

Spring/ Summer 2008 Catalog



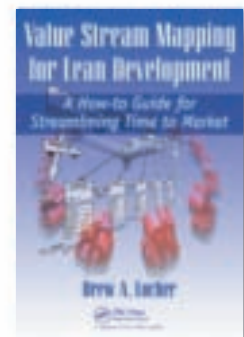
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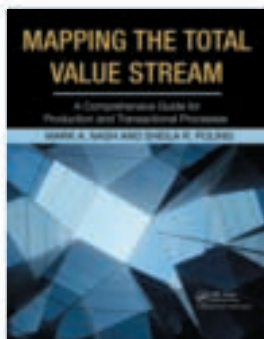
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ABOUT PRODUCTIVITY PRESS

Productivity Press is the premier source of authoritative information on organizational improvement, offering the broadest selection of books and learning tools about lean methodologies, based on the Toyota Production System.

Our products by insightful authors are backed by a 20-year track record of consistency, accuracy and credibility, supported by friendly and experienced staff who can help you select the right materials for your business. Our product line includes many important publications covering six sigma, quality management, metrics, and problem-solving, so you can select the approach that best suits your company.

Manufacturing, healthcare, government, financial services, utilities and customer service are among the industries where forward-thinking companies are gaining a competitive edge through these improvement strategies. The breadth and depth of our offerings mean that practitioners, managers, top executives and employees at every level can find information appropriate for them. Whether you are responsible for production, office and administrative operations or providing services, our publications offer you proven, practical strategies for increasing efficiency and capacity while eliminating waste.

Come visit our website and see what new tools and features we're constantly adding to serve you better by making your visit to our website as convenient and rewarding as possible.



Useful Tools:

For those trying to understand what lean is all about, we have a web page that provides answers and explains which books address which aspect of lean. Another page offers a convenient list of books most useful for those who are new to lean, including a separate list for those who do not work in manufacturing. And if you are involved in developing lean leaders or trying to build a lean culture, we also have a page of books that will be helpful to you.

You'll find links to all these pages in the right-hand column of our home page under Search Aids. Just visit us at Productivitypress.com. And if you need additional guidance, Contact us at 1-888-319-5852 toll free; we'll be glad to help.

Lean Insider Blog:

Our blog, Lean Insider, features news, research and trends on the expanding applications of lean principles in the marketplace. Discover new research on the benefits that come from lean, how industries unfamiliar with lean are beginning to embrace it, and the career implications for those with lean skills. Visit our website regularly to read the latest postings and, if you wish, participate by posting your own comments.

Join Our E-mail List:

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2007 SHINGO WINNER!

Inside the Mind of Toyota Management Principles for Enduring Growth

Satoshi Hino

Toyota's sustained growth attracts the attention of economists and industrialists around the world eager to learn the secrets of Toyota's lasting success.

In *Inside the Mind of Toyota*, Satoshi Hino examines the source of Toyota's strength: the fundamental thinking and management structures that lie beneath the creation of its famed Toyota Production System.

From the perspective of a professional with 30 years experience in the auto industry, Hino presents a fresh and detailed analysis of Toyota's essential management system, from its very beginnings into the 21st century.

This book:

- Presents a comprehensive and systematic analysis of the Toyota management philosophy.
- Clarifies the mechanisms used to transmit its winning system from generation to generation.
- Gives a historical perspective on the structural anatomy of Toyota's management foundation.
- Provides analysis emphasizing research, product planning, design, and development functions.

The ultimate goal is not simply to mimic Toyota's formula, but to learn from it and, in doing so, surpass it.

ISBN 978-156327300-4 | 2005 | 352 Pages | Hard Cover
Cat.# PP7300 | **\$50.00 US / £26.99 UK**

New!

Green Manufacturing Case Studies in Lean and Sustainability

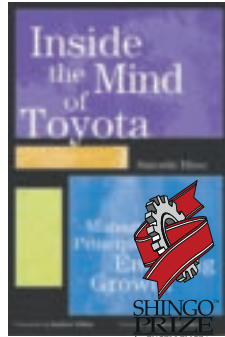
Association of Manufacturing
Excellence (AME)

Environmental issues are growing in importance for all manufacturers, and while a variety of articles have focused on these issues, there are virtually no books that do so. Continuing with the **Enterprise Excellence Series**, this book brings together articles and case studies, previously published in AME's Target Magazine, on environmental, energy, health and safety issues.

Highlights include:

- Practical, in-depth descriptions of environmental, health and safety issues—including discussions of application of lean principles to these issues.
- Responds to reader desire for real-world examples.
- Chapters are categorized in three areas: Protecting the Environment, Using Energy Wisely, and EPA Case Studies, making it easy to track down the information desired.

ISBN 978-1-56327-389-6 | 2007 | Soft Cover | 144 Pages
Cat.# PP7389 | **\$20.00 US / £10.99 UK**



Coming in April 2008!

A Culture of Rapid Improvement

Creating and Sustaining an Engaged Workforce

Raymond C. Floyd

Managing a business so that it achieves a supreme pace of improvement requires that all members of an organization can and do make their best contributions to the success of the enterprise. Management must provide employees with a shared set of values and beliefs so that they can decide for themselves how to behave in accordance with the expectations of a nurturing and empowering culture.

A Culture of Rapid Improvement is intended for those leaders seeking to encourage dramatic improvement within their organizations. It shows these change agents how they can—

- Develop the shared values and beliefs that serve as the foundation for a dynamic culture
- Engage all employees to join the new culture and provide opportunities for these stakeholders to initiate and participate in improvement
- Measure, evaluate, and manage the performance of the new culture

Filled with lessons garnered from practical examples, this text is based on Raymond Floyd's 40 years of industrial management experience, including his more than 20 years at Exxon Mobil. He is the winner of a Shingo prize and also holds the unique distinction of leading businesses from two different industries that were both designated as *America's Best* by **Industry Week Magazine**

If you approach the task of improvement with proper action and full participation, improvement is not just possible, but inevitable. At six months, you will notice a difference in your organizational culture; at the end of two years, you will be operating with near-world-class performance.

"Ray Floyd has compiled a complete collection of all the theory, practice and examples that you will need to create an engaged workforce. If you truly want world-class performance, you will want a copy of this book on your desk as a ready reference manual."

—King Pouw, Executive Vice President Operations and Business Transformation, ConAgra Foods

"This book is a tour de force exposition of the high impact changes that are occurring in the world's best businesses to fully engage people and tap their exciting potential for improving performance."

—Donald Powell, Senior Vice President (retired), Gilbarco, Inc.

"This book is a must read for any organization wanting to out-perform their competition long term in a global economy."

—David K. Christein, Vice President of Operations, Molex Incorporated

ISBN: 978-156327-378-0 | 2008 | Hard Cover | 328 Pages
Cat. # PP7378 | **\$40.00 US / £21.99 UK**



2007 SHINGO WINNER!

The TWI Workbook

Essential Skills for Supervisors

Patrick Graupp and Robert Wrona

“What can we do to make more people productively useful?”

Striving to answer that question more than 60 years ago sparked the development of the most powerful training methodology that has impacted U.S. industry—Training Within Industry (TWI). During World War II, major production increases were demanded by the U.S. military—TWI, which trains supervisors, was developed comprising three separate programs:

Job Instruction—how to instruct employees so they can quickly remember to do a job, correctly, safely, and conscientiously.

Job Methods—how to improve methods for producing greater quantities of quality products in less time by effectively using available workforce, machines, and materials.

Job Relations—how to lead employees so that problems are prevented and analytical methods are used to effectively resolve problems.

Toyota was the earliest company to adopt TWI after World War II, and this methodology planted the seeds for the development of the Toyota Production System—the gold standard of manufacturing excellence.

In *The TWI Workbook*, Patrick Graupp and Robert Wrona teach supervisors how to apply a four-step method for each of the three respective programs with numerous examples and exercises. In these exercises, supervisors will participate in hands-on application of the four-step method to actual jobs and employee problems from their own worksites. In addition, a CD companion includes blank forms needed to complete the exercises and implementation case studies.

Readers of *The TWI Workbook* will be able to perform detailed step-by-step methods for the three most essential tasks people in management positions must perform: the ability to teach someone to do a job, the ability to improve on those jobs, and the ability to build positive employee relationships with the people they lead.

“This book brings TWI back to light outside Toyota and illustrates its contemporary power through detailed case studies.”

