

## Metrics Based Process Mapping Identifying And Eliminating Waste In Office And Service Processes 2nd Second Edition By Martin Karen Osterling Mike Published By Productivity Press 2012

Alex Rogo is a harried plant manager working ever more desperately to try and improve performance. His factory is rapidly heading for disaster. So is his marriage. He has ninety days to save his plant - or it will be closed by corporate HQ, with hundreds of job losses. It takes a chance meeting with a colleague from student days - Jonah - to help him break out of conventional ways of thinking to see what needs to be done. Described by Fortune as a 'guru to industry' and by Businessweek as a 'genius', Eliyahu M. Goldratt was an internationally recognized leader in the development of new business management concepts and systems. This 20th anniversary edition includes a series of detailed case study interviews by David Whitford, Editor at Large, Fortune Small Business, which explore how organizations around the world have been transformed by Eli Goldratt's ideas. The story of Alex's fight to save his plant contains a serious message for all managers in industry and explains the ideas which underline the Theory of Constraints (TOC) developed by Eli Goldratt. Written in a fast-paced thriller style, The Goal is the gripping novel which is transforming management thinking throughout the Western world. It is a book to recommend to your friends in industry - even to your bosses - but not to your competitors!

Part I: Process design -- Introduction to design -- Process flowsheet development -- Utilities and energy efficient design -- Process simulation -- Instrumentation and process control -- Materials of construction -- Capital cost estimating -- Estimating revenues and production costs -- Economic evaluation of projects -- Safety and loss prevention -- General site considerations -- Optimization in design -- Part II: Plant design -- Equipment selection, specification and design -- Design of pressure vessels -- Design of reactors and mixers -- Separation of fluids -- Separation columns (distillation, absorption and extraction) -- Specification and design of solids-handling equipment -- Heat transfer equipment -- Transport and storage of fluids.

Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, Metrics-Based Process Mapping: An Excel-Based Solution, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include: Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: [www.mbpmapping.com](http://www.mbpmapping.com)

User story mapping is a valuable tool for software development, once you understand why and how to use it. This insightful book examines how this often misunderstood technique can help your team stay focused on users and their needs without getting lost in the enthusiasm for individual product features. Author Jeff Patton shows you how changeable story maps enable your team to hold better conversations about the project throughout the development process. Your team will learn to come away with a shared understanding of what you're attempting to build and why. Get a high-level view of story mapping, with an exercise to learn key concepts quickly Understand how stories really work, and how they come to life in Agile and Lean projects Dive into a story's lifecycle, starting with opportunities and moving deeper into discovery Prepare your stories, pay attention while they're built, and learn from those you convert to working software

The managed flow of goods and information from raw material to final sale also known as a "supply chain" affects everything--from the U.S. gross domestic product to where you can buy your jeans. The nature of a company's supply chain has a significant effect on its success or failure--as in the success of Dell Computer's make-to-order system and the failure of General Motor's vertical integration during the 1998 United Auto Workers strike. Supply Chain Integration looks at this crucial component of business at a time when product design, manufacture, and delivery are changing radically and globally. This book explores the benefits of continuously improving the relationship between the firm, its suppliers, and its customers to ensure the highest added value. This book identifies the state-of-the-art developments that contribute to the success of vertical tiers of suppliers and relates these developments to the capabilities that small and medium-sized manufacturers must have to be viable participants in this system. Strategies for attaining these capabilities through manufacturing extension centers and other technical assistance providers at the national, state, and local level are suggested. This book identifies action steps for small and medium-sized manufacturers--the "seed corn" of business start-up and development--to improve supply chain management. The book examines supply chain models from consultant firms, universities, manufacturers, and associations. Topics include the roles of suppliers and other supply chain participants, the rise of outsourcing, the importance of information management, the natural tension between buyer and seller, sources of assistance to small and medium-sized firms, and a host of other issues. Supply Chain Integration will be of interest to industry policymakers, economists, researchers, business leaders, and forward-thinking executives.

