

# Lean For Service Organizations And Offices A Holistic Approach For Achieving Operational Excellence And Improvements

Examines Japan's innovative, highly successful production methods  
The Breakthrough Program for Increasing Quality, Shortening Cycle Times, and Creating Shareholder Value In Every Area of Your Organization Time and quality are the two most important metrics in improving any company's production and profit performance. Lean Six Sigma explains how to impact your company's performance in each, by combining the strength of today's two most important initiatives Lean Production and Six Sigma into one integrated program. The first book to provide a step-by-step roadmap for profiting from the best elements of Lean and Six Sigma, this breakthrough volume will show you how to: Achieve major cost and lead time reductions this year Compress order-to-delivery cycle times Battle process variation and waste throughout your organization Separately, Lean Production and Six Sigma have changed the face of the manufacturing business. Together, they become an unprecedented tool for improving product and process quality, production efficiency, and across-the-

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board profitability. Lean Six Sigma introduces you to today's most dynamic program for streamlining the performance of both your production department and your back office, and providing you with the cost reduction and quality improvements you need to stay one step ahead of your competitors. "Lean Six Sigma shows how Lean and Six Sigma methods complement and reinforce each other. It also provides a detailed roadmap of implementation so you can start seeing significant returns in less than a year."--From the Preface Businesses fundamentally exist to provide returns to their stakeholders. Lean Six Sigma outlines a program for combining the synergies of these two initiatives to provide your organization with greater speed, less process variation, and more bottom-line impact than ever before. A hands-on guidebook for integrating the production efficiencies of the Lean Enterprise with the cost and quality tools of Six Sigma, this breakthrough book features detailed insights on: The Lean Six Sigma Value Proposition How combining Lean and Six Sigma provides unmatched potential for improving shareholder value The Lean Six Sigma Implementation Process How to prepare your organization for a seamless incorporation of Lean Six Sigma tools and techniques Leveraging Lean Six Sigma Strategies for extending Lean Six Sigma's reach within and beyond your corporate walls "Variation is evil."--Jack Welch Six Sigma was the zero-variation quality lynchpin around which Jack

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Welch transformed GE into one of the world's most efficient and valuable corporations. Lean Production helped Toyota cut waste, slash costs, and substantially improve resource utilization and cycle times. Yet, as both would admit, there was still room for improvement. Lean Six Sigma takes you to the next level of improvement, one that for the first time unites product and process excellence with the goal of enhancing shareholder value creation. Providing insights into the application of Lean Six Sigma to both the manufacturing processes and the less-data-rich service and transactional processes, it promises to revolutionize the performance efficiencies in virtually every area of your organization as it positively and dramatically impacts your shareholder value.

"This book presents emerging research-based trends in the area of global quality lean six sigma networks and analysis through an interdisciplinary approach focusing on research, cases, and emerging technologies"--Provided by publisher. Packed with international case examples and clearly delineating principles as they apply to public sector organizations, *Lean for the Public Sector: The Pursuit of Perfection in Government Services* demonstrates that Lean in the public sector is neither rocket science nor a typical profit-driven improvement program. The book begins with coverage of

How well does your organization respond to changing market conditions,

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customer needs, and emerging technologies when building software-based products? This practical guide presents Lean and Agile principles and patterns to help you move fast at scale—and demonstrates why and how to apply these paradigms throughout your organization, rather than with just one department or team. Through case studies, you'll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how Lean focuses on people and teamwork at every level, in contrast to traditional management practices Approach problem-solving experimentally by exploring solutions, testing assumptions, and getting feedback from real users Lead and manage large-scale programs in a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

A hands-on guide to adapting Lean principles and the Toyota Production System to high-mix/low-volume environments, *Lean Production for the Small Company* uses charts, pictures, and easy-to-understand language to describe the methods needed to improve processes and eliminate waste. It walks readers through the correct order of implementation and describes problems and pitfalls along with