—Jeffrey Liker, Author, *The Toyota Way*, University of Michigan

“If companies would spend half the time developing these essential [TWI] skills in the supervisor ranks that they spend on conducting Value Stream Mapping or Kaizen Workshops, I am convinced that they would not only achieve more impressive results, but the results would stick better as well.”

—Art Smalley, President, Art of Lean, Inc., Former employee, Toyota Motor Corporation, Japan

“Patrick Graupp and Robert Wrona teach us how to “learn by doing” the TWI methods that are necessary if a business leader desires to make the leap to a higher level of operational performance.”

—Jim Huntzinger, President, Lean Accounting Summit and Highland Path, Certified TWI Trainer



ISBN 978-156327315-5 | 2006 | 240 Pages | Soft Cover | Cat.# PP7315 | **\$45.00 US / £23.99 UK**

Andy & Me

Crisis and Transformation on the Lean Journey

Pascal Dennis

Based on the author's personal experience with Toyota senseis and with companies in the midst of great change, *Andy & Me* is a business novel set in a failing New Jersey auto plant. It focuses on the tribulations of Tom Pappas, the plant manager. The situations, characters and plant “politics” will ring true with many readers.

In a cool, readable style, *Andy & Me* follows Tom's relationship with Andy Saito, a reclusive, retired Toyota guru whom Tom persuades to help save his plant through the “teaching” of the legendary Toyota Production System (TPS).

On this journey, the reader learns that TPS is more than just a collection of tools; it entails a new way of thinking and behaving. Though Tom finds success—both in his plant and in his personal life—he learns from Andy that successful improvement is “endless and eternal.”

“The book focuses on the Toyota production system and principles of lean operations. Insight from the story have use in manufacturing as well as other areas in which quality as process and quality as result are confirmed priorities.”

—Quality Digest, January 2006 Issue



ISBN 978-156327298-1 | 2005 | 192 pages | Soft Cover | Cat.# PP7298 | **\$22.95 US / £12.99 UK**

A Best Seller!

Lean Production Simplified, 2nd Edition

A Plain-Language Guide to the World's Most Powerful Production System

Pascal Dennis

Lean Production Simplified is a plain language guide to the lean production system written for the practitioner by a practitioner. It delivers a comprehensive insider's view of lean manufacturing. The author helps the reader to grasp the system as a whole and the factors that animate it by organizing the book around an image of a "house of lean production."

Highlights include:

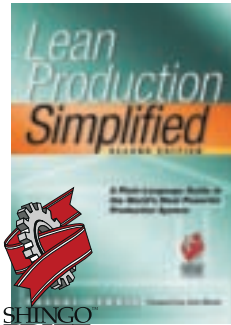
- A comprehensive view of Toyota's lean manufacturing system.
- A look at the origins and underlying principles of lean.
- Identifying the goals of lean production.
- Practical problem solving for lean production.

This 2nd Edition has been updated with expanded information on the *Lean Improvement Process*; "Production Physics" and *Little's Law*—the fundamental equation for both manufacturing and service industries (cycle time = work in process/throughput); Value Stream Thinking—combining processes required to bring the product or service to the customer; Hoshin Planning—using the Planning and Execution Tree diagram and Problem Solving—including the "Five Why" method and how to use it.

Lean Production Simplified covers each of the components of lean within the context of the entire lean production system. The author's straightforward common sense approach makes this book an easily accessible on the floor resource for every operator.

"It's a book you will read once and then use as a reference book to read and re-read again and again, as its content is absorbed into your area of influence."

—Bob Schroer, *Lean Change Agent*, Lexington, Ohio

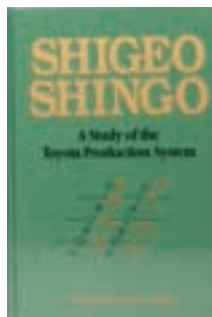


ISBN 978-1-56327-356-8 | 2007 | 208 Pages | Soft Cover
Cat.# PP7356 | **\$35.00 US / £18.99 UK**

A Study of the Toyota Production System From an Industrial Engineering Viewpoint

Shigeo Shingo,
Translated by Andrew P. Dillon

Shingo's classic industrial engineering rationale for the priority of process-based over operational improvements in manufacturing. Explains the basic mechanisms of the Toyota Production System, so that you can apply them in your own plant. This book clarifies the fundamental principles of JIT: leveling, standard work procedures, and multi-machine handling.



ISBN 978-091529917-1 | 1989 | 291 Pages
51 Figures and Tables | Hard Cover |
Cat.# PP9917 | **\$55.00 US / £28.99 UK**

The Fundamentals of Lean DVD

Created by the Productivity Press Development Team

Need to quickly familiarize your company with the basic lean concepts? Tape two of the seven-tape Value Stream Management video set provides an overview of lean and is a perfect introduction to lean for non-management as well as lean implementation teams. You'll see lean in action at major manufacturers and learn what results you can achieve in your facility.



The Fundamentals of Lean covers:

- Cost reduction principle.
- Three stages of application: demand, flow, and leveling.
- The seven deadly wastes.
- Standardized work.
- The two pillars of lean: JIT and automation.
- Takt time and pitch.
- The 5S system.
- Total employee involvement.

ISBN 978-156327339-1 | Cat.# PP7339

\$495.00 US / £260.00 UK

For VHS Tape Format, Visit Our Website.

Standard Work for the Shopfloor

The Productivity Press Development Team

Standard work is an agreed upon set of procedures that effectively combines people, materials, and machines to maintain quality, efficiency, safety, and predictability. Work is described precisely in terms of cycle time, work in process, sequence, takt time, layout, and the inventory needed to conduct the activity. Standard work begins as an improvement baseline and evolves into a reliable method. It establishes the best activities and sequence steps to maximize performance and minimize waste.



Standard Work for the Shopfloor introduces production teams and managers to basic standard work concepts and applications. Use this book to get everyone on board to maintain quality, efficiency, safety and predictability. This book will enable plant managers to explain and thereby get support they need from higher management for their performance improvement efforts.

In this book you will learn about:

- The characteristics of standards.
- Key benefits and applications of standardization.
- Standard work concepts and calculations.
- Standard work steps and documentation.
- Using standard work manuals, charts, and worksheets.
- Cell staffing (line balancing and full work).

ISBN 978-156327273-8 | 2002 | 100 Pages | Soft Cover
Cat.# PP7287 | **\$25.00 US / £13.99 UK**

Working with Machines: The Nuts and Bolts of Lean Operations with Jidoka

Michel Baudin

How do companies in high labor cost countries manage to remain competitive?

In western manufacturing, the more manual a process, the more severe the competitive handicap of high wages. Full automation would make labor costs irrelevant but remain impractical in most industries. Most successful manufacturing processes in advanced economies are neither fully manual nor fully automatic—they involve interactions between small numbers of highly skilled people and machines that account for the bulk of the manufacturing costs and thereby remain competitive.

In *Working with Machines*, author Michel Baudin explains how performance differences that can be observed between factories are due to the way people use the machines—from the human interfaces of individual machines to the linking of machines into cells, the management of monuments and common services, automation, maintenance, and production control.

This compelling book:

- Emphasizes the importance of the “Jidoka” pillar of the Toyota Production System, which is engineering of the way people work with machines.
- Deals with the art of bringing groups of machines together into “cells.”
- Addresses the problematic issues associated with “monuments”—those machines that provide services for production lines across a broad variety of products, but cannot be organized into cells.
- Compares automation as it has been developed in the US, as a stand-alone discipline with a lean manufacturing approach, to the management of automated systems implemented before a plant started its lean conversion.

This book provides manufacturing managers and engineers, lean champions and consultants with strategies and tools to make the technical and managerial decisions that turn working with machines into lasting business success.

“I have found this book very informative on the management of machines. It includes many new ideas and approaches on the management of machine engineering....it is easy to read and...it will help many readers understand how to incorporate the roles of machines into modern-day management.”

—Masaaki Imai, Founder, Kaizen Institute

“Loaded with contemporary case stories, relevant examples and timely illustrations, this book should be required reading for process engineers and manufacturing leaders.”

—Dan Wehrman, Assistant Manager, Honda North American Supplier Development

“This book is packed with clear and cogent examples and principles, many of them based on the author’s experiences with the Toyota Motor Cooperation, which can be adopted and employed by engineers, managers, technicians, and anyone interested to better understand and appreciate the role of the human worker in modern manufacturing.”