Learn, understand, and apply people-, process-, and technology-related practices to make OpenShift and DevOps adoption a success within your organization.

The Climate Change Science Program (CCSP) and its predecessor U.S. Global Change Research Program have sponsored climate research and observations for nearly 15 years, yet the overall progress of the program has not been measured

systematically. Metrics—a system of measurement that includes the item being measured, the unit of measurement, and the value of the unit—offer a tool for measuring such progress; improving program performance; and demonstrating program successes to Congress, the Office of Management and Budget, and the public. This report lays out a framework for creating and implementing metrics for the CCSP. A general set of metrics provides a starting point for identifying the most important measures, and the principles provide guidance for refining the metrics and avoiding unintended consequences.

As tech giants and startups disrupt every market, those who master large-scale software delivery will define the economic landscape of the 21st century, just as the masters of mass production defined the landscape in the 20th. Unfortunately, business and technology leaders are woefully ill-equipped to solve the problems posed by digital transformation. At the current rate of disruption, half of S&P 500 companies will be replaced in the next ten years. A new approach is needed. In *Project to Product*, Value Stream Network pioneer and technology business leader Dr. Mik Kersten introduces the Flow Framework—a new way of seeing, measuring, and managing software delivery. The Flow Framework will enable your company's evolution from project-oriented dinosaur to product-centric innovator that thrives in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

**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

**Kaizen Events** are an effective way to train organizations to break unproductive habits and adopt a continuous improvement philosophy while, at the same time, 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, Whether you are looking for a way to create efficiencies, analyze the work that is being done, or provide better customer service or innovation, you are ultimately looking for a tool to better understand processes. This book discusses the complete cycle of business process mapping and links business objectives, risks and measures of success to the processes being mapped. Three experts in Human Resources introduce a measurement system that convincingly showcases how HR impacts business performance. Drawing from the authors' ongoing study of nearly 3,000 firms, this book describes a seven-step process for embedding HR systems within the firm's overall strategy--what the authors describe as an HR Scorecard--and measuring its activities in terms that line managers and CEOs will find compelling. Analyzing how each element of the HR system can be designed to enhance firm performance and maximize the overall quality of human capital, this important book heralds the emergence of HR as a strategic powerhouse in today's organizations.

"Winner of the 2005 Shingo Prize for Excellence in Manufacturing Research" Most lean initiatives conducted by manufacturers are focused mostly on shop-floor activities — mapping the value stream of raw material to the shop-floor customer. Much of the untapped potential for productivity improvements lies, however, in non-production areas — where the value stream is administrative (i.e., "order to cash"). These "office" value streams directly support the daily production needs of an enterprise. Beau Keyte and Drew Locher's new book, *The Complete Lean Enterprise: Value Stream Mapping for Administrative and Office Processes*, offers a step-by-step approach to applying lean initiatives to the administrative and office environment. It's a must read for leaders looking to improve their production support activities within their order-to-cash value stream. *The Complete Lean Enterprise* is a valuable tool in applying value stream mapping (VSM) to non-production areas, identifying office wastes, establishing performance metrics, speeding up administrative workflow, and improving office efficiency.

Learn the essentials of Six Sigma in just 36 hours The McGraw-Hill 36-Hour Six Sigma Course provides you with the knowledge you need to understand, implement, and manage a Six Sigma program. This detailed yet accessible guide explores 10 essential Six Sigma tools for manufacturing along with other core components of a Six Sigma program.

Harold Kerzner's essential strategies on measuring project management performance With the growth of complex projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating project performance. Dashboard reporting systems provide accessible project performance data, and sharing this vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, *Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance*, helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. • Offers comprehensive coverage of the different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with PMI's PMBOK® Guide and stresses value-driven project management PPT decks are available by chapter and a test bank will be available for use in seminar presentations and courses Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively.

