

BASICS OF LEAN

A3 Problem Solving for Healthcare by Cindy Jimmerson

In *A3 Problem Solving for Healthcare* Cindy Jimmerson explains an essential tool borrowed from the Toyota Production System, which is an extension of work identified with the well-known Value Stream Map. She offers an easy-to-learn problem-solving method that can be used in every aspect of healthcare to identify, understand, and improve processes that don't support workers in doing their good work. In this compelling book you get:

- The expertise of a recognized industry expert in Lean principles
- A practical, easy-to-use workbook
- Concepts illustrated with numerous A3s in various stages of development
- Explanation of how to extend the VSM philosophy to a more focused perspective
- An extensive exploration of the A3 problem-solving tool in healthcare—the first book to do so

Through case studies and actual A3s, this book illustrates the simplicity and completeness of the A3 tool and its applications to regulatory documentation as well as activities of daily work.

Becoming Lean by Jeffrey K. Liker

Pure and simple, lean is reducing the time from customer order to manufacturing by eliminating non-value-added waste in the production stream. The ideal of a lean system is one-piece flow, because a lean manufacturer is continuously improving.

Most other books on lean management focus on technical methods and offer a picture of how a lean system should look like. Other books provide snapshots of companies before and after lean was implemented.

Creating Continuous Flow by Mike Rother & Rick Harris

This new workbook explains in simple, step-by-step terms how to introduce and sustain lean flows of material and information in pacemaker cells and lines, a prerequisite for achieving a lean value stream. *Creating Continuous Flow* takes you to the next level in cellularization where you'll achieve even greater cost and lead time savings.

Facilitation at a Glance by Ingrid Bens

Facilitation skills are crucial to the success of groups and teams. Facilitators guide and direct the process, therefore resulting in more effective and efficient projects. Considering all the meetings that project managers and leaders hold, it's easy to see why facilitation is fast becoming recognized as an essential core skill! Not only do project managers need to know how to run highly effective meetings, they also need strategies for creating buy-in, overcoming resistance and building true consensus.

Lean Six Sigma for Service by Michael George

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 manufacturing environment.

Lean Solutions by Jim Womack & Daniel T. Jones

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.

Lean Thinking by Jim Womack & Daniel T. Jones

The authors begin by summarizing the five inherent principles in any lean system:

1. Correctly specify value so you are providing what the customer actually wants
2. Identify the value stream for each product family and remove the wasted steps that don't create value but do create muda (waste)
3. Make the remaining value-creating steps flow continuously to drastically shorten throughput times
4. Allow the customer to pull value from your rapid-response value streams as needed (rather than pushing products toward the customer on the basis of forecasts)
5. Never relax until you reach perfection, which is the delivery of pure value instantaneously with zero muda. (The first part of *Lean Thinking* devotes a chapter to each of these principles.)

Learning to See by Mike Rother & John Shook

Much more important, these simple maps - often drawn on scrap paper - showed where steps could be eliminated, flows smoothed, and pull systems introduced in order to create a truly lean value stream for each product family.

In 1998 John teamed with Mike Rother of the University of Michigan to write down Toyota's mapping methodology for the first time in *Learning to See*. This simple tool makes it possible for you to see through the clutter of a complex plant. You'll soon be able to identify all of the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant and upstream to suppliers. With this knowledge in hand it is much easier to envision a "future state" for each product family in which wasteful actions are eliminated and production can be pulled smoothly ahead by the customer

The Elusive Lean Enterprise by Keith Gilpatrick & Brian Furlong

In today's fast-paced and volatile business environment, customers are demanding increased flexibility and lower cost, and companies must operate in a waste-free environment to maintain a competitive edge and grow margins. Lean Enterprise is the process that companies are adopting to provide superior customer service and to improve bottom line performance. Are you contemplating Lean for your manufacturing or office facility? Are you already implementing Lean but are dissatisfied with the speed of change? Do your employees think that Lean is just the new flavor of the month? Are you being forced to go Lean by your customers or your competitors? Are you anticipating going offshore to cut costs? Regardless of your situation, this book is designed to help guide you through the Lean transformation and avoid the pitfalls.