—Asaf Degani, Ph.D. Research Scientist, NASA Ames Research Center Author, Taming HAL — *Designing Interfaces beyond 2001.*

ISBN 978-156327-329-2 | 2007 | 368 Pages | Hard Cover | Cat.# PP7329 | **\$55.00 US / £28.99 UK**



Identifying Waste on the Shopfloor

The Productivity Press Development Team

What exactly is “waste?” Why is it so harmful? How do I get rid of it?

In *Identifying Waste on the Shopfloor*, the Productivity Press Development Team has created an excellent guide to quickly understanding, identifying, and eliminating waste on the shop floor. From inventory waste to process-related waste, *Identifying Waste on the Shopfloor* covers every type of waste generating event, policy, and mindset. The book then gives you tools to effectively eliminate them from your manufacturing processes.

Like all Shopfloor Series books, *Identifying Waste on the Shopfloor* presents concepts and tools in simple and accessible language. The book includes ample illustrations and examples to explain basic concepts and some of the challenges that are encountered when looking for and eliminating waste.

Identifying Waste on the Shopfloor is the ideal complement to 5S, TPM, and other tools for building a lean manufacturing operation.

“The book has excellent material presented in a very useful format.”

—Bob Moody, Value Stream Manager, FiberOptic Inertial Products Operations Northrop-Grumman Navigation Systems Division

ISBN 978-156327287-5 | 112 Pages | Soft Cover | Cat.# PP7287 | **\$25.00 US / £13.99 UK**



A Best Seller!

Creating a Lean Culture: Tools to Sustain Lean Conversions

David Mann

Lean production has been proven unbeatable in organizing production operations, yet the majority of attempts to implement lean end in disappointing results. The critical factor so often overlooked is that lean implementation requires day-to-day, hour-by-hour management practices and skills that leaders in conventional batch-and-queue environments are neither familiar nor comfortable with.

Creating a Lean Culture helps lean leaders succeed in their personal batch-to-lean transformation. It provides a practical guide to implementing the missing links needed to sustain a lean implementation. Mann provides critical guidance on developing and using the key elements of a lean management system, including: leader standard work, visual controls, daily accountability processes, maintaining a process focus, managing key HR issues, and much more.

Features and Benefits:

- Distinguishes the much-discussed, abstract concept of “lean culture” from the concrete, implementable practices of lean management.
- Describes and illustrates four key principles of lean management: leader standard work; visual controls; daily accountability process, and discipline.
- Shows how visual controls bring process focus to life, tie in lean’s requirement for highly disciplined execution, and make leaders’ new jobs far easier to explain, model and evaluate.
- Moves beyond models and theories of lean management to show how to implement the daily practices that are the key to implementing and sustaining a lean transformation.

The book includes a wealth of case examples, figures and photographs. In addition, a questionnaire is included to help assess current management practices and monitor progress.

“The purpose of lean systems is to make problems glaringly obvious. If implementation does not include standard leadership and cultural support systems to constantly address problems, the point of the system is missed. Many books address lean tools and initial conversion, but if you want the system to stick, read David’s book.”

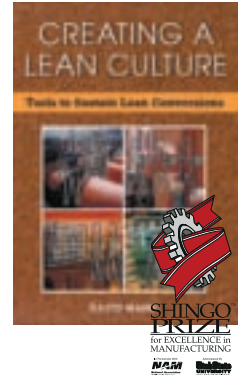
—Robert W. Hall, Editor-in-Chief, Target, Association for Manufacturing Excellence

“Mann’s book is an excellent start toward Lean Leadership as ‘process-dependent’ rather than ‘person-dependent’ in style. The idea of leader standard work is simple and valuable.”

—Ross E. Robson, Executive Director, Shingo Prize for Excellence in Manufacturing, College of Business, Utah State University

“At last! A book that bridges the huge gap between the lofty visionary outcomes of Lean Leadership books – and the practical thinking and tools needed to put competitive outcomes in place. This practitioner approach spells out real work needed. All of us should use Mann’s first five chapters to crystallize a ‘Lean Management System’ with the following five chapters to inspire us to roll up our sleeves!”

—David Hogg, P. Eng, President High Performance Manufacturing Consortium, President High Performance Solutions Inc.



ISBN 978-156327322-3 | 2005 | 222 Pages | Soft Cover | Cat.# PP7322 | **\$35.00 US / £18.99 UK**

Today and Tomorrow: Commemorative Edition of Ford’s 1926 Classic

Henry Ford

This classic, authored by the world’s most famous automaker, reveals the thinking that changed the industry forever. First published in 1926 and long out of print, the book had been largely forgotten. Yet Ford’s ideas have never stopped having an impact; even Taiichi Ohno acknowledged that a key stimulus to JIT was his close reading of this book. Today, these same ideas are re-emerging to revitalize American industry in new ways.

While our fascination with contemporary business leaders continues, Henry Ford deserves a fresh look. Here is the man who doubled wages, cut the price of a car in half, and produced over two million units a year. Time has not diminished the progressiveness of his business philosophy or his profound influence on world-wide industry.

You will be enlightened by what you read and intrigued by the words of this colorful and remarkable man.

The 2003 printing of **Today and Tomorrow** features a new introduction by James J. Padilla, Group Vice President, Ford North America. It also includes an enhanced selection of photos illustrating the processes and facilities Ford covers in the text as well as an updated chronology of the Ford Motor Company.

“...in an environment that continues to have some of the same issues...that Henry dealt with, it is good to get some perspective through the views of a man who is largely responsible for the auto industry as it exists today—and probably will tomorrow.”

—Gary S. Vasilash, Editor-in-Chief, Automotive Design & Production Magazine, August 2003



ISBN 978-091529936-2 | 2003 | 280 Pages | Hard Cover | Cat.# PP9936 | **\$35.00 US / Not Sold in the UK**

NEW from Auerbach Publications!

Lean Performance ERP Project Management

Implementing the Virtual Lean Enterprise, Second Edition

Brain J. Carroll

Lean thinking is too often narrowly focused on physical processes, causing serious shortcomings, which limit Lean's substantial benefits. Revised to consider the emerging global economy, **Lean Performance ERP Project Management: Implementing the Virtual Lean Enterprise, Second Edition**, integrates strategy, people, process, and information technology into a project management methodology that applies Lean Thinking to all processes. It leverages Lean principles, tools, and practices to improve and then continuously improve management decision processes, information/ support processes, and their linkages to Lean physical processes.

This Second Edition:

- Provides project managers an overview of lean benefits and challenges to present to Lean Sponsors and Lean Transformation Steering Committees
- Presents a strategy for ERP project managers dealing with Chinese-based manufacturing
- Includes a refreshed discussion of current events in the transition to lean in the global economy
- Discusses new developments such as e-kanban, Radio Frequency Identification (RFID), Customer TAKT, and Operational TAKT
- Features a case study of the Lean Commerce system implemented by Toyota North America

Based on the author's practical management and consulting experience, **Lean Performance ERP Project Management** clearly demonstrates that a lean tool kit requires the participation from all departments of an organization, from product development to fulfillment.



ISBN: 978-084930-532-2 | 2007 | 456 Pages | Hard Cover | Cat.# AU0532 | **\$69.95 US / £37.99 UK**

Becoming Lean

Inside Stories of U.S. Manufacturers

Edited by Jeffrey K. Liker; Foreword by James P. Womack

What is Lean?

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.

This is the first book to provide technical descriptions of successful solutions and performance improvements. It's also the first book to go beyond snapshots and includes powerful first-hand accounts of the complete process of change; its impact on the entire organization; and the rewards and benefits of becoming lean.

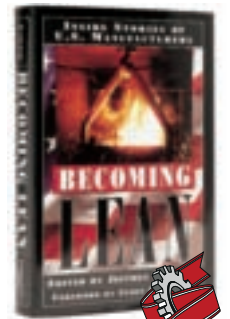
At the heart of **Becoming Lean** are the stories of American manufacturers that have successfully implemented lean methods. The writers offer personalized accounts of their organization's lean transformation. You have a unique opportunity to go inside the implementation process and see what worked, what didn't, and why.

Case studies include:

- Delphi Saginaw • Freudenberg-NOK • Gelman Sciences, Inc. • Western Geophysical Exploration Products • Cedar Works

"Becoming Lean implies a journey. We will reach our destination when we apply the philosophies underlying lean to develop our own lean system. There's no reason not to start trying. There are no experts, just people with more experience. The longer we wait, the more experience our competitors will have when we start."