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time-tested solutions. Explaining how to incorporate existing systems into a Lean strategy, the book starts with the fundamentals and builds on them to describe the full range of tools and processes needed to implement Lean. It outlines how to design factories for Lean manufacturing and demonstrates how to remove variations within business and manufacturing processes to achieve a smooth continuous flow of product that delivers your product on time to customers. The tools, methods, and ideals discussed are applicable in any industry and all parts of your business—from manufacturing and sales to human resources. The text unveils new methods and tools that can help you reduce inventory, improve inventory turns, and facilitate raw material flow through the factory. It details how to use customer order demands to schedule the production floor, rather than using estimated production schedules. It also considers the accounting process and explains how to improve your cash-to-cash cycle time. Drawing on the author's decades of experience transforming high-mix plants to Lean, the text brings together coverage of the tools and processes that have made Toyota so successful. All the chapters in this book, when implemented, will result in a culture change that will transform your company into a learning organization that continuously eliminates waste and improves its processes.

Interest in the phenomenon known as "lean" has grown significantly in recent

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years. This is the first volume to provide an academically rigorous overview of the field of lean management, introducing the reader to the application of lean in diverse application areas, from the production floor to sales and marketing, from the automobile industry to academic institutions. The volume collects contributions from well-known lean experts and up-and-coming scholars from around the world. The chapters provide a detailed description of lean management across the manufacturing enterprise (supply chain, accounting, production, sales, IT etc.), and offer important perspectives for applying lean across different industries (construction, healthcare, logistics). The contributors address challenges and opportunities for future development in each of the lean application areas, concluding most chapters with a short case study to illustrate current best practice. The book is divided into three parts: The Lean Enterprise Lean across Industries A Lean World. This handbook is an excellent resource for business and management students as well as any academics, scholars, practitioners, and consultants interested in the "lean world."

Lean is a type of organizational change brought about through improvement methods based on cost reduction mechanism. The assumption is that by reducing costs, the organizations can work better and more efficiently. All changes in lean-based organizations are directed at reducing these costs by

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identifying and eliminating waste. The thinking is that cost reduction will increase efficiency since, basically, it removes process inefficiencies and decreases cycle time. Why are targets directed at cost reduction? Because costs are a crucial factor for sustainable business organization. Lean thinking cuts the value of scale production by looking at the existing waste in a process. Production remains the same, but the costs of goods production are reduced due to the elimination of waste in the process. As a result, companies do not have to increase their production if it is not required, giving companies an increase in average profits due to lean and the elimination of identified waste. The focus on cost reduction can be included in the overall lean concept since cost wasting is only a part of the existing waste. In other words, other waste can be converted into costs or perceived as a value. This book starts the mental process of organization change through lean thinking. It provides the background and history of lean, and then gets into how the lean process works. The author also discusses why an organization should implement lean as a method to increase quality and engage workers in the process, thereby increasing efficiency and, ultimately, profitability. Through case studies and examples from Indonesia, the author describes how to create a value stream to identify waste and discusses the concept of a pull system and its impact on the process.

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"Command and Control is failing us. There is a better way to design and manage work - a better way to make work work - but it remains unknown to the vast majority of managers." An adherent of the Toyota Production System, John Seddon explains how traditional top-down decision making within service organizations leads to managers

Lean Organization for Excellence describes the right way to implement lean thinking inside both manufacturing and service industries. After explaining the origins of the concept and discussing 'wastes' and value added, the book aims to set out a precise path of action. To this end, the so-called Hoshin Kanri method of defining business objectives and targets is explained, and a Value Stream Mapping tool that serves to identify all wastes is described. Subsequent chapters cover each of the TPS (Toyota Production System) tools, from 5S to SMED, and special attention is devoted to the Ducati case study, in which tools such as 5S and Kanban are applied. Lean metrics and the innovative Value Stream Accounting are discussed, and the closing chapter focuses on Lean Office for the service industry. Each chapter includes illustrations and tables relating to practical cases concerning the subject under consideration, based on real consultancy experiences.