The Kaizen Event Planner by Karen Martin & Mike Osterling

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, identify and prioritize improvement opportunities, implement change, and sustain their gains. Most importantly, they learn how to work with one another to solve problems rapidly and in a highly effective way.

The Machine that Changed the World Jim Womack, Daniel T. Jones & Daniel Roos

Today *The Machine That Changed the World* provides enduring and essential guidance to managers and leaders in every industry seeking to transform traditional enterprises into exemplars of lean success.

The Perfect Engine by Anand Sharma & Patricia E. Moody

Most manufacturing companies with batch-and-queue 'push' production systems have been blindsided by today's consumer who expects quality products and services delivered on demand and customized to individual taste. In *The Perfect Engine*, manufacturing experts Anand Sharma and Patricia E. Moody describe for the first time how leading 'pull' production pioneers build to order by reducing inventory, decreasing cycle time, minimizing floor space, and eliminating waste. Drawing on scores of examples and detailed case studies of three leaders in the demand economy field -- Maytag, Pella, and Mercedes-Benz -- Sharma and Moody demonstrate how these companies achieved astonishing results using the path breaking Lean Sigma SM Transformation. Combining lean production and quality elements from the famous Six Sigma process, Lean Sigma produces annual productivity gains of 15 percent to 20 percent.

The Toyota Way and The Toyota way Field book by Jeffrey K. Liker

In factories around the world, Toyota consistently makes the highest-quality cars with the fewest defects of any competing manufacturer, while using fewer man-hours, less on-hand inventory, and half the floor space of its competitors. *The Toyota Way* is the first book for a general audience that explains the management principles and business philosophy behind Toyota's worldwide reputation for quality and reliability.

Value Stream Management by Don Tapping

The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document.

CHANGE MANAGEMENT

Action Learning in Action by Michael Marquardt

Used by companies as diverse as Exxon, General Electric, Arthur Andersen, and British Airways, action learning is a proven problem-solving strategy for individual, team, and organization development. In a unique blend of global examples and the personal voices of front-line managers, Marquardt provides field-tested tools to solve problems, develop individuals, and create organizational learning and success.

Deep Change by Robert Quinn

Open this book at your own risk. It contains ideas that may lead to a profound self-awakening. An introspective journey for those in the trenches of today's modern organizations, *Deep Change* is a survival manual for finding our own internal leadership power. By helping us learn new ways of thinking and behaving, it shows how we can transform ourselves from victims to powerful agents of change. And for anyone who yearns to be an internally driven leader, to motivate the people around them, and return to a satisfying work life.

Employees Survival Guide to Change by Jeffrey M. Hiatt

After years of research with hundreds of organizations, employees now have the tools to succeed during organizational change. Practical information and real-life examples offer understanding about why change is happening and how to control it. Discover how you can survive and thrive in today's changing workplace. The Employee's Survival Guide to Change provides answers to common questions employees ask when faced with change: * What does change mean to me? * What actions can I take? * Who can I talk to about the change? * What if my company has tried this before and failed? * What will the future hold? * What does it take to succeed in a changing environment?

Leading Change by John Kotter

Needed more today than at any time in the past, this bestselling business book serves as both visionary guide and practical toolkit on how to approach the difficult yet crucial work of leading change in any type of organization. Reading this highly personal book is like spending a day with the world's foremost expert on business leadership. You're sure to walk away inspired—and armed with the tools you need to inspire others.

Leading Change: Overcoming the Ideology of Comfort and the Tyranny of Custom by James O'Toole

In *Leading Change*, James O'Toole argues that outdated Machiavellian dictates of situational leadership are ultimately ineffective—and demonstrates instead that successful leadership is rooted in high moral purpose and consistent respect for followers.