—John Shook, Director, Japan Technology Management Program, University of Michigan



ISBN 978-156327173-1 | 1997 | 517 Pages | Illustrated | Hard Cover | Cat.# PP7173 | **\$40.00 US / £21.99 UK**

A Best Seller!

Toyota Production System: Beyond Large-Scale Production

Taiichi Ohno

The creator of just-in-time at Toyota reveals the origins, innovations, and ceaseless evolution of the Toyota Production System. This book is a classic text on the subject and a must read for any manager who is interested in achieving world class manufacturing.

Ohno compared just-in-time to an American supermarket, because the supermarket has the following characteristics:

- A consumer gets what is needed.
- When it is needed.
- In the amount needed.

A manufacturing plant should, according to Ohno, function in the same manner. Rather than having large amounts of excess inventory, a just-in-time plant produces only the current amount needed.

Ohno gives you useful insights into using Toyota's methodology in other plants. The text is an excellent place to start for any company interested in developing a waste-free manufacturing system.



“Ohno actually created Toyota’s JIT production system thus making this book the real description of the system. I found the book easy to read as it traces the need, beginning, and installation of a system that is being copied by companies world-wide.”

—Irvin Otis, Manager of Industrial Engineering, American Motors

“Reading Toyota Production System by Taiichi Ohno, founder of the system, will help you understand it better and consequently help American industries grow further. I hope it will attract many readers.”

—Shigeo Shingo, Author and World-Renowned Productivity Expert

ISBN 978-091529914-0 | 1988 | 163 Pages | Hard Cover | Cat.# PP9914 | **\$45.00 US / £23.99 UK**



Productivity Press is pleased to present this classic text in our first audio book.

Ohno's powerful, first-hand narrative is the definitive account of the creation, implementing, and success of the Toyota Production System. This audio version is an abridgement of the original hardcover edition.

Cassette: ISBN 978-156327268-4 | 2002 | Cat.# 7268 | **\$29.95 US / £15.99 UK**

Compact Disc: ISBN 978-156327267-7 | 2002 | Cat.# PP7267 | **\$29.95 US / £15.99 UK**



Training Within Industry

The Foundation of Lean

Donald A. Dinero

Training Within Industry, by Donald Dinero, explores a crucial piece of a Lean initiative that has been overlooked throughout U.S. industry. The Training Within Industry (TWI) program—developed by the United States during World War II—has been used by Toyota for decades! This powerful program standardizes training processes and assists front-line supervisors in teaching new operations to workers quickly and effectively.

Dinero completely explores the history and application of the four modules that compose TWI: Job Instruction—in which employees are trained to perform their tasks as quickly as they are capable with minimal waste; Job Methods—in which employees are taught how to improve their processes using existing resources; Job Relations—in which personnel problems are solved in an analytical, non-emotional manner so that employees are focused on a stated objective; and Program Development—in which robust training plans are developed to meet the particular needs of a specific plant.

Readers of *Training Within Industry* will see that standardized work imparts measurable continuous improvement because it sets a baseline. It establishes a framework for efficiency and innovation.

In addition, the book includes a CD containing the text of original TWI bulletins issued by the U.S. government in the 1940s.

“As an organizational development consultant, Dinero became involved with “lean thinking” even before the term was coined for the type of scientific production system used by Toyota Motors since the 1940s. He traces the history of the parent Training Within Industry (TWI) concept back to World War II, and presents its principles and examples of applications. The book includes lean strategies, a generic TWI organizational chart, and a CD-ROM with early TWI training materials.”

—SciTech Book News, September 2005



ISBN 978-156327307-0 | 2005 | 356 Pages | Hard Cover | CD ROM | Cat.# PP7307 | **\$45.00 US / £23.99 UK**

EMPLOYEE INVOLVEMENT/ TEAM BUILDING

Feedback Toolkit

16 Tools for Better Communication in the Workplace

Rick Maurer

Feedback can motivate people to their highest level of performance, although this level of information sharing can make some managers uncomfortable. **Feedback Toolkit** addresses this natural hesitation with an easy-to-grasp, six-step framework and 16 practical and creative approaches for giving and receiving feedback with individuals and groups. Quick-to-read, this is a fun book that is filled with interesting information that you can apply immediately to all your relationships and interactions.

ISBN 978-156327056-7 | 1994 | 109 Pages | Soft Cover | Cat.# PP7056 | **\$15.00 US / £7.99 UK**



Kaizen for the Shopfloor

The Productivity Press Development Team

The philosophy of kaizen, which simply means continuous improvement, is the starting place for all lean production improvements. Kaizen events are opportunities to make focused changes in the workplace. **Kaizen for the Shopfloor** takes you through the critical steps in conducting a very effective kaizen event—one that is well planned, well implemented, and well documented. *Kaizen for the Shopfloor* distills the complexities of jump-starting lean processes into an easily accessible format for the frontline employees who make them possible.

This book:

- Provides learning strategies and overviews in each chapter.
- Details the planning and preparation stages for kaizen events.
- Maps out the implementation process.
- Offers tips on how to present your results to company management.

“Kaizen for the Shopfloor demonstrates that Kaizen events involve more than paying some high-priced sensei to sprinkle pixie dust and make everything wonderful. It explains how change really happens. We will definitely use this book for pre-event reading material for participants and also as an outline and checklist in preparing and executing our kaizen events.”

—E. J. Sweeney, Lean Initiatives Manager, Labinal



ISBN 978-156327272-1 | 2002 | 103 Pages | Soft Cover | Cat.# PP7272 | **\$25.00 US / £13.99 UK**

VALUE STREAM MANAGEMENT

Creating Mixed Model Value Streams

Practical Lean Techniques for Building to Demand

Kevin J. Duggan

Creating Mixed Model Value Streams is the new textbook for implementing lean in complex environments. When faced with complex or unique situations companies often disregard lean principles and fall back on previous practices. In this book, Kevin Duggan describes the lean techniques that can be used when faced with difficult situations such as high product mix, scheduling problems, shared resources, and unstable customer demand. This book will give you the knowledge to guide your company through these tough obstacles and attain bottom line results!

The author uses a step-by-step approach, illustrated through a case study based on actual experience, to go beyond the basics of value stream mapping and to show how to create future states in the real manufacturing world of multiple products, varying cycle times, and changing demand. The book includes a CD-ROM featuring useful spreadsheets for sorting products into families and calculating equipment needs.

Comprehensive and down-to-earth, *Creating Mixed Model Value Streams* provides the details and new techniques for implementing lean in the complex environment that manufacturers face on their own shop floors.

ISBN 978-156327280-6 | 2002 | 224 Pages | Soft Cover | CD-ROM | Cat.# PP7280 | **\$55.00 US / £28.99 UK**



Bonus CD!

Coming in June 2008!

Mapping the Total Value Stream

A Comprehensive Guide to Production and Transactional Processes

Mark A. Nash and Sheila R. Poling

Mapping the Total Value Stream defines and elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes. This book reshapes and extends the lessons originally put forward in the highly popular *Learning to See* and *Value Stream Management for the Lean Office*. It reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique. To educate VSM mappers on the specific mechanics of the technique, the text provides in-depth explanations for commonly encountered situations.

The authors also provide a more complete perspective on the concept of *availability*. While they discuss availability of equipment in transactional processes, they extend the concept by elaborating on availability as it applies to employees. The calculation of process lead time for work queues is taken to an advanced level – not only is the calculation of this lead time explained, but the text also covers the very real possibility of having more work in the queue than available time.

This book:

- Elaborates on the concepts of value stream mapping (VSM) for both production and transactional processes.
- Reinforces fundamental concepts and theoretical models with real-world applications and complete examples of the value stream mapping technique.
- Covers the needs of both manufacturing and service sector organizations.
- Takes the calculation of process lead time for work queues to an advanced level, covering the very real possibility of having more work in the queue than available time.
- Extends the concept of availability to cover employees as well as equipment.

Where previous books have focused on only production process VSM or transactional process VSM, this work meets the real needs of both manufacturers and service sector organizations by dealing with both types. It goes beyond explaining each scenario to teach readers what techniques are commonly applicable to both and also explains areas of difference so that mappers will be able to readily adapt to whatever unique situations present themselves.



