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## SECOND EDITION

# CREATING A LEAN CULTURE

## TOOLS TO SUSTAIN LEAN CONVERSIONS

David Mann

The new and revised edition of this modern day classic provides the critical piece that will make any lean transformation a dynamic continuous success. It shows you how to implement a transformation that cannot fail by developing a culture that will have all your stakeholders involved in the process and invested in the outcome. It will teach you how to build success from the top down and the bottom up at the same time. If you are a leader at any level in an organization undergoing or considering a lean transformation, this is where you should start and finish ... and start again.

Now empowered with five more years of accumulated knowledge and experience, David Mann's seminal work:

- Offers new insights on applications of lean management in administrative, technical, and professional environments
- Provides new guidance on how to begin implementing lean management in discrete manufacturing, office, and process manufacturing environments.
- Details specifics on how to engage executives through gemba walks\*
- Shows the difference between measuring improvement through results and through processes
- Adds new case studies throughout
- Expands the lean management assessment based on actual use, and now offers two separate versions (both available online) one for manufacturing and one for administrative, technical, and professional settings

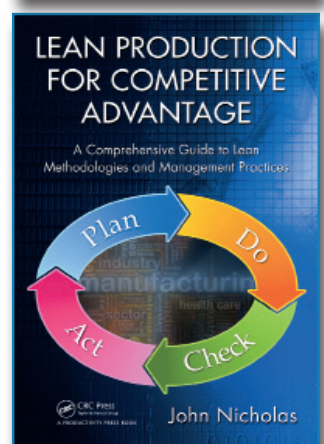
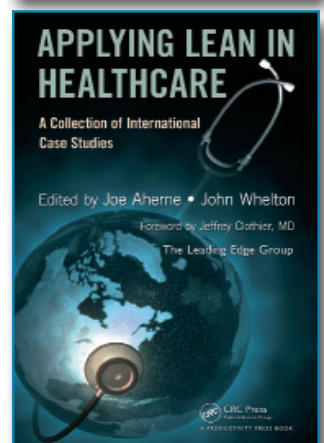
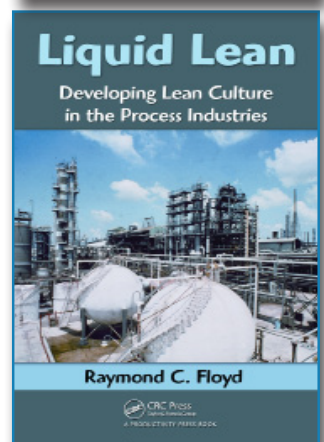
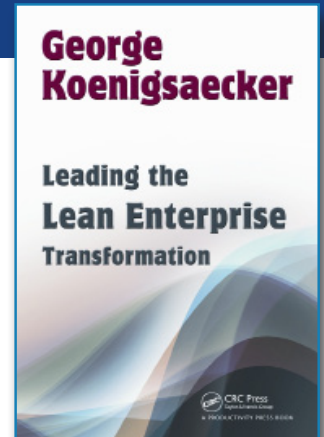
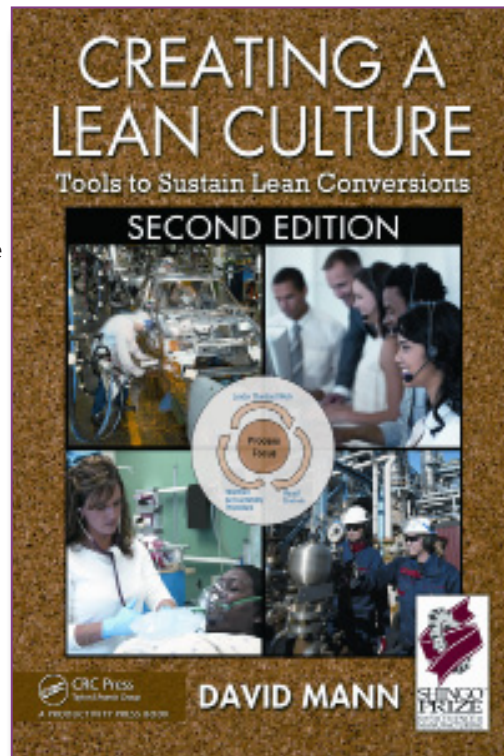
\*In a gemba walk, a teacher, or sensei, and student walk the production floor. The teacher asks the student to tell what he or she sees and, depending on the answer, asks more questions to stimulate the student to think differently about what is in front of him or her.