Shortlisted for the prestigious Management Consultancies Association (MCA) best management book of the year, 1997. *Motivating People in Lean Organizations* is the essential guide for managers who need to motivate employees and promote new forms of career development. In organizations that have been delayered, career progression is often stunted. The best talent may jump ship at a time when they're most needed, leaving less capable employees to fill the space. This book focuses on: implementation of motivational strategies, appropriate internal communications, new career development structures, reward and

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recognition of achievement. Motivating People in Lean Organizations is idea for HR/training managers and directors. Line managers, team leaders and internal communications managers will also find this of great benefit. Linda Holbeche is Director of Research at Roffey Park Management Institute. She has been studying career development in organizations with flatter structures for several years and is the author of Career Development: The impact of flatter structures on careers.

Information Technology is one of the fastest evolving and widely spreading disciplines impacting our personal and professional lives across business, and social domains. Customers are looking for hassle-free, better, faster and cost effective IT solutions to solve their problems. Lean has emerged as an innovative business management system capable to deliver higher customer value. After grand success of lean in manufacturing and various service sectors, now Lean IT is being adopted by progressive IT organizations to enhance their global competitiveness and growth. Lean IT is the extension of lean manufacturing and lean service principles to the development and management of IT services. Its central concern, in the context of IT is to create value for the customers and wealth for IT organizations through elimination of waste by improving processes, people, and work culture. This book is written by a team of two management consultants; one with hands-on expertise of Lean in manufacturing and service organizations and another with expertise in IT Management implementation. The purpose of this book is to trigger lean thinking in IT professionals.

Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through

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1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition. Strategic Lean management efforts significantly fail because leaders often lack a map of their organizations. Written in a colloquial manner, The Hoshin Kanri Forest is for Lean practitioners who seek to design organizational structures that functionally support the dynamics associated with Lean Management. This book will provide a comprehensive quantifiable framework for strategically designing organizations for Lean management. Combining knowledge about strategic organizational design and Lean management, the author introduces a theory called the Hoshin Kanri Forest that considers organizations as networks with organizational structure, functional connectivity, and effective dynamic patterns for attaining an optimal strategic organizational design towards the strategic goal of Lean management. It presents the future of Lean organizations relying on strategically designing its structure, function, and effective dynamics. This book is about describing an evolutionary approach toward a peaceful Lean revolution. It includes useful insights into organizational key-performance-indicator dynamics, gives leaders an implementation roadmap, and offers real examples from the author's professional experience.

Improving Performance in Service Organizations guides professionals through the application

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of lean concepts and methods in the service sector. Agencies can use this innovative approach to analyze operations and determine ways to eliminate activities that are wasteful and add no value to the services delivered. Service organizations that undergo a lean transformation optimize the use of time and money associated with operations and ensure that scarce resources are allocated to the activities that produce the greatest value for clients served. Using a lean lens within the context of the organization's goals and mission taps into the latent energy and innovative ideas of personnel and releases resources trapped in a vicious cycle of wasted work efforts. By applying the lean concepts, methods, and tools introduced in this book and creating a culture of continuous improvement, service organizations can increase effectiveness and improve accountability for the funding they receive. This book is also well suited for academic courses in quality improvement/business operations management in business and/or social service programs.

This book covers the specifics of training and implementing a Lean Government initiative to increase service, capacity, and employee engagement, while reducing costs and wastes. It's non-traditional as it covers in a bullet format exactly what must be done and how to do it to have a successful, sustainable, Lean initiative. Although it's focused on Government, its contents and specifics apply to any Lean implementation.