Managing Transitions by William Bridges

The business world is transforming. Stories of layoffs, bankruptcy, mergers, and restructuring appear in the news every day. When these changes hit the workplace, the actual situational shifts are often not as difficult for employees and managers to work through as the psychological components that accompany them. Indeed, organizational transitions affect people; it is always people who have to embrace a new situation and carry out the corresponding change.

Real Change Leaders by Jon Katzenbach

Jon Katzenbach of McKinsey & Company shows readers how solutions to today's most vexing business problem—fast-paced, unrelenting change—lie with a new breed of leaders emerging at the middle levels of companies. A book about real people at real companies, *Real Change Leaders* is both an instructive how-to and an intriguing first-look at an important change in business culture.

Switch - How to Change Things When Change is Hard by Chip Heath

Why is it so hard to make lasting changes in our companies, in our communities, and in our own lives? The primary obstacle is a conflict that's built into our brains, say Chip and Dan Heath, authors of the critically acclaimed bestseller *Made to Stick*. Psychologists have discovered that our minds are ruled by two different systems—the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort—but if it is overcome, change can come quickly.

Teaching the Elephant to Dance by James Belasco

Like powerful elephants, many American companies are shackled by the chains of conditioning and inertia. Belasco provides a clearly written, jargon-free guide to creating the right kind of change in any company.

The Fifth Discipline by Peter Senge

This revised edition of Peter Senge's bestselling classic, *The Fifth Discipline*, is based on fifteen years of experience in putting the book's ideas into practice. As Senge makes clear, in the long run the only sustainable competitive advantage is your organization's ability to learn faster than the competition. The leadership stories in the book demonstrate the many ways that the core ideas in *The Fifth Discipline*, many of which seemed radical when first published in 1990, have become deeply integrated into people's ways of seeing the world and their managerial practices.

The Heart of Change by John Kotter

The Heart of Change is your guide to helping people think and *feel* differently in order to meet your shared goals. According to bestselling author and renowned leadership expert John Kotter and coauthor Dan Cohen, this focus on connecting with people's emotions is what will spark the behavior change and actions that lead to success. Now freshly designed, *The Heart of Change* is the engaging and essential complement to Kotter's worldwide bestseller *Leading Change*.

The Wisdom of Teams by Jon Katzenbach & Douglas Smith

The Wisdom of Teams is the definitive work on how to create high-performance teams in any organization. Having sold nearly a half million copies and been translated into more than fifteen languages, the authors' clarion call that teams should be the basic unit of organization for most businesses has permanently shaped the way companies reach the highest levels of performance.

LEADERSHIP

7 Habits of Highly Effective People by Stephan Covey

In *The 7 Habits of Highly Effective People*, author Stephen R. Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, service, and human dignity--principles that give us the security to adapt to change and the wisdom and power to take advantage of the opportunities that change creates.

Built to Last by Jim Collins & Jerry Porras

Drawing upon a six-year research project at the Stanford University Graduate School of Business, James C. Collins and Jerry I. Porras took eighteen truly exceptional and long-lasting companies and studied each in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day -- as start-ups, as midsize companies, and as large corporations. Throughout, the authors asked: "What makes the truly exceptional companies different from the comparison companies and what were the common practices these enduringly great companies followed throughout their history?"

Contagious by Jonah Berger

If you've wondered why certain stories get shared, e-mails get forwarded, or videos go viral, *Contagious* explains why, and shows how to leverage these concepts to craft contagious content. This book provides a set of specific, actionable techniques for helping information spread—for designing messages, advertisements, and information that people will share. Whether you're a manager at a big company, a small business owner trying to boost awareness, a politician running for office, or a health official trying to get the word out, *Contagious* will show you how to make your product or idea catch on.