ISBN: 978-156327-359-4 | 2008 | 208 Page | Soft Cover | Cat.# PP7359 | **\$45.00 US / £23.99 UK**

Improving the Extended Value Stream

Lean for the Entire Supply Chain

Darren Dolcemascolo

When most teams map a lean value stream, they tend to focus on internal processes, and many organizations have reaped the benefits of implementing lean within their own facilities. The total value stream, however, for a typical product crosses many different organizations and suppliers.

In *Improving the Extended Value Stream*, Darren Dolcemascolo presents a step-by-step plan for extending lean manufacturing across the entire supply chain. He makes the case for improving the extended value stream by demonstrating the benefits: increased profitability, reduced lead times and inventory, and better quality. He then presents proven methods for sustaining success and continuously improving the entire supply chain. The techniques addressed include extended value stream mapping, process kaizen, outsourcing strategy, supplier evaluation, and supplier integration activities as they relate to a lean supply chain.

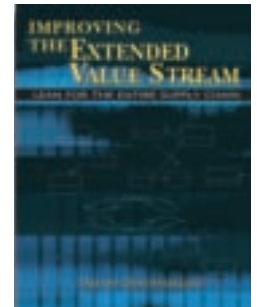
This essential workbook:

- Is the only complete resource available on the subject of improving the extended value stream.
- Gives a step-by-step system for implementing lean in the extended value stream.
- Teaches the value stream mapping methodology required to create plans for an extended lean enterprise.

Readers of this book will learn how to extend lean manufacturing to the entire supply chain, magnifying the benefits of lean manufacturing to their bottom line.

“For those companies where a significant percentage of the manufacturing is outsourced, the steps laid out in Dolcemascolo’s book will help them decide what should and should not be outsourced and how to accomplish it effectively.”

—Supply Chain Management Review Online, July 2006



ISBN 978-156327333-9 | 2006 | 240 Pages | Soft Cover | Cat.# PP7333 | **\$45.00 US / £23.99 UK**

A Best Seller!

The Complete Lean Enterprise

Value Stream Mapping for Administrative and Office Processes

By Beau Keyte and Drew Locher.

Many manufacturers are becoming efficient through their lean initiatives in the production process; however, they are losing ground because they have not transferred the knowledge gained to their administrative and support activities.

Most lean initiatives 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.

The Complete Lean Enterprise 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 for applying lean initiatives to the office environment, speeding up administrative workflow, and improving office efficiency.

Highlights include:

- Applying value stream mapping to information management.
- Assessing the current state of the office.
- Identifying office waste.
- Thinking lean at the functional level.
- Designing and achieving your future state office.

“... This book is a must-read for leaders struggling to remove waste, reduce time, and improve responsiveness in white-collar processes. I expect to see well-worn copies of *The Complete Lean Enterprise* in offices everywhere—it deserves a spot next to *Learning to See*.”

—Peter Ward, Professor of Operations Management, Fisher College of Business, Ohio State University



ISBN 978-156327301-8 | 2004 | 160 Pages | Soft Cover | Cat.# PP7301 | **\$45.00 US / £23.99 UK**

See Drew Locher's New Book on Page 39!

Value Stream Management DVD

Eight Steps to Planning, Mapping, and Sustaining Lean Improvements

Created by Don Tapping, Tom Fabrizio, and the Productivity Press Development Team

This video series teaches you the complete system for creating and applying a systematic process for the implementation of lean manufacturing. You will be able to train lean teams in the process and begin using it immediately.

You will see value stream management in action at **The Wiremold Company, Pella Windows, Mercedes Benz, and Thetford Corporation**. Employees at these companies will share their personal experiences in implementing lean.

A unique feature of this video training package is a simulation case study of Premiere Manufacturing Company, which is a composite of actual company experiences. As you apply each step in Value Stream Management to the Premiere Manufacturing simulation you and your team will be learning the methods for applying value stream management to your own manufacturing system.



Visit us at
www.productivitypress.com
to view a **FREE DEMO**.

This video set contains:

- 1 DVD • 1 facilitator guide
- 1 participant guide • CD with blank forms and blank map for you to fill out

ISBN 978-156327338-4 | Cat.# PP7338 | **\$1,995.00 US / £999.00 UK**
For VHS Tape Format, Visit Our Website.

If you need additional guides:

Facilitator Guide, Cat.# PP7630 | **\$150.00 US / £79.00 UK**

Participant Guide, Cat.# PP6310 | **\$25.00 US / £13.99 UK**

**SEE OUR VIDEO PREVIEW
POLICY ON PAGE 55**

Value Stream Management

Eight Steps to Planning, Mapping, and Sustaining Lean Improvements

Don Tapping, Tom Luyster, and Tom Shuker

Value stream management simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links metrics with management reporting and the lean tools needed on the manufacturing floor. The final outcome of value stream management is the creation of a complete, visual plan for lean transformation—and mastery of the skills required from implementing that plan. The central feature of **Value Stream Management** 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.

This engaging text provides a complete system for lean implementation. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system.

This guidance will help you to complete your process and sustain it!

Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets.



Bonus CD!

“With its many guidelines, checklists, and case studies, this book is a good resource for developing implementation strategies.”

—Quality Progress, August 2003

“This book has not only helped us implement, but sustain a structured, actionable program.”

—Robert Kramer, Manager, Global Excellence Program, Eaton Corporation, Fluid Power Division.

ISBN 978-156327245-5 | 2002 | 175 Pages | Soft Cover | CD-ROM | Cat.# PP7245 | **\$45.00 US / £23.99 UK**

The Follow-up Book to Value Stream Management!

Creating Your Lean Future State: How to Move from Seeing to Doing

Tom Luyster and Don Tapping

In **Creating Your Lean Future State**, Tom Luyster and Don Tapping detail the implementation of lean after the creation of current and future state maps. Follow the case study of a manufacturing company that has already created a Future State Map, as the authors show step-by-step how to focus on key information, visually manage product flow, and level production.

This workbook:

- Distills a complex lean implementation process into a three-step system: Stabilize, Standardize, Simplify.
- Shows how to apply lean tools in sequence to launch an implementation.
- Pulls together detailed descriptions of lean tools usually found only in separate publications, including demand planning, visual layout, and heijunka.
- Displays all tools and techniques in their proper context.
- Includes a CD with blank worksheets you can use in your own lean implementation.

Get the benefits promised by your future state map and implement a lean system that will stick without backsliding.

“Tom Luyster is a TPS sensei in the truest sense—this book clearly captures the sensei’s advice, not just about what to do, but how to do it.”

—David Mann, Manager, Lean Management and Organization Development Steelcase, Inc.



ISBN 978-1-56327248-6 | 2006 | Soft Cover | 128 Pages | Cat.# PP7248 | **\$45.00 US / £23.99 UK**

Coming In June 2008!

Lean Connections

Making Information Flow Efficiently and Effectively

Chris Harris and Rick Harris

Efficient production is based on timely replenishment; therefore, dependable information flow is an absolute prerequisite to the successful implementation of lean production principles. But while most manufacturing managers understand how to make materials and manpower flow, the flow of information tends to be much more underdeveloped.

Lean Connections: Making Information Flow Efficiently and Effectively starts by detailing information flow from the end customer through materials control to the production floor. Next, it explains how to make information flow on the production floor at the operator, team, and value stream level. From there the authors proceed to show how to make information flow from the production floor through the extended value stream.

This Book:

- Explains the role of information flow in lean production
- Demonstrates successful information flow from both directions
- Details information flow across all participants on the production floor
- Illustrates human factors as well as the applications of technology



ISBN: 978-156327-374-8 | 2008 | 125 Pages | Soft Cover | Cat.# PP7374 | **\$45.00 US / £23.99 UK**

New!

Creating the Ultimate Lean Office

A Zero-Waste Environment with Process Automation

Raymond S. Louis

Manufacturing and service related businesses are heavily dependent on office and administrative processes, which can add up to 60% of all costs associated with meeting customer demand. Applying lean techniques to the office must begin with a new definition of waste, backed by a set of techniques designed to eliminate waste and streamline nonvalue-adding activities.

In **Creating the Ultimate Lean Office**, the definition of waste in the office goes one step further than the lean manufacturing definition, because any office activity that adds value or is necessary to perpetuate the business is considered waste if it is still manually performed although it can be cost-effectively automated. The technique employed to eliminate this waste of manually performing required activities is referred to as administration automation. It permits users to design processes to meet the needs of their environments, which are then automated without, in the majority of cases, changing source code.