The world's bestselling Lean expert shows service-based organizations how to go Lean, gain value, and get results—The Toyota Way. A must-read for service professionals of every level, this essential book takes the proven Lean principles of the bestselling Toyota Way series and applies them directly to the industries where quality

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of service is crucial for success. Jeff Liker and Karyn Ross show you how to develop Lean practices throughout your organization using the famous 4P model. Whether you are an executive, manager, consultant, or frontline worker who deals with customers every day, you'll learn how take advantage of all Lean has to offer. With this book as your guide, you'll gain a clear understanding of Lean and discover the principles, practices and tools needed to develop people and processes that surprise and delight each of your customers. These ground-tested techniques are designed to help you make continuous improvements in your services, streamline your operations, and add ever-increasing value to your customers. Fascinating case studies of Lean-driven success in a range of service industries, including healthcare, insurance, financial services, and telecommunications, illustrate that Lean principles and practices work as well in services as they do in manufacturing. Drawn from original research and real-world examples, *The Toyota Way to Service Excellence* will help you make the leap to Lean.

Winner of a 2012 Shingo Research and Professional Publication Award *Demystifying the application of Lean methods, Lean Office and Service Simplified: The Definitive How-To Guide* goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by chapters on standard work, flow, level pull, and visual management. Winner of a 2012 Shingo Prize, this book covers essential Lean tools,

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including 5S and mistake proofing. It breaks down Lean concepts into their elementary components, describes them in a nonmanufacturing context, and supplies readers with specific how-to methodologies. Providing detailed examples throughout, the text illustrates the functions found in most service organizations, as well as the administrative areas of manufacturing companies. Drawing on more than two decades of practical experience, the author provides implementation strategies on a function-by-function and department-by-department basis. He examines the most common obstacles that readers are likely to encounter and supplies strategies to address those obstacles. The text includes a toolbox of helpful forms, charts, checklists, templates, and worksheets to help kick-start your Lean implementation efforts. Watch Shingo Prize-winning author Drew Locher discuss how to implement Lean concepts into your office and service settings.

Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and customer satisfaction. The book

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details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves \$5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must

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be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study. This is a management book that challenges convention and aims to appeal to a wide target audience. It argues that while many commentators acknowledge command and control is failing us, no one provides an alternative.

Strategies to turn your financial organisation into a lean, mean, results-generating machine Applying Six Sigma to mission-critical financial operations is the latest focus of process improvement. Six Sigma for Financial Services delivers the framework and tools needed to conduct operations at the highest level of performance and precision. Drawing upon their vast experience, Six Sigma experts Rowland Hayler and Michael Nichols deliver a step-by-step approach for improving process maturity and effectiveness-and realising millions of dollars of value for your customers and shareholders. Key features This comprehensive guide features assessments, checklists, and proven advice for integrating process improvement methods into financial operations Hayler and Nichols have applied the methods in this book at large companies, including American Express Includes case studies from global finance

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leaders, including ABN, Bank of America, HSBC, Deutsche Bank, ISIS Bank in India, and Merrill Lynch

As consumers, we have a greater selection of higher quality goods & services to choose from, yet our experience of obtaining & using these items is more frustrating than ever. At the same time, companies find themselves with declining customer loyalty & greater challenges in fulfilling orders. This text offers solutions to these problems. Author Debashis Sarkar has pioneered a blueprint for 5S implementation that can take service organizations to greater heights. The principles can be applied to offices, education institutes, hospitals, as well as manufacturing companies who wish to adopt 5S to its full potential. This book is based on the author's experience in catalyzing an enterprise-wide 5S implementation in India's largest private sector bank, spread across more than 700 locations not only in India but also in places such as Canada, Singapore, Dubai, and London. This change initiative touched more than 15,000 people and had the involvement of employees across all levels of the organization.

