and models to effectively support any change initiative The editors of The Effective Change Manager's Handbook Richard Smith David King Ranjit Sidhu and Dan Skelsey are all experienced international consultants and trainers in change management All four editors worked on behalf of the Change Management Institute to co author the first global change management body of knowledge The Effective Change Manager and are members of the APMG International examination panel for change management

Enterprise Alignment and Results Chris Butterworth,2019-04-29 To succeed an organization must cultivate management systems that effectively align their work and behaviors with principles and direction These systems should be simple comprehensible actionable and standardized Establishing alignment in every value stream of an organization will ultimately create value for their customers and produce the desired results This alignment stems from an understanding of why an organization exists where it is going and how it will get there Enterprise Alignment and Results guides readers to their goal of enterprise wide alignment by providing a deeper look at the Shingo Model This book builds upon the previous books in the Shingo Model

Series by continuing to define ideal behaviors and the systems that drive them and increasing understanding of fundamental beliefs and how to use behavioral benchmarks As readers examine the principles of Create Constancy of Purpose Think Systemically and Create Value for the Customer they will gain a deeper knowledge of the relationship between behaviors systems and principles This knowledge will foster an understanding of how to create alignment within their organizations thereby increasing the consistency of delivering ideal results *Production Management and Process Control* Beata Mrugalska,2022-07-24 *Production Management and Process Control* Proceedings of the 13th International Conference on Applied Human Factors and Ergonomics AHFE 2022 July 24 28 2022 New York USA **Practical Management for the Digital Age** Martin Baumers,John Dominy,2022-01-31 *Practical Management for the Digital Age* is an innovative introductory management textbook that shows the sweeping impact of information technology on the business world At the same time it addresses the pressing issue of how environmental aspects are interwoven with management decisions This book forms an academically rigorous accurate and accessible first exposure to a topic that often challenges novices with competing definitions inconsistent use of terminology methodological variety and conceptual fuzziness It has been written for readers with little or no prior knowledge of management and is compact enough to be read cover to cover over the course of a semester Features of this book Provides a broad self contained treatment of management for those without prior knowledge of management or commerce emphasizing core ideas that every manager should know Establishes the context of modern management by characterizing the nature of the private enterprise the economic theory of the firm the economics of digitalization and automation processes of innovation and life cycle thinking Introduces readers to various activities of managing including business modeling new business formation operations management managing people marketing and the management of quality and risk Provides practical introductions to broadly applied management techniques including financial planning financial analysis evaluating flows of money and planning and monitoring projects This book is aimed at a wide range of undergraduate and postgraduate students in a variety of disciplines as well as practitioners It will be especially useful to those in the fields of engineering science computer science medicine pharmacy social sciences and more It will help student readers engage confidently with project work in the final parts of their degree courses and most importantly with managerial situations later in their careers For instructors who may not have a management background this book offers content for a self contained year long course in management at the intermediate undergraduate level In addition it has been developed for undergraduate and postgraduate courses with accreditation requirements that include a taught element in management such as the UK Engineering Council s Accreditation of Higher Education AHEP framework Global Supply Chain and Operations Management Dmitry Ivanov,Alexander Tsipoulanis,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

Research and Development Management Tugrul Daim,Jisun Kim,Kenny Phan,2017-05-23 This book introduces readers to essential technology assessment and forecasting tools demonstrating their use on the basis of multiple cases As organizations in the high tech industry need to be able to assess emerging technologies the book presents cases in which formal decision making models are developed providing a framework for decision making in the context of technology acquisition and development Applications of different technology forecasting tools are also discussed for a range of technologies and sectors providing a guide to keep R D organizations abreast of technological trends that affect their business As such the book offers a valuable the theoretical and practical reference guide for R D managers responsible for emerging and future technologies

Zero Quality Control Shigeo Shingo,2021-12-16 A combination of source inspection and mistake proofing devices is the only method to get you to zero defects Shigeo Shingo shows you how this proven system for reducing errors turns out the highest quality products in the shortest period of time Shingo provides 112 specific examples of poka yoke development devices on the shop floor most of them costing less than 100 to implement He also discusses inspection systems quality control circles and the function of management with regard to inspection