This book:

- Introduces the challenges of attempting to apply current methodologies to create a lean office. It then provides the foundation and framework necessary to understand lean office tools that can eliminate waste and elevate the administration office from simply performing tasks to performing strategic-level activities.
- Describes in detail the system enhancement options that you can employ in automating the newly created lean processes developed by the business process improvement team.
- Specifies the "Seven Steps of Administration Automation" and explains in detail each of these steps necessary for creating a lean office with illustrative examples.

This book, in the hands of a business process improvement team applying due diligence, can create a lean office that can compete vigorously against the best organizations in the world.

"We engaged Raymond Louis after taking a plant tour of one of his implementations. We applied his lean office methodologies to two separate businesses each resulting in significant improvement in speed, accuracy and costs as it pertained to the office. The side benefits of the methodologies employed also resulted in significant inventory reductions and reaction capability to customer demand of our product. We found the lean office approach of Raymond Louis to be both innovative and effective."

—Ken Burke, President, CMS Products



ISBN 978-156327371-1 | 2007 | Soft Cover | 160 Pages | Cat.# PP7371 | **\$45.00 US / £23.99 UK**

New!
The Kaizen Event Planner

Achieving Rapid Improvement in Office, Service, and Technical Environments

Karen Martin and Mike Osterling



The Kaizen Event Planner is a practical, how-to guide for planning and executing Kaizen Events in non-manufacturing settings, and conducting post-Event follow-up to sustain the changes made. Geared to continuous improvement professionals and leadership within the office areas of manufacturing, the service sector and knowledge-worker environments, this book provides the methodology and practical tools for generating measurable results, while building a motivated workforce and laying the foundation for continuous improvement.

This workbook:

- Highlights the key success factors for holding Kaizen Events in non-manufacturing environments.
- Provides readers with a set of interactive, Excel-based tools, which serve as standard work for planning and executing Kaizen Events and conducting post-Event follow-up.
- Introduces **Metrics-Based Process Mapping**—a tactical-level mapping tool that enables process designers to make effective, data-based decisions regarding waste elimination—and measure the success of their improvement efforts.

The Kaizen Event Planner provides those responsible for improving office, service, and technical processes with the skills to effectively scope the activity, engage the right people, and facilitate successful Events!

“Karen Martin and Mike Osterling take all the questions and potential confusion out of planning, conducting and following-up on a Kaizen Event. With thorough explanations on the development of the Kaizen Charter, to everyone’s roles and responsibilities and more, The Kaizen Event Planner is the “new” standard work for rapid improvement events in administrative / office environments. The authors are careful to capture those subtle, yet important differences between the factory floor and the office, and driving and accepting change for the better. The Kaizen Event Planner is a must have for any truly lean practitioners’ library.”

—Jerry M. Wright, P.E., Director
 Corporate Quality Assurance & Operational Excellence, DJO, LLC

“Karen Martin is the consultant and mentor that helped us launch our Lean journey, and we have been amazed with some of the lofty process improvements that have been achieved after less than two years of using Lean. Once “waste” is clearly identified and resources can be reallocated to portions of the processes that do add value in the eyes of the customer, the passion for continual improvement becomes contagious. This book will be of great benefit to any leader in the planning of Kaizen events, and I plan to purchase a copy for each of our managers and lean facilitators.”

—Chat Norvell, President & Chief Executive Officer, CarePartners

ISBN 978-1-56327-351-3 | 2007 | Soft Cover | 240 Pages
 Cat.# PP7351 | **\$50.00 US / £26.99 UK**

Coming in May 2008!
Metrics-Based Process Mapping

An Excel-Based Solution

Karen Martin and Mike Osterling



Metrics-Based Process Mapping

(MBPM) is an Excel-based system for electronically documenting current and future state metrics-based maps. This mapping approach, which combines the functional orientation of swim lane-style process maps with the metrics aspects of value stream mapping, is used to analyze and design processes at a microlevel and generally occurs after a value stream map has been constructed. Although the MBPM activity is most commonly used during Kaizen Events, it can serve as a standalone improvement tool anytime you need to eliminate waste and enhance quality in a process that crosses several departments.

This tool, which does not require you to have extensive Excel experience, provides not only the means to visually represent your current and improved process flow, but also auto-calculates key metrics that reflect the quantifiable benefits of the improved state.

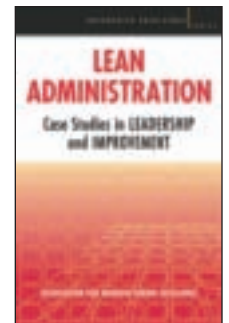
Included on the CD is a User’s Guide, which details how to use the tool, and a How-to Guide, which presents an overview of process mapping.

For use with PCs only.

ISBN 978-1-56327380-3 | 2007 | CD | Cat.# PP7380
\$149.00 US / £77.99 UK

NEW!
Lean Administration
 Case Studies in Leadership and Improvement

Association of Manufacturing Excellence (AME)



AME’s **Target Magazine** has a well-established reputation for detailed case studies of companies adopting lean strategies. These case studies are now available in a well-organized **Enterprise Excellence**

Series, to tap the ongoing desire for information about what other companies are doing to implement lean.

To satisfy the growing interest in applying lean to non-manufacturing operations, this first volume of the series covers the implementation of lean to administrative and office applications.

Highlights include:

- Practical, in-depth description of lean office implementations, most of which have not been described in other publications.
- Responds to reader desire for real-world lean office information.
- Case Studies are categorized in three areas: Leadership, Organization and Training; Improving Processes; and Lean in Healthcare, making it easy to track down the type of information desired.

ISBN: 978-156327-3667 | 2007 | soft cover | 144 pages
 Cat.# PP7366 | **\$20.00 US / £10 .99 UK**

Flow in the Office

Implementing and Sustaining Lean Improvements

Carlos Venegas

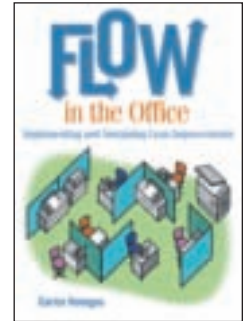
For many years, Lean initiatives have generated staggering improvements on the shop floor. Currently, however, many managers and business leaders now want these Lean benefits incorporated into nontraditional environments such as service and transactions. This book shows you how to practically translate and transition lean manufacturing principles into the office.

In **Flow in the Office**, Carlos Venegas confirms that the competitive advantage will go to those who manage information and knowledge most effectively and efficiently. It is not enough to be a Lean Manufacturer—you need to be a Lean Business, and that includes your back office, your front office, and your corner office.

This book will teach you how to:

- Bring the best of Lean into all of your office activities.
- Leverage the assets that you already have—honing them and bringing them to bear in support of your business strategy.
- Conduct an office kaizen event where office automation is a key component.

The author has translated the language of Lean Manufacturing into the language of Lean Office Flow, bringing bits, bytes, and conversations into the concrete world of process improvement.



ISBN 978-1-56327-361-1 | 2007 | Soft Cover | 128 Pages | Cat.# PP7361 | **\$35.00 US / £18.99 UK**

5S for the Office

Organizing the Workplace to Eliminate Waste

Tom Fabrizio and Don Tapping

Although office and administrative activities are usually 60% of the production costs in most manufacturing organizations, these areas often get excluded during Lean initiatives. To achieve Lean, office activities must fully support shop floor manufacturing operations to eliminate waste. The adoption of 5S throughout all office and administrative functions is the first step to increase efficiency.

In **5S for the Office**, Tom Fabrizio and Don Tapping bring the concepts of the 5S System—effective tools for the elimination of waste on the shop floor—into the office environment. The activities at the heart of **5S for the Office** (organizing, ordering, cleaning, standardizing, and sustaining all of these) are completely logical. They are the basic rules for managing any effective workplace. However, it is the systematic method with which the 5S system approaches these activities that makes it unique.

This book is a blueprint for building a Lean foundation for your office, and:

- Provides detailed step-by-step implementation on how to apply 5S to your office activities.
- Includes forms, worksheets, and photos that will allow you to “see” the value of 5S, thereby increasing sustained support of the implementation. The accompanying CD contains blank versions of many of the worksheets that appear throughout the book.
- Can be used as a training and implementation manual.