**Praise for Detail Process Charting** "A must-read for any competitive organization, *Detail Process Charting: Speaking the Language of Process* provides a comprehensive, yet clear, explanation of how to utilize one of the most powerful tools available to improve work processes. [Graham] has successfully integrated the history, success stories, and wisdom of those in the field who have applied this time-tested tool." -Jim Denyes, Training Manager Naval Occupational Safety and Health, and Environmental Training Center Author, *Work Smarter, Not Harder* "This book will be a valuable resource for all those interested in work simplification and its implementation. Excellent answers to the 'who,' 'what,' 'when,' 'how,' and 'why' of work simplification are provided in an understandable and very useful level of detail. Graham has obviously 'been there, done that.'" -John A. Roberts III, Adjunct Professor School of Business Administration, University of Dayton "The keys to this approach . . . are the involvement of the workers and the simplicity of the charting approach. Even those participants who have never seen a process chart can almost instantly see how the process works, their role in it, and how it can be improved. This level of involvement means continuous buy-in, which significantly improves the chances of success. The emphasis on the document as the key process element and the ability to diagram the document to flow easily, rapidly, and clearly set this approach apart from all the others." -Fredric D. Heilbronner, Director of Systems Consulting, eForms Digital Consulting & Software Services, Inc. "Much has been written about charting and business systems analysis, but I have not seen anything as comprehensive and clear as Ben Graham's book. Writing in simple, easy-to-follow language with plentiful illustrations and practical examples, this book takes the reader through the full spectrum of the charting process from initial analysis to managing charting libraries. This book is a must-have for all process

improvement analysts and managers wanting to improve their organizational efficiency." -Robert Barnett, Managing Director Robert Barnett and Associates Pty. Ltd.

In 1997, Congress, in the conference report, H.R. 105-271, to the FY1998 Energy and Water Development Appropriation Bill, directed the National Research Council (NRC) to carry out a series of assessments of project management at the Department of Energy (DOE). The final report in that series noted that DOE lacked an objective set of measures for assessing project management quality. The department set up a committee to develop performance measures and benchmarking procedures and asked the NRC for assistance in this effort. This report presents information and guidance for use as a first step toward development of a viable methodology to suit DOE's needs. It provides a number of possible performance measures, an analysis of the benchmarking process, and a description ways to implement the measures and benchmarking process.

A practical guide to implementing Value Stream Management to guide your strategic investments in DevOps capabilities and deliver customer-centric value quickly and economically Key Features Address DevOps implementation issues, including culture, toolchain costs, improving work and information flows, and product team alignment Implement proven VSM methodology to improve IT value stream flows Leverage VSM platforms to view, analyze, and improve end-to-end value delivery Book Description Value Stream Management (VSM) opens the door to maximizing your DevOps pipeline investments by improving flows and eliminating waste. VSM and DevOps together deliver value stream improvements across enterprises for a competitive advantage in the digital world. Driving DevOps with Value Stream Management provides a comprehensive review and analysis of industry-proven VSM methods and tools to integrate, streamline, and orchestrate activities within a DevOps-oriented value stream. You'll start with an introduction to the concepts of delivering value and understand how VSM methods and tools support improved value delivery from a Lean production perspective. The book covers the complexities of implementing modern CI/CD and DevOps pipelines and then guides you through an eight-step VSM methodology with the help of a use case showing an Agile team's efforts to install a CI/CD pipeline. Free from marketing hype or vendor bias, this book presents the current VSM tool vendors and customer use cases that showcase their products' strengths. As you advance through the book, you'll learn four approaches to implementing a DevOps pipeline and get guidance on choosing the best fit. By the end of this VSM book, you'll be ready to develop and execute a plan to streamline your software delivery pipelines and improve your organization's value stream delivery. What you will learn Integrate Agile, systems thinking, and lean development to deliver customer-centric value Find out how to choose the most appropriate value stream for your initial and follow-on VSM projects Establish better flows with integrated, automated, and orchestrated DevOps and CI/CD pipelines Apply a proven eight-step VSM methodology to drive lean IT value stream improvements Discover the key strengths of modern VSM tools and their customer use case scenarios Understand how VSM drives DevOps pipeline improvements and value delivery transformations across enterprises Who this book is for This book will help corporate executives, managers, IT team members, and other stakeholders involved in digital business transformations to improve the flow of customer value through their IT-based value streams. It will provide you with the practical guidance you need while adopting Lean-Agile, Value Stream Management, and DevOps capabilities on an enterprise scale to enable business agility. A basic understanding of how CI/CD and DevOps pipelines improve software delivery capabilities via integrated and automated toolchains will help you to make the most of the book.