Crucial Conversation by Tools for Talking when stakes are High by Kerry Patterson

The classic guide to conversing in high-impact situations, *Crucial Conversations* helps you get constructive results when emotions run high and opinions vary, in the workplace and beyond. It explains how to:

- Transform negative feelings into powerful dialog
- Make it safe to talk about almost anything
- Be persuasive, not abrasive
- Improve professional and personal relationships
- Impact productivity, quality, and safety in a positive way

Decisive: How to Make Better Choices in Life and Work by Chip and Dan Heath

Research in psychology has revealed that our decisions are disrupted by an array of biases and irrationalities: We're overconfident. We seek out information that supports us and downplay information that doesn't. We get distracted by short-term emotions. When it comes to making choices, it seems, our brains are flawed instruments. Unfortunately, merely being aware of these shortcomings doesn't fix the problem, any more than knowing that we are nearsighted helps us to see. The real question is: How can we do better?

Getting to Yes: Negotiating Agreement Without Giving in by Roger Fisher

Getting to Yes offers a proven, step-by-step strategy for coming to mutually acceptable agreements in every sort of conflict. Thoroughly updated and revised, it offers readers a straight-forward, universally applicable method for negotiating personal and professional disputes without getting angry-or getting taken.

Good to Great by Jim Collins

Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning.

But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness?

Leadership on the Line: Staying Alive through the Dangers of Leading by Martin Linsky and Ronald Heifetz

Those who choose to lead plunge in, take the risks, and sometimes get burned. But it doesn't have to be that way. In *Leadership on the Line*, they show how it's possible to make a difference without getting "taken out" or pushed aside. They present everyday tools that give equal weight to the dangerous work of leading change and the critical importance of personal survival; this practical book shows how you can exercise leadership and survive and thrive to enjoy the fruits of your labor.

Leadership without Easy Answers by Ronald Heifetz

Drawing on a dozen years of research among managers, officers, and politicians in the public realm and the private sector, among the nonprofits, and in teaching, Heifetz presents clear, concrete prescriptions for anyone who needs to take the lead in almost any situation, under almost any organizational conditions, no matter who is in charge. His strategy applies not only to people at the top but also to those who must lead without authority--activists as well as presidents, managers as well as workers on the front line.

Managing Transitions by William Bridges

The job of managing workplace change can be difficult; managed poorly, the result can be disastrous to the morale and stability of the staff. As veteran business consultant William Bridges explains, successful organizational change takes place when employees have a clear purpose, a plan for, and a part to play in their changing surroundings. Directed at managers on all rungs of the proverbial corporate ladder, this expanded edition of the classic bestseller provides practical, step-by-step strategies for minimizing the disruptions caused by workplace change. It is an invaluable managerial tool for navigating these tumultuous, uncertain times.

Made to Stick: Why Some Ideas Survive and Others Die by Chip and Dan Heath

Why do some ideas thrive while others die? And how do we improve the chances of worthy ideas? In *Made to Stick*, accomplished educators and idea collectors Chip and Dan Heath tackle head-on these vexing questions. Inside, the brothers Heath reveal the anatomy of ideas that stick and explain ways to make ideas stickier, such as applying the "human scale principle," using the "Velcro Theory of Memory," and creating "curiosity gaps."

Overcoming the Five Dysfunctions of a Team by Patrick Lencioni

In *Overcoming the Five Dysfunctions of a Team*, Lencioni offers more specific, practical guidance for overcoming the Five Dysfunctions—using tools, exercises, assessments, and real-world examples. He examines questions that all teams must ask themselves: Are we really a team? How are we currently performing? Are we prepared to invest the time and energy required to be a great team? Written concisely and to the point, this guide gives leaders, line managers, and consultants alike the tools they need to get their teams up and running quickly and effectively.