Readers of this book can immediately apply the concepts of 5S to their office and administrative activities, resulting in the elimination of waste, reduced production costs, and increased profits.



ISBN 978-1-56327318-6 | 2006 | Hard Cover | 224 Pages | Cat.# PP7318 | **\$45.00 US / £23.99 UK**

The Lean Office: Collected Practices and Cases

Productivity Press

Companies interested in lean office issues typically desire two types of information: They want to know how to apply lean methods and tools to the office, and they want to know what other companies have done, how they have done it, what they have achieved and what challenges they faced.

The Lean Office is a compilation of articles previously published in our monthly newsletter, *Lean Manufacturing Advisor*. These articles discuss lean implementations in non-manufacturing operations, from design to processing invoices to customer service. Most articles are written in the form of case studies.

Highlights include:

- Practical, in-depth description of lean implementation, written in a conversational, easy-to-read style.
- A large quantity of case studies unavailable from any other single source.
- Responds to your desire for real-world lean office information.



ISBN 978-156327316-2 | 2005 | 128 Pages | Soft Cover | Cat.# PP7316 | **\$15.00 US / £7.99 UK**

Value Stream Management for the Lean Office Eight Steps to Planning, Mapping, and Sustaining Lean Improvements in Administrative Areas

Don Tapping and Tom Shuker

Administrative functions represent up to 80 percent of the cost of doing business. Eliminating costly waste from administrative and office functions is a great way to increase your profit margin and a vital part of creating a total lean enterprise.

Tapping and Shuker take their Value Stream Management Storyboard and apply its eight-step process in the context of a customer service case study based on an actual implementation. **Value Stream Management for the Lean Office** will provide you with a complete system for lean implementation in the office.

Highlights include:

- A complete case study that highlights the applications of lean in an office environment.
- A thorough overview of basic lean concepts.
- Methods for identifying the administrative activities that need improvement.
- The eight-step process for removing waste and reorganizing workflow for cost effective, efficient operations.
- Guidelines and checklists to help direct and maintain lean improvements.
- A comprehensive lean assessment tool for administrative areas.
- Definitions of common lean terms and concepts.



ISBN 978-156327246-2 | 2003 | 171 Pages | Soft Cover | CD-ROM | Cat.# PP7246 | **\$45.00 US / £23.99 UK**

2008 SHINGO WINNER!

Easier, Simpler, Faster: Systems Strategy for Lean IT

Jean Cunningham and Duane Jones

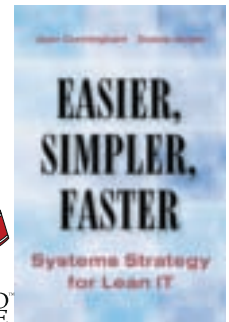
To enhance and sustain its lean journey, a company must implement information systems that fully support and enhance the lean initiative.

In **Easier, Simpler, Faster**, Jean Cunningham and Duane Jones introduce a case study of an actual lean implementation involving an IT system of a mid-size manufacturer, highlighting the IT issues that they faced during their lean transformation.

This compelling book fully explains:

- What your company should do in regard to information systems as it implements lean.
- The changes that will be required in the information system to make it a partner with, rather than a barrier to, your company becoming a lean manufacturer and ultimately a lean enterprise.
- The opportunities that will arise for the information systems team to eliminate waste and apply lean principles in its own operations.

This book will provide you with a broader vision as well as a path to what a lean system environment will look like for your company.



ISBN 978-1-56327-353-7 | 2007 | Hard Cover | 176 Pages | Cat.# PP7353 | **\$32.95 US / £17.99 UK**

Freedom from Command and Control Rethinking Management for Lean Service

John Seddon

“Command and Control is failing us. There is a better way to design and manage work—a better way to make work work—but it remains unknown to the vast majority of managers.”

Freedom from Command and Control, by John Seddon, applies the Toyota Production System (TPS) to service organizations. It explains how the traditional command-and-control management paradigm of top-down decision making has created high costs and poor service quality—managers are left detached from their employees and remote from their operations.

Seddon demonstrates that a change in management thinking, one from decision making based on activity-related measures (such as budgets, standards, and targets) to purpose-related measures (such as putting customers first and improving services) can help managers reconnect with their operations, see the waste caused by the current organization design, and exploit opportunities for improvement.

This book breaks new ground—it posits that the service industry is fundamentally different from manufacturing and shows how TPS principles must be transformed for application in service organizations. Through extensive case material, it explains the difference between command and control and systems thinking and illustrates how the latter leads to improved service, better revenues, lower costs, and higher staff morale.



ISBN 978-156327327-8 | 2005 | 256 Pages | Hard Cover | Cat.# PP7327 | **\$40.00 US / Not Sold in the UK.**

New!

Paradox and Imperatives in Health Care

How Efficiency, Effectiveness, and E-Transformation Can Conquer Waste and Optimize Quality

Jeffrey Bauer

Most hospitals, health systems, and other provider organizations in the U.S. are facing real financial peril. Mounting receivables from high-deductible health plans, financially challenged consumers, continuing cuts in Medicare, and a precarious economic environment suggest that real health care revenue has peaked. With operating costs increasing and critical investments in infrastructure—both physical and virtual—not being made, health care providers must find new ways to survive.

In their groundbreaking collaboration, ***Paradox and Imperatives in Health Care***, award-winning authors Jeffrey C. Bauer and Mark Hagland explain why providers must draw upon internal resources to increase net revenue and provide the quality of care that payers and consumers are demanding. Through numerous case studies, the authors show how pioneering health care organizations are using performance improvement tools—including lean management, Six-Sigma, and the Toyota Production System—to produce excellent services as inexpensively as possible.

This book:

- Shows why hospitals and medical groups must methodically address new political and economic realities that will not be kind to “business as usual.”
- Exposes the abundant waste in health care and applies the economic concepts of efficiency and effectiveness to harness resources that could be redirected to produce less-expensive, top-quality medical care.
- Explains proven processes for performance improvement, including adoption of essential information technologies, that can be borrowed from other industries forced to change in order to stay in business.
- Establishes providers’ internal transformation as a necessary precondition for meaningful health system reform.
- Highlights leadership’s strategic role in restructuring organizational responses to the new imperatives of the medical marketplace.

This book challenges health care leaders to change their status quo mentality and to put their organizations on a positive path...while redirection is still possible.

“This book has just the right combination of empirical research, rigorous methods, and analytical thinking, presented via lucid writing and message clarity, that business people want and need. Most importantly, it provides real-world solutions to control costs and improve quality, recognizing, as the authors wisely write, that ‘Third parties [including employers] are no longer able or willing to subsidize waste in health care.’ Time is running out for change.”

—Helen Darling, President, National Business Group on Health, Washington, DC

ISBN 978-156327-379-7 | 2007 | Hard Cover | 192 Pages | Catalog# PP7379 | **\$39.95 US / £20.99 UK**



New!

The Pittsburgh Way to Efficient Healthcare

Improving Patient Care Using Toyota Based Methods

Naida Grunden

America’s healthcare system needs to change. Not only does our country spend 16% of its gross domestic product on healthcare, but people in the United States are less healthy than in other industrialized countries that spend less. There is a lot of data about what’s wrong with healthcare, but precious little practical, hands-on information about how to fix it.

In ***The Pittsburgh Way to Efficient Healthcare***, Naida Grunden provides a hopeful look at how principles borrowed from industry can be applied to make healthcare safer, and in doing so, make it more efficient and less costly. The book is a compilation of case studies from units in different hospitals around the Pittsburgh region that applied industrial principles successfully, making patients safer and employees more satisfied.

This book:

- Provides case studies describing how the Toyota-based **Perfecting Patient Care SystemSM** works in a healthcare environment.
- Compiles more than 5 years of experiments in several healthcare facilities in the Pittsburgh region.
- Describes the simple, very specific, steps that these facilities have taken to fix their systems—one-by-one solutions to real problems confronting workers in every day settings.
- Describes successes as well as failures and how problems were solved.

ISBN 978-1-56327-367-4 | 2007 | Hard Cover | 192 Pages | Cat.# PP7367 | **\$39.95 US / £20.99 UK**



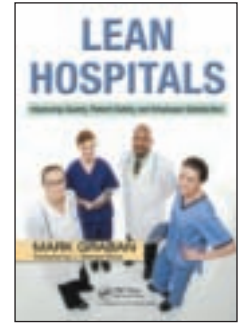
Coming in July 2008!