### CONTENTS

Part 1: What Is the Lean Management System? Principle Elements of Lean Management -- The Missing Link in Lean: The Management System. The Lean Management System's Principal Elements. Standard Work for Leaders. Visual Controls. Daily Accountability Process. Lean in Administrative, Technical and Professional Work. Part 2: Learning Lean Management and Production: Supporting Elements of Lean Management - Learning Lean Management: The Sensai and Gemba Walks. Leading a Lean Operation. Solving Problems and Improving Processes -- Rapidly. People -- Predictable Interruption; Source of Ideas. Sustain What You Implement. Appendix. Glossary. References. Index. About the Author.

September 2010

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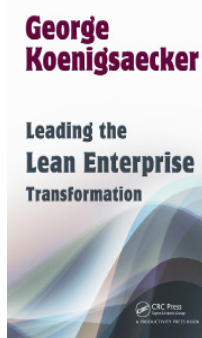
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Tim Conrad & Robyn Rooks

This book explains how to use Plan for Every Part (PFEP) to boost performance and cost efficiencies in your supply chain. It explains how to use PFEP to improve management of your raw materials, WIP, and finished goods inventories. Tapping into two decades of combined experience at Toyota Motor Manufacturing, the authors explain how to use PFEP to determine how much you need to build, the proper frequency for deliveries, how often you need to pick up from suppliers, and how much inventory you require.

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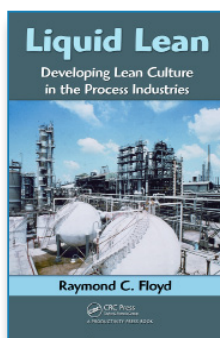
## Leading the Lean Enterprise Transformation

George Koenigsaecker

Written to help executives in determining right from wrong during a lean initiative, this lively work shows that lean is more about an approach than it is about tools. It presents the successful strategies and case histories of several key American leaders who have been instrumental in bringing lean to the forefront of various industries.

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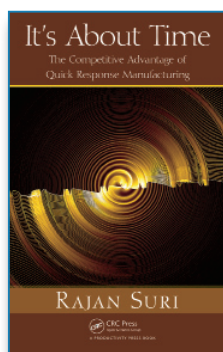
## Liquid Lean

Developing Lean Culture in the Process Industries  
Raymond C. Floyd

This book is the first to offer details and examples of adapting Lean manufacturing to liquid industries. It is based on more than twenty years of industry experience from the legendary Raymond Floyd, one of the first to successfully practice Lean in the chemical industry.

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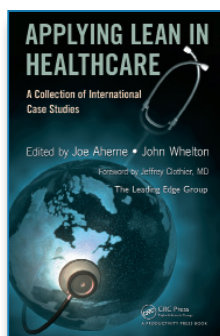
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The Competitive Advantage of Quick Response Manufacturing  
Rajan Suri

Presenting the developments in QRM since the publication of Rajan Suri's landmark text, Quick Response Manufacturing, this book illustrates how QRM can not only reduce lead times but also improve quality, reduce operating costs, and enable companies to gain a substantial market share.

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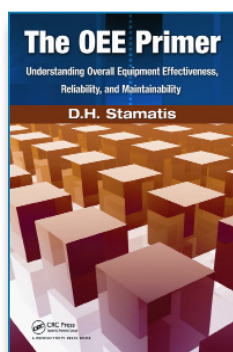
## Applying Lean in Healthcare

A Collection of International Case Studies  
Joe Aherne & John Whelton

Offering an international perspective, the text introduces key concepts of lean healthcare and presents real-life examples to illustrate the practical benefits—which include more efficient processes, increased patient satisfaction, and cost savings—that can result from a lean philosophy. The book features a number of expert contributors who offer practical tips.