Lean – Let's Get It Right!: How to Build a Culture of Continuous Improvement (978-0-367-42991-1, 340939) Shelving Guide: Business & Management / Lean Management This book addresses the root causes of why a majority of Lean transformations have not met expectations. More importantly, it provides the information needed to turn around the failure mechanisms and transform them into critical success factors. Lean – Let's Get It Right! delves into the psychology of change

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and motivation and clarifies the roles and responsibility changes which are required for alignment with Lean principles. While the author includes a review of Lean principles, the majority of the book either provides more depth of understanding of the principles or highlights how misalignment can thwart Lean transformation efforts. What this provides is not only clarity, but it establishes a solid reference point or framework to guide the Lean strategy. The reader will begin to see how the principles are not simply a random set of characteristics or features of Lean, but are actually a set of fundamental beliefs on which all else is based. Though repeated throughout the book that an organization must develop the specifics of their own Lean roadmap, this book concludes with guidance on making it happen. This book, with its primary focus on people, leadership, and principles, and less so on the details of tools and techniques, can be thought of as providing the few critical missing puzzle pieces to enable an effective Lean transformation.

Despite enormous investments of time and money, are we making a dent on the social and environmental challenges of our time? What if we could exponentially increase our impact? Around the world, a new generation is looking beyond greater profits, for meaningful purpose. But, unlike business, few social interventions have achieved significant impact at scale. Inspired by the modern innovation practices, popularized by bestseller *The Lean Startup*, that have fueled technology breakthroughs touching every aspect of our lives, *Lean Impact*

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turns our attention to a new goal - radically greater social good. Social change is far more complicated than building a new app. It requires more listening, more care, and more stakeholders. To make a lasting difference, solutions must be embraced by beneficiaries, address root causes, and include an engine that can accelerate growth to reach the scale of the need. Lean Impact offers bold ideas to reach audacious goals through customer insight, rapid experimentation and iteration, and a relentless pursuit of impact. Ann Mei Chang brings a unique perspective from across sectors, from her years as a tech executive in Silicon Valley to her most recent experience as the Chief Innovation Officer at USAID. She vividly illustrates the book with real stories from interviews with over 200 organizations across the US and around the world. Whether you are a nonprofit, social enterprise, triple bottom line company, foundation, government agency, philanthropist, impact investor, or simply donate your time and money, Lean Impact is an essential guide to maximizing social impact and scale.

Winner of a 2012 Shingo Research and Professional Publication

AwardDemystifying the application of Lean methods, Lean Office and Service Simplified: The Definitive How-To Guide goes beyond the basic tools to detail the key concepts of Lean as they apply to office and service environments. It begins by discussing value stream management, followed by

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Henry Ford implemented the lean concept in the early 1900s, Toyota started TPS in the 1970's, Motorola first initiated the Six Sigma journey, followed by GE and many others just years later. Still today, Lean Six Sigma remains the strongest continuous improvement methodology in order to achieve stable and lean processes and the number of defects in a single digit figure per million products produced or services provided. Over the last two decades we have studied why companies succeeded, while others failed in the journey of Lean Six Sigma. This book is the strong guide and compilation, of what needs to be done to successfully implement and benefit from a strong Lean Six Sigma - Management System The book is written for: Leaders - top management, boards of directors and owners. Any Industry – from manufacturing to all types of services. Any company size - from a 1-person business up to mid or large-scale companies. As a successful and busy leader, you want to be aware of the strong benefits that can be achieved by implementing Lean Six Sigma Management in your company. This is a must-read book, if you want to have satisfied customers, lowest cost, top quality, best-in-class service and want to successfully carry out Industry 4.0 / IloT.

Kaizen Events are an effective way to train organizations to break unproductive habits and adopt a continuous improvement philosophy while, at the same time,

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achieve breakthrough performance-level results. Through Kaizen Events, cross-functional teams learn how to make improvements in a methodological way. They learn how to quickly study a process,