The Knowledge Manager's Handbook Nick Milton,Patrick Lambe,2016-04-03 The way an organization manages and disseminates its knowledge is key to informed business decision making effectiveness and competitive edge Because knowledge management is not a one size fits all method you need a framework tailored to your organization and its priorities The Knowledge Manager s Handbook takes you step by step through the processes needed to define and embed an effective knowledge management framework within your organization Knowledge management experts Nick Milton and Patrick Lambe draw on their practical experience as consultants and project leaders to guide you through each stage of creating and implementing a knowledge management framework to answer your organization s specific needs The framework takes into account the four essential aspects of knowledge management people processes technologies and governance and shows how each of these can be optimized to unlock the value of your organization s knowledge With international case studies from organizations of all sizes and sectors

and user friendly templates and checklists to help you implement effective knowledge management procedures The Knowledge Manager s Handbook is the end to end guide to making a sustainable change in your organization s knowledge management culture *Implementing Effective IT Governance and IT Management* Gad Selig,2015-02-01 This book is a revised edition of the best selling title *Implementing IT Governance* ISBN 978 90 8753 119 5 For trainers free additional material of this book is available This can be found under the Training Material tab Log in with your trainer account to access the material In all enterprises around the world the issues opportunities and challenges of aligning IT more closely with the organization and effectively governing an organization s IT investments resources major initiatives and superior uninterrupted service is becoming a major concern of the Board and executive management An integrated and comprehensive approach to the alignment planning execution and governance of IT and its resources has become critical to more effectively align integrate invest measure deploy service and sustain the strategic and tactical direction and value proposition of IT in support of organizations Much has been written and documented about the individual components of IT Governance such as strategic planning demand management program and project management IT service management strategic sourcing and outsourcing performance management metrics compliance and others Much less has been written about a comprehensive and integrated approach for IT Business Alignment Planning Execution and Governance This title fills that need in the marketplace and offers readers structured and practical solutions using the best of the best practices available today The book is divided into two parts which cover the three critical pillars necessary to develop execute and sustain a robust and effective IT governance environment Leadership people organization and strategy IT governance its major component processes and enabling technologies Each of the chapters also covers one or more of the following action oriented topics the why and what of IT strategic planning portfolio investment management decision authority etc the how of IT Program Project Management IT Service Management including ITIL Strategic Sourcing and outsourcing performance risk and contingency management including COBIT the Balanced Scorecard etc and leadership team management and professional competences **Operations Management** Joel D. Wisner,2016-06-20 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 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 *5S Version 1 Facilitator Guide* ENNA,2023-05-31 Enna s 5S Facilitator Guide is designed with the worker in mind and for performance of the workshop in

house When it comes to managing sustainable change within your organization effective communication and training are paramount The key to sustainable success in a 5S program is having the ability to train and conduct 5S workshops internally For this to take place internal trainers require a practical and information rich guide to maximize their efforts Toyota Production System Taiichi Ohno,1988-03-01 In this classic text Taiichi Ohno inventor of the Toyota Production System and Lean manufacturing shares the genius that sets him apart as one of the most disciplined and creative thinkers of our time Combining his candid insights with a rigorous analysis of Toyota s attempts at Lean production Ohno s book explains how Lean principles can improve any production endeavor A historical and philosophical description of just in time and Lean manufacturing this work is a must read for all students of human progress On a more practical level it continues to provide inspiration and instruction for those seeking to improve efficiency through the elimination of waste *Industrial Engineering in the Industry 4.0 Era* Fethi Calisir,Hatice Camgoz Akdag,2017-12-28 This book gathers extended versions of the best papers presented at the Global Joint Conference on Industrial Engineering and Its Application Areas GJCIE held in Vienna on July 20 21 2017 They offer a snapshot of the current state of the art in three main related fields of research namely industrial engineering engineering and technology management and healthcare systems engineering management The book is intended to integrate theory and practice and to merge different perspectives from the academic to the industrial and governmental one

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