Baffled by repeated mistakes in your department? Want to focus your employees' limited time on more valuable work? The answer to these challenges and more is business process improvement (BPI). Every process in every organization can be made more effective, cost-efficient, and adaptable to changing business needs. The good news is you don't need to be a BPM expert to get great results. Written by an experienced process analyst, this how-to guide presents a simple, bottom-line approach to process improvement work. With its proven 10-step method you can: Identify and prioritize the processes that need fixing \* Eliminate duplication and bureaucracy \* Control costs \* Establish internal controls to reduce human error \* Test and rework the process before introducing it \* Implement the changes Now in its second edition, The Power of Business Process Improvement is even more user-friendly with new software suggestions, quizzes, a comparison of industry improvement methods, and examples to help you apply the ideas. Whether you are new to BPI or a seasoned pro, you will have business running better in no time.

"The new book Mapping Ecosystem Services provides a comprehensive collection of theories, methods and practical applications of ecosystem services (ES) mapping, for the first time bringing together valuable knowledge and techniques from leading international experts in the field." (www.eurekalert.org).

The development and management of technologies and operations are key to the success of all types of manufacturing business. This book presents the proceedings of the 17th International Conference on Manufacturing Research (ICMR 2019), held in Belfast, UK, on 10 – 12 September 2019. ICMR has been the UK's main manufacturing research conference for 34 years and an international conference since 2003. It brings together researchers, academics and industrialists to share their vision, knowledge and experience and discuss emerging trends and new challenges in manufacturing research. The conference theme of ICMR2019 was smart manufacturing, and the book includes the 82 papers presented at the conference (representing an acceptance rate of 69%). These have been divided into 13 parts, which cover topics ranging from robot automation and machining processes, additive manufacturing, composite manufacturing, design methods, to information management, quality control, production optimization and product lifecycle management. Providing an overview of current trends and developments, the book will be of interest to researchers and engineers in the relevant area of manufacturing processes, design and production management.

The overwhelming majority of a software system's lifespan is spent in use, not in design or implementation. So, why does conventional wisdom insist that software engineers focus primarily on the design and development of large-scale computing systems? In this collection of essays and articles, key members of Google's Site Reliability Team explain how and why their commitment to the entire lifecycle has enabled the company to successfully build, deploy, monitor, and maintain some of the largest software systems in the world. You'll learn the principles and practices that enable Google engineers to make systems more scalable, reliable, and efficient—lessons directly applicable to your organization. This book is divided into four sections: Introduction—Learn what site reliability engineering is and why it differs from conventional IT industry practices Principles—Examine the patterns, behaviors, and areas of concern that influence the work of a site reliability engineer (SRE) Practices—Understand the theory and practice of an SRE's day-to-day work: building and operating large distributed computing systems Management—Explore Google's best practices for training, communication, and meetings that your organization can use Metrics-Based Process Mapping Identifying and Eliminating Waste in Office and Service Processes CRC Press