How to Coach for Creativity and Service Excellence: A Lean Coaching Workbook is a self-contained workbook, in which the reader completes twenty-one days of practical exercises and activities focused on creativity, lean and coaching (one set per day). This will enable the reader to develop their capability and confidence to be creative, adapt lean principles, practices and tools to their unique service organization and coach others to do the same. The workbook guides the reader through a structured, systematic, easy-to-understand, habit-building approach, and function as the reader's 'coach'. As the reader 'works' their way through the book, they will reclaim their creativity, learn Karyn's tried-and-true 15-minute a day coaching approach and adapt lean principles, practices and tools to their particular service organization. As an internationally acclaimed lean consultant, highly experienced coach and coauthor of *The Toyota Way to Service Excellence*, Karyn Ross is often asked to help service organizations that are struggling to translate lean principles into the sustainable practices that will meet their - and their customers' - unique needs, now and for the long-term. Over the years, Karyn has found that the best way for organizations to overcome this

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struggle is to develop a network of coaches who can help people at all levels: • Learn by 'doing'. Changing what we do – and seeing the different result - changes how we think, not the opposite! • Adapt lean in a way that makes sense for their service organization. Lean practitioners working in service organizations may have difficulty adapting lean manufacturing practices to meet the special 'people' considerations found in services. • Practice continuously to make a habit. Coaching helps people develop the discipline and stamina needed to turn new behaviors into habits. That's the beauty of this book! It functions as the reader's personal 'coach', guiding them through the daily practice required to make new behaviors (and the resulting new thinking) a habit, so that they can coach their organization to success!

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

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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.

Every business aspires to be competitive and profitable in its market. To do this, an organization needs to offer customers value propositions, which may be

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manifest in the product it produces or the service it provides. This in turn will create customer loyalty and growth. There are a number of organizational philosophies and strategies used by businesses to help accomplish this goal, among which are the concepts of Six Sigma and Lean. This book proposes to integrate the best practices from each of these philosophies and apply them to a customer-focused organization—a cruise ship—whose overriding mission is to deliver superior service to its customers. The authors demonstrate in this book how key components of both Six Sigma and Lean—such as identifying and removing defects, elimination of waste, metrics, speed of delivery, and the seamless integration of these concepts and practices throughout the operation—serve to enhance the kind of value propositions that customers recognize and that allow an organization to be successful.

Introduces the philosophy and tools of Lean, which is designed to help eliminate waste and maximize the effectiveness of resources, covering management theories, value-stream mapping, and pitfalls to avoid.

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

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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

Strategic Lean Service is a highly readable case study of the groundbreaking use of Lean - conceived and shaped in the manufacturing sector - to transform a global IT service delivery organization. It surveys the course traveled by Baan Customer Service & Support (CS&S) in the early years of the new millennium, at a point when it faced a number of serious problems. Led by Senior Vice-President Ardin Vlot, Baan CS&S analyzed its position with stark honesty and embarked on a campaign of deep, across-the-board transformation in order to establish unprecedented new levels of customer satisfaction. In doing so it also transformed employee engagement levels and work satisfaction, forged improved relationships with its suppliers, and provided a powerful, lifechanging experience for its leaders. Lean was the platform used to drive this transformation. Robert Oh, Vice-President of Baan CS&S Asia-Pacific-Japan (APJ), led CS&S's global strategic improvement project Operation Breeze utilizing Lean. Sunit

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Prakash, Director of Operations Baan CS&S APJ, was responsible for implementing the benefits of Lean in the APJ region. Together they guide us through the journey CS&S undertook between 2000 and 2003, uncovering for us the major aspects of its transformation. At the end of each chapter they summarize key elements. After showing us their vision of the power and scope of Lean, the authors describe the CS&S organization's situation at the end of 2000. They then introduce us to its new Lean-based strategy, Up To Excellence, devised to turn around the organization's identified problems. Each of the strategy's five supporting 'pillars' (Planning, Tracking and Reporting; Human Capital Development; Process and Performance Improvement; Supplier Management; and Support Infrastructure, Innovation and Technology) is described in some detail, and we discover how each plays its part in the organization's transformation. The book's last few chapters show us in a variety of ways the remarkable results of the transformation project, headlined by the revolution achieved in customer satisfaction levels. Bottom-up change and new business opportunities opened up by changes the transformation generated are each the subject of a chapter, followed by chapters on the function of leadership and the essential need to transmit vision, inspiration and a strong sense of shared identity if this kind of change process is to succeed. Scattered throughout the book are comments from other members of CS&S's management teams. These add weight to the authors' accounts and observations, and reinforce the commitment of the whole organization to the