Shackleton's Way by Margot Morrell & Stephanie Capparell

Sir Ernest Shackleton has been called "the greatest leader that ever came on God's earth, bar none" for saving the lives of the twenty-seven men stranded with him in the Antarctic for almost two years. Today the public can't get enough of this once-forgotten explorer, and his actions have made him a model for great leadership and masterful crisis management. Now, through anecdotes, the diaries of the men in his crew, and Shackleton's own writing, Shackleton's leadership style and time-honored principles are translated for the modern business world. Written by two veteran business observers and illustrated with ship photographer Frank Hurley's masterpieces and other rarely seen photos, this practical book helps today's leaders follow Shackleton's triumphant example.

Stewardship: Choosing Service over Self-Interest by Peter Block

Stewardship was provocative, even revolutionary, when it was first published in 1993, and it remains every bit as relevant and radical today. Most organizations still rely on patriarchy and hierarchy as their core form of governance, stifling initiative and spirit and alienating people from the work they do. Peter Block asserts that a fundamental shift in how we distribute power, privilege, and the control of money can transform every part of an organization for the better, and he examines the nitty-gritty of implementing these reforms.

The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow by John C. Maxwell

In the 21 indispensable qualities of a leader, Maxwell identifies these top traits as character, charisma, commitment, communication, competence, courage, discernment, focus, generosity, initiative, listening, passion, positive attitude, problem - solving, relationships, responsibility, security, self - discipline, servanthood, teachability and vision - - and then defines them in ways that readers can absorb and utilize. Each is covered in a separate chapter opening with a high - concept definition and continuing with relevant anecdotes, details on its meaning, suggestions for further reflection and exercises.

The Checklist Manifesto: How to get things right by Atul Gawande

The modern world has given us stupendous know-how. Yet avoidable failures continue to plague us in health care, government, the law, the financial industry—in almost every realm of organized activity. And the reason is simple: the volume and complexity of knowledge today has exceeded our ability as individuals to properly deliver it to people—consistently, correctly, safely. We train longer, specialize more, use ever-advancing technologies, and still we fail.

The Four Agreements by Don Miguel Ruiz

In The Four Agreements, don Miguel Ruiz reveals the source of self-limiting beliefs that rob us of joy and create needless suffering. Based on ancient Toltec wisdom, The Four Agreements offer a powerful code of conduct that can rapidly transform our lives to a new experience of freedom, true happiness, and love.

The Five Dysfunctions of a Team by Patrick Lencioni

Throughout the story, Lencioni reveals the five dysfunctions which go to the very heart of why teams even the best ones-often struggle. He outlines a powerful model and actionable steps that can be used to overcome these common hurdles and build a cohesive, effective team. Just as with his other books, Lencioni has written a compelling fable with a powerful yet deceptively simple message for all those who strive to be exceptional team leaders.

The Leadership Engine by Noel Tichy

Why do some companies consistently win in the marketplace while others struggle from crisis to crisis? The answer, says Noel Tichy, is that winning companies possess a "Leadership Engine" , a proven system for creating dynamic leaders at every level. Technologies, products and economies constantly change. To get ahead and stay ahead, companies need agile, flexible, innovative leaders who can anticipate change and respond to new realities swiftly. Tichy explains that everyone has untapped leadership potential that can be developed winning leaders and winning organizations have figured out how to do this.

The Servant by James C. Hunter

In this absorbing tale, you watch the timeless principles of servant leadership unfold through the story of John Daily, a businessman whose outwardly successful life is spiraling out of control. He is failing miserably in each of his leadership roles as boss, husband, father, and coach. To get his life back on track, he reluctantly attends a weeklong leadership retreat at a remote Benedictine monastery.

The World's Most Powerful Leadership Principle: How to Become a Servant Leader by James C. Hunter

In *The World's Most Powerful Leadership Principle*, Hunter demonstrates that leadership and character development are one and the same. But the work, even the pain, of changing one's self breaking old, worn-out habits - is difficult. Hunter provides an uncomplicated, straightforward, three step change process he has seen successfully employed by literally thousands of leaders to effect change in their lives and organizations and fulfill beneficial goals.