The groundbreaking investigative story of how three successive presidents and their military commanders deceived the public year after year about America's longest war, foreshadowing the Taliban's recapture of Afghanistan, by Washington Post reporter and three-time Pulitzer Prize finalist Craig Whitlock. Unlike the wars in Vietnam and Iraq, the US invasion of Afghanistan in 2001 had near-unanimous public support. At first, the goals were straightforward and clear: to defeat al-Qaeda and prevent a repeat of 9/11. Yet soon after the United States and its allies removed the Taliban from power, the mission veered off course and US officials lost sight of their original objectives. Distracted by the war in Iraq, the US military became mired in an unwinnable guerrilla conflict in a country it did not understand. But no president wanted to admit failure, especially in a war that began as a just cause. Instead, the Bush, Obama, and Trump administrations sent more and more troops to Afghanistan and repeatedly said they were making progress, even though they knew there was no realistic prospect for an outright victory. Just as the Pentagon Papers changed the public's understanding of Vietnam, The Afghanistan Papers contains startling revelation

after revelation from people who played a direct role in the war, from leaders in the White House and the Pentagon to soldiers and aid workers on the front lines. In unvarnished language, they admit that the US government's strategies were a mess, that the nation-building project was a colossal failure, and that drugs and corruption gained a stranglehold over their allies in the Afghan government. All told, the account is based on interviews with more than 1,000 people who knew that the US government was presenting a distorted, and sometimes entirely fabricated, version of the facts on the ground. Documents unearthed by The Washington Post reveal that President Bush didn't know the name of his Afghanistan war commander—and didn't want to make time to meet with him. Secretary of Defense Donald Rumsfeld admitted he had "no visibility into who the bad guys are." His successor, Robert Gates, said: "We didn't know jack shit about al-Qaeda." The Afghanistan Papers is a shocking account that will supercharge a long overdue reckoning over what went wrong and forever change the way the conflict is remembered.

The ability to organise and measure performance is a key part of the implementation of IT Service Management processes. This publication contains practical information on the provision of useful and meaningful metrics, as well as how best to use them within an organisation, including generic principles (such as SMART and KISS), specific examples and templates for the use of each metric. All metrics discussed are directly related to process objectives, in order to help create a service-focused management system. This publication complements the ITIL, CobiT and ISO20000 service management principles. "If you need to develop metrics for an IT environment, buy this book or hire a consultant who has read it" G. Kieliszek, Healthcare CIO (Amazon) "This is more than a book, it's a practical, useable "A to Z" of IT Service Management Metrics! Peter Brooks (Author) has given us all a crystal clear view of a neglected, blurred piece of the IT Service Management puzzle. As a Principal ITSM Consultant working for Foster-Melliar in South Africa I am continuously disappointed by the many ITSM books produced that generally regurgitate what is already known by many in the industry. Metrics for IT Service Organisations provides a vast array of possible audiences something that many ITSM volumes do not, and this is a Practical, useable view of "How" to plan for, design, manage and improve the critical measures IT Service organisations require from both a strategic, tactical and operational perspective. I don't carry many books around with me, this one, I most certainly will!!" Ian Clark Principal ITSM Consultant Foster-Melliar "With all the focus on IT Governance and IT Business process management. It is easy to see why metrics are becoming hugely important for the management of organisations. In reality however, getting the right set of metrics in place is by no means a simple exercise. Metrics for IT service organisations can be a great help. Using ITIL as the basis the book lists many useful examples of metrics. But what is more important, is that it gives us insight into to creation of "good" metrics and the dangers of "bad" metrics. " Emma Speakman IT BPM consultant SA/NL/UK "Looking for a comprehensive, in-depth exploration and explanation of what metrics to use in your ITSM journey? Then 'Metrics for IT Service Organizations' by Peter Brooks may be exactly what you're looking for. This (new) book not only covers what metrics need to be seriously considered, but explains the 'why' and 'how' behind selecting and defining them, pointing out along the way many of the dangers and pitfalls of selecting the wrong ones; or too many. If you tend to agree that 'what gets measured gets done', then applying the ideas in Peter's book will assist you in getting the right things done." Ken Wendle (FISM) previous President of the itSMF USA, works as a Senior Solution Architect for Hewlett Packard's OpenView Software division Given that itSMF is the source, readers of this book will naturally expect a 'best practices' view on metrics, and a highly practical reference text. More particularly, though, the special merit of the text is its carefulness in stressing that metrics must be both useful and meaningful, and that the meaning comes from the business perspective on IT management processes - a perspective always represented by a stated business objective. By encouraging readers to seriously commit to defining clear business objectives, the text aims the reader at measurement that avoids excess or irrelevance. Malcolm Ryder (CA Architect)

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 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 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.

Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In The Outstanding Organization, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about: How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for The Outstanding

Organization "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, *The Laws of Subtraction* "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, *Full Engagement!* "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

Metrics-Based Process Mapping (MBPM) is a methodology that was developed to support the adoption of lean practices in office, service, and technical environments. Designed and developed by lean practitioners, this technique integrates the functional orientation of conventional swim-lane process maps with the time and quality metrics used in value stream mapping. While MBPM can be used to help improve any cross-functional process, it is an especially effective means for understanding and acting on office, service, and technical process improvement opportunities identified during value stream mapping. View a presentation of this valuable tool in action -

<http://vimeo.com/27016122> This CD provides improvement teams with an Excel-based solution to electronically archive and distribute current and future state MBPMs created with paper and Post-it® notes. This flexible user-friendly tool includes: A custom toolbar that enables mapping-related functionality, including the ability to insert, reorder, or remove steps and functions Automated calculation of key process performance metrics An audit tool that ensures a map contains the data required to auto-calculate the metrics needed to compare process performance from the current to the projected future state Easy to use with no installation necessary, the tool requires only basic Excel experience. It includes a detailed step-by-step instruction guide that walks users through the process of creating a metrics-based process map. System Requirements: The tool is intended for use on PC's using Excel 2003 or later; it will NOT function with earlier versions of Excel, or on Macintosh computers.

Research and innovation in the life sciences is driving rapid growth in agriculture, biomedical science, information science and computing, energy, and other sectors of the U.S. economy. This economic activity, conceptually referred to as the bioeconomy, presents many opportunities to create jobs, improve the quality of life, and continue to drive economic growth. While the United States has been a leader in advancements in the biological sciences, other countries are also actively investing in and expanding their capabilities in this area.

Maintaining competitiveness in the bioeconomy is key to maintaining the economic health and security of the United States and other nations.

Safeguarding the Bioeconomy evaluates preexisting and potential approaches for assessing the value of the bioeconomy and identifies intangible assets not sufficiently captured or that are missing from U.S. assessments. This study considers strategies for safeguarding and sustaining the economic activity driven by research and innovation in the life sciences. It also presents ideas for horizon scanning mechanisms to identify new technologies, markets, and data sources that have the potential to drive future development of the bioeconomy.

Industrial Environmental Performance Metrics is a corporate-focused analysis that brings clarity and practicality to the complex issues of environmental metrics in industry. The book examines the metrics implications to businesses as their responsibilities expand beyond the factory gate--upstream to suppliers and downstream to products and services. It examines implications that arise from greater demand for comparability of metrics among businesses by the investment community and environmental interest groups. The controversy over what sustainable development means for businesses is also addressed. Industrial Environmental Performance Metrics identifies the most useful metrics based on case studies from four industries--automotive, chemical, electronics, and pulp and paper--and includes specific corporate examples. It contains goals and recommendations for public and private sector players interested in encouraging the broader use of metrics to improve industrial environmental performance and those interested in addressing the tough issues of prioritization, weighting of metrics for meaningful comparability, and the longer term metrics needs presented by sustainable development.