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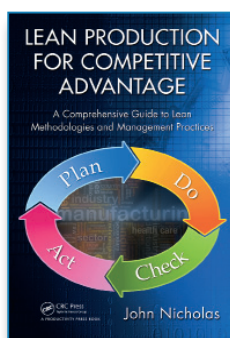
## The OEE Primer

Understanding Overall Equipment Effectiveness, Reliability, and Maintainability  
D.H. Stamatis

Breaking down the OEE methodology from a historical perspective, this book explores the overall effectiveness of machines and unveils novel design improvement methods, including hazard analysis, rate of change of failure analysis, failure rate finite element analysis, and theory of inventive problem solving.

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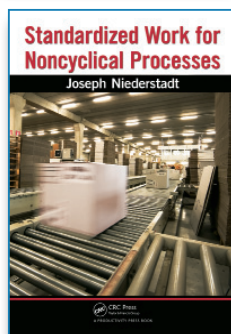
## Lean Production for Competitive Advantage

A Comprehensive Guide to Lean Methodologies and Management Practices  
John Nicholas

This volume introduces the Lean philosophy and uses real-world case studies to illustrate the active application of Lean tools to improve set-up, production, maintenance, and distribution. It explains how to effectively partner with suppliers and employees to accomplish productivity goals. It also offers practical advice on implementing a culture of continuous improvement on the shop floor or in the office, so as to encourage a heightened sense of responsibility and pride in all stakeholders.

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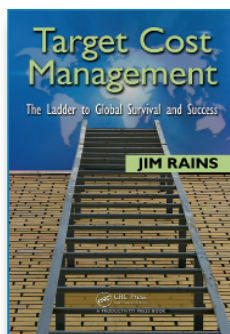
## Standardized Work for Noncyclical Processes

Joseph Niederstadt

This book shows you how to measure nonrepeating job processes and eliminate waste associated with noncyclical activities. Laying out the proven methods he has instituted in more than 30 factories around the world, the author details a process for building consistent quality products at reduced costs. The text includes a CD with the forms discussed and color versions of the images and charts included in the text.

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## Target Cost Management

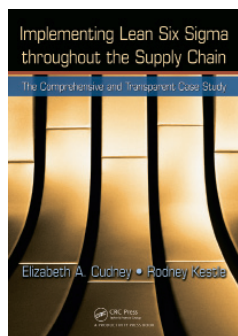
The Ladder to Global Survival and Success  
Jim Rains

Target Cost Management: The Ladder to Global Survival and Success details the preliminary steps required for a company to institutionalize target costing and the two necessary ingredients of target costing—proper organizational structure and cost tables. It describes and illustrates the interrelationships of the major techniques, tools, and methodologies needed to achieve the ultimate success.

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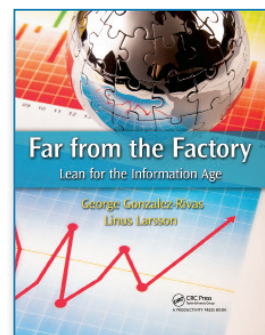
## Implementing Lean Six Sigma throughout the Supply Chain

The Comprehensive and Transparent Case Study  
Elizabeth A. Cudney & Rodney Kestle

From start to finish, this book follows a comprehensive case study of a team as they implement a Lean Six Sigma project. This in-depth case study considers the data and explains how the team drew their conclusions. The accompanying CD includes the data covered in the case study so readers can perform their own analyses. Using more than 100 illustrative figures and tables, the text demonstrates the links between all of the Lean Six Sigma tools.

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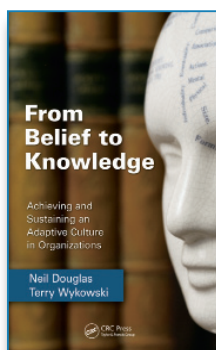
## Far from the Factory

Lean for the Information Age  
George Gonzalez-Rivas & Linus Larsson

Quite simply, this handbook is for any organization with a lot of Web DNA that wishes to cut costs, improve performance, and stay perpetually competitive. It is for change agents or managers within those organizations who work with information and want to leverage the latest crop of tool sets to deliver on the promise of Lean for the modern, information-rich office.