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transformation strategy. Both authors knew nothing about Lean at the beginning of their CS&S transformation journey. But the lessons they learned and the distance they traveled over the ensuing three to four years have profoundly affected the direction of their professional lives. Robert Oh went on to found Eagles Wings, a Lean Six Sigma consulting and training firm based in Singapore, and speaks at conferences and contributes to publications as a Lean Thought Leader (<http://www.eagles-wings.info>). Sunit Prakash, now based in New Zealand, has taken the insights and dynamic of Lean with him into a wide range of management and consulting roles with global and specialist niche ICT organizations (<http://www.sunit.co.nz>). Strategic Lean Service is not a dry textbook. The passion with which this story is told demonstrates what a profound and longlasting impact CS&S's Lean transformation journey made on those involved - in Ardin Vlot's words "a fascinating roller coaster ride with a group of people who clearly achieved more than they had ever imagined they could." This book will inspire and equip anyone planning for or involved in the transformation of an organization, especially those with an interest in finding out more about Lean strategies and practices.

This book examines the dominance and significance of lean organizing in the international economy. Scholars from each discipline see lean production as positive or negative; the book blends theory with practice by sorting out these different academic views and revealing how lean is implemented in different ways. The first part

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synthesizes academic research from a range of disciplines—including, engineering, sociology, and management—to present the reader with an integrated understanding of the benefits and drawbacks of lean management. The second part links this theory to practice, with a set of case studies from companies like Apple, Google, Nike, Toyota, and Walmart that demonstrate how lean is implemented in a variety of settings. The book concludes with three models, explaining how Toyotism, Nikefication with offshoring, and Waltonism provide full or less complete models of lean production. It clearly presents the positive and negative aspects of lean and insights into the culture of lean organizations. With its rich interdisciplinary approach, *Framing and Managing Lean Organizations in the New Economy* will benefit researchers and students across a range of classes from management, sociology, and public policy to engineering. *Bring Lean Improvements to the Administrative Areas of Your Organization!* Extending their eight-step process to the realization of a lean office, Tapping and Shuker use a customer service case study to illustrate the effectiveness of the value stream storyboard. This popular volume provides organizations with a proven system for implementing lean pri

The next step in the evolution of the organizational quality field, Lean Six Sigma (LSS) has come of age. However, many challenges to using LSS in lieu of, in conjunction with, or integrated with other quality initiatives remain. An update on the current focus of quality management, *Quality Management for Organizations Using Lean Six Sigma*

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Techniques covers the concepts and principles of Lean Six Sigma and its origins in quality, total quality management (TQM), and statistical process control (SPC), and then explores how it can be integrated into manufacturing, logistics, and healthcare operations. The book presents the background on quality and Lean Six Sigma (LSS) techniques and tools, previous history of LSS in manufacturing, and current applications of LSS in operations such as logistics and healthcare. It provides a decision model for choosing whether to use LSS or other quality initiatives, which projects should be selected and prioritized, and what to do with non-LSS projects. The author also details an integration model for integrating and developing integrated LSS and other quality initiatives, and common mathematical techniques that you can use for performing LSS statistical calculations. He describes methods to attain the different Six Sigma certifications, and closes with discussion of future directions of Lean Six Sigma and quality. Case studies illustrate the integration of LSS principles into other quality initiatives, highlighting best practices as well as successful and failed integrations. This guide gives you a balanced description of the good, bad, and ugly in integrating LSS into modern operations, giving you the understanding necessary to immediately apply the concepts to your quality processes.

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