" The highly anticipated follow-up to the acclaimed bestseller *Start With Why* Simon Sinek's mission is to help people wake up every day inspired to go to work and return home every night fulfilled by their work. His first book, *Start With Why*, offered the essential starting point, explaining the power of focusing on WHY we do what we do, before getting into the details of WHAT and HOW. *Start With Why* became an instant classic, with a loyal following among Fortune 500 companies, entrepreneurs, nonprofits, governments, and the highest levels of the U.S. Military. Now Sinek is back to reveal the next step in creating happier and healthier organizations. He helps us understand, in simple terms, the biology of trust and cooperation and why they're essential to our success and fulfillment. Organizations that create environments in which trust and cooperation thrive vastly out perform their competition. And, not coincidentally, their employees love working there. But "truly human" cultures don't just happen; they are intentionally created by great leaders. Leaders who, in hard times, would sooner sacrifice their numbers to protect their people, rather than sacrifice people to protect their numbers, are rewarded with deeply loyal teams that consistently contribute their best efforts, ideas and passion. As he did in *Start With Why*, Sinek illustrates his points with fascinating true stories from many fields. He implores us to act sooner rather than later, because our stressful jobs are literally killing us. And he offers surprisingly simple steps for building a truly human organization"--

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*.

From three design partners at Google Ventures, a unique five-day process--called the sprint--for solving tough problems using design, prototyping, and testing ideas with customers.

In the United States, some populations suffer from far greater disparities in health than others. Those disparities are caused not only by fundamental differences in health status across segments of the population, but also because of inequities in factors that impact health status, so-called determinants of health. Only part of an individual's health status depends on his or her behavior and choice; community-wide problems like poverty, unemployment, poor education, inadequate housing, poor public transportation, interpersonal violence, and decaying neighborhoods also contribute to health inequities, as well as the historic and ongoing interplay of structures, policies, and norms that shape lives. When these factors are not optimal in a community, it does not mean they are intractable: such inequities can be mitigated by social policies that can shape health in powerful ways. *Communities in Action: Pathways to Health Equity* seeks to delineate the causes of and the solutions to health inequities in the United States. This report focuses on what communities can do to promote health equity, what actions are needed by the many and varied stakeholders that are part of communities or support them, as well as the root causes and structural barriers that need to be overcome.

Getting the right diagnosis is a key aspect of health care - it provides an explanation of a patient's health problem and informs subsequent health care decisions. The diagnostic process is a complex, collaborative activity that involves clinical reasoning and information gathering to determine a patient's health problem. According to *Improving Diagnosis in Health Care*, diagnostic errors-inaccurate or delayed diagnoses-persist throughout all settings of care and continue to harm an unacceptable number of patients. It is likely that most people will experience at least one diagnostic error in their lifetime, sometimes with devastating consequences. Diagnostic errors may cause harm to patients by preventing or delaying appropriate treatment, providing unnecessary or harmful treatment, or resulting in psychological or financial repercussions. The committee concluded that improving the diagnostic process is not only possible, but also represents a moral, professional, and public health imperative. *Improving Diagnosis in Health Care* a continuation of the landmark Institute of Medicine reports *To Err Is Human* (2000) and *Crossing the Quality Chasm* (2001) finds that diagnosis-and, in particular, the occurrence of diagnostic errors"has been largely unappreciated in efforts to improve the quality and safety of health care. Without a dedicated focus on improving diagnosis, diagnostic errors will likely worsen as the delivery of health care and the diagnostic process continue to increase in complexity. Just as the diagnostic process is a collaborative activity, improving diagnosis will require collaboration and a widespread commitment to change among health care professionals, health care organizations, patients and their families, researchers, and policy makers. The recommendations of *Improving Diagnosis in Health Care* contribute to the growing momentum for change in this crucial area of health care quality and safety.

Over the past decade, dozens of studies, reports, directives, and commissions have recommended specific changes in the approach the Department of Defense (DoD) uses to acquire products (primarily major weapon systems). This Defense Science Board (DSB) Summer Study Task Force reviewed these prior studies and concluded that, by and large, the recommendations have been implemented. Rather than adding to the list of 'what to do' recommendations, this Task Force concentrated on recommending 'how-to-implement' change. This is a departure from the typical technical recommendations, but the Task Force believes this 'how to' focus is urgently needed at this juncture.

[Copyright: 4229de7287f8ffd3d30879484051c72a](#)