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## From Belief to Knowledge

Achieving and Sustaining an Adaptive Culture in Organizations  
Neil Douglas & Terry Wykowski

Rather than offer simple recipes, this book shows how good leaders can evolve and sustain an adaptive culture that develops knowledge through purposeful human interaction. It explores key dynamics of learning, considers the diversity of beliefs present in any group, and demonstrates ways that those leaders can explore and encourage the potential of both the group and individuals within the group. It demonstrates the importance of unearthing beliefs to find the roots and persistent influences that preserve them.

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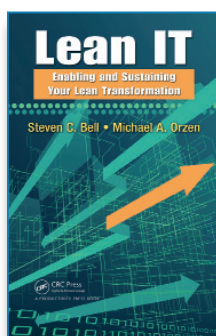
## Lean Human Resources

Redesigning HR Processes for a Culture of Continuous Improvement  
Cheryl M. Jekiel

Encouraging a long overdue shift in thinking, this book gives managers and CEO's the means to maximize employee potential by first showing them how to increase the improvement power of their HR departments. Jekiel, who has been implementing Lean initiatives out of HR offices for 20 years, defines the people-related approaches needed to alter cultural dynamics. She looks at why so many companies allow this waste to exist, how traditional HR has not been especially effective in combating waste.

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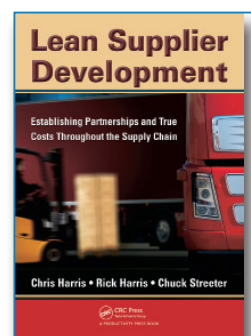
## Lean IT

Enabling and Sustaining Your Lean Transformation  
Steven C Bell & Michael A Orzen

An IT organization is expected to "align with the business." That is, IT is supposed to enable business performance and innovation, improve service levels, manage change, take advantage of emerging technologies, and maintain quality and stability, all while steadily reducing operating costs. Yet when an enterprise begins a Lean transformation, too often the IT department is either left out or viewed as an obstacle. What is to be done? This book shares practical tips, examples, and case studies to help you establish a culture of continuous improvement to deliver IT operational excellence and business value to your organization.

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## Lean Supplier Development

Establishing Partnerships and True Costs Throughout the Supply Chain  
Chris Harris, Rick Harris and Chuck Streeter

Taking a Lean approach, this book applies the concept of value mapping to the efficient design of a supply chain. It shows how to analyze and map the total supply chain process, assessing any gaps or redundancies that waste time. It takes into account the complexity of multiple suppliers, distribution centers, and dispersed customers. The text also examines the impacts of international sourcing and the organizational culture on supply chain process design and operation.

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## Escape the Improvement Trap

Five Ingredients Missing in Most Improvement Recipes  
Michael Bremer & Brian McKibben

Despite performance improvement initiatives such as Lean, Six Sigma, and Supply-Chain Management, only a handful of companies actually break out of the pack to transform their enterprise. This problem is not unique to today's improvement methodologies; the same issues existed when organizations first adopted TQM, re-engineering, and other popular improvement methodologies. Providing helpful methods and metrics for effecting true change, this book highlights how to avoid common improvement traps that inhibit many organizations from rising above the rest.

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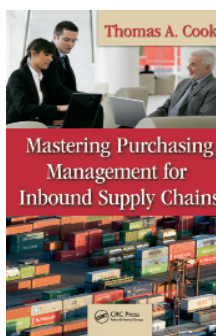
## Toyota Kaizen Methods

Six Steps to Improvement  
Isao Kato & Art Smalley

This workbook is the first of its kind to document and outline the actual kaizen practices taught within the Toyota Motor Corporation to develop leadership skills and personal responsibility close to the manufacturing floor. By explaining in full context the six basic kaizen principles that govern Toyota, the authors enable readers to improve their own skills and those of their employees making full use of the kaizen approach. The text examines simple analytic methods for work elements, time, motion, production lead-time, machine losses, and standardized work.

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## Mastering Purchasing Management for Inbound Supply Chains


Thomas A. Cook

Emphasizing the importance of bonded warehouses and cost modeling, he presents case studies that illustrate best practices in imports, logistics, and landed cost modeling across a range of industries. This comprehensive purchasing guide provides tips for avoiding common foreign trade zone pitfalls and also covers the potential risks and complications involved with U.S. Customs (CBP), freight, INCO terms, and title and payment issues.

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