Lean Hospitals

Improving Quality, Patient Safety, and Employee Satisfaction

Mark Graban

Drawing on his years in manufacturing, Mark Graban explains why and how lean implementation can be used to cut through the morass of inefficiency that has become typical of hospitals. Pointing out how human dynamics in a hospital are similar to those in a factory, Graban separates those issues that can be addressed with lean, from those that can't, and then explains how lean manufacturing staples such as Kanban, Value Stream, and 5S can be practiced in ways that will result in more time treating patients and less time on operational delays. Intended as a guide for hospital administrators, the book elaborates the steps they can take to begin the process of lean implementation.



ISBN: 978-142008-380-4 | 2008 | 250 Pages | Soft Cover | Cat# PP3805 | **\$45.00 US / £23.99 UK**

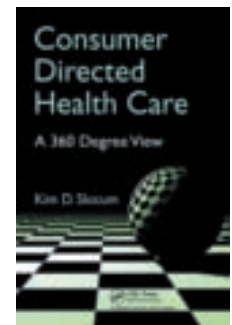
Coming in August 2008!

Consumer Directed Health Care

A 360 Degree View

Kim Slocum

With three decades of experience in a variety of healthcare, pharmaceutical, and biotechnology firms, respected healthcare consultant, Kim Slocum applies a uniquely broad viewpoint to the U.S. healthcare crisis. He discusses how the system has evolved and debunks various myths that continue to persist. Exploring potential solutions, he balances many diverse and conflicting factors, including the movement to make healthcare more patient-centered and the growing trend to transfer significant portions of financial risk to patients via high-deductibles. Slocum closes the book by discussing what a successful consumer-directed system might look like and what steps would be required to make it happen.



ISBN: 978-156327-391-9 | 2008 | 160 Pages | Soft Cover | Cat# PP7391 | **\$55.00 US / £28.99 UK**

A3 Problem Solving for Healthcare

A Practical Method for Eliminating Waste

Cindy LeDuc Jimmerson and Amy Jimmerson

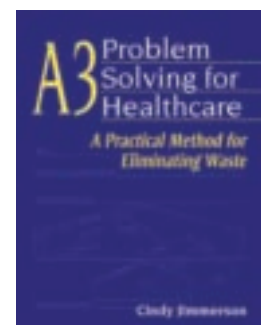
The A3 process is a way to look with "new eyes" at a specific problem identified by direct observation or experience. It offers a structure that begins by always defining the issue through the eyes of the customer.

In **A3 Problem Solving for Healthcare**, Cindy Jimmerson explains an essential tool borrowed from the Toyota Production System that 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 any worker in doing his or her good work.

This compelling book:

- Is written by a recognized industry expert in Lean principles, exclusively for the healthcare market.
- Is a practical, easy-to-use workbook.
- Is illustrated with numerous A3s throughout the development stage.
- Explains how-to extend the VSM philosophy to a more focused perspective.
- Is the first book to extensively explore the value of A3 problem solving tool in healthcare.

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



ISBN 978-1-56327-358-2 | 2007 | Soft Cover | 160 Pages | Cat.# PP7358 | **\$55.00 US / £28.99 UK**

A Best Seller!

5S for Operators: 5 Pillars of the Visual Workplace

Created by the Productivity Press Development Team

5S is the starting point of any on-the-floor improvement activity and the key to successful change. It's about how to create a workplace that is clearly organized, free of clutter, arranged so you can find things, and sparkling clean. This book will teach your workers the basics of 5S: sort, set in order, shine, standardize, and sustain. Filled with illustrations, page headers, chapter summaries, and application questions, there's no reason why learning can't be fun!



“Especially effective in the clarity of presenting 5S. Previously, I didn’t really understand the need for all aspects of 5S, nor did I have the most positive attitude toward it. This book made the need clear to me in a way that connected.”

—Rick Pollett, Maintenance Engineer, The Boeing Co.

“I recommend this book to every supervisor who wants a commonsense, inexpensive method for improving quality, productivity, safety, and morale within their department.”

—Jaymie Randel, Training Coordinator, Douglas & Lomason Co.

ISBN 978-156327123-6 | 1996 | 136 Pages | Soft Cover | Cat.# PP7123 | **\$25.00 US / £13.99 UK**

5 Pillars of the Visual Workplace

The Sourcebook for 5S Implementation

Hiroyuki Hirano

In this important sourcebook, JIT expert Hiroyuki Hirano provides the most vital information available on the visual workplace. He describes the 5S's: in Japanese they are seiri, seiton, seiso, seiketsu, and shitsuke (which translate as organization, orderliness, cleanliness, standardized cleanup, and discipline). Hirano discusses how the 5S theory fosters efficiency, maintenance, and continuous improvement in all areas of the company, from the plant floor to the sales office.



ISBN 978-156327047-5 | 1995 | 377 Pages | 218 Figures | Case Studies | Illustrations | Tables | Photos | Index | Hard Cover | Cat.# PP7047 | **\$90.00 US / £47.99 UK**

The 5S Pocket Guide

Jim Peterson & Roland Smith, Ph.D.

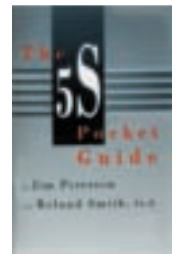
This pocket guide is designed to enhance awareness of the principles behind the 5S system and identify the impact the 5S's have on improving efficiency and promoting a safe working environment. In a condensed version, the pocket guide outlines a disciplined methodology for implementing 5S.

The book is organized around a six-step method:

- Planning a course of action.
- Educating the work group.
- Evaluating the work area.
- Initiating the 5S's.
- Measuring the results.
- Maintaining 5S activities.

The benefits of the 5S system are numerous and include: reduced cycle time, increased floor space, reduced lead times, reduced training cycles, lowered accident rates, enhanced communication, and reduced inventory.

Give this handy pocket guide to all your employees to build 5S awareness throughout your plant.



ISBN 978-052776338-1 | 1998 | 58 Pages | Pocket-Sized | Cat.# PP6338 | **\$6.95 US / £3.99 UK**

The 5S System DVD Workplace Organization and Standardization

Created by Tel-A-Train and the Productivity Press Development Team

Productivity Press is proud to present this video training series on the 5S System—five powerful workplace principles that are the foundation for any plant floor competitive initiative. Actual examples from leading U.S. companies show firsthand how the 5S System removes safety hazards and improves work flow, while reducing defects, unplanned downtime, and in-process inventory. What's more, 5S activities engage teams in controlling basic conditions in their own work areas, and energize them for continuous improvement of the work environment.

Whether your focus is lean production, total productive maintenance, or total quality, a clean, well-organized workplace is essential for high performance manufacturing. **The 5S System DVD** provides you with practical techniques that make it possible to maintain a user-friendly, customer-pleasing workplace.

Key Features of Video Training:

- Just-in-time training gives information just as it is needed.
- Video takes a hands-on approach.
- Actual implementation and examples from leading U.S. companies show teams how to apply 5S correctly.
- Insights from 5S champions and implementers let workers learn from those who have done it.
- Supporting materials keep each team member actively involved.
- Maintains momentum and enthusiasm for the lean transformation between sessions with change agents or consultants.

ISBN: 978-142007-583-0 | Cat.# PP5837 | **\$1,995.00 US / £999.00 UK**

Additional Guides: Facilitator's Guide - Item # PP5942 | **\$150.00 US / £79.00 UK**

Participant's Guide - Item# PP5861 | **\$25.00 US / £13.99 UK**

Also Available: The 5S System: An Introduction DVD will answer the most common questions about 5S. In DVD Cat.# PP5934 | **\$495.00 US / £260.00 UK**. For VHS Tape Format, Visit Our Website.



Visit us at
www.productivitypress.com
to view a **FREE DEMO**.

**SEE OUR
VIDEO PREVIEW
POLICY ON PAGE 55**

The 5S System DVD Includes:
1 DVD

1 Facilitator's Guide to support team leaders in facilitating a 5S implementation team.

1 Participant's Guide with summaries and worksheets. Purchase additional copies for each team member.

5S for Operators Learning Package Workplace Organization and Standardization

Created by the Productivity Press Development Team

This Learning Package is designed to give your company everything you need to lead an employee learning group in understanding the concepts and tools in *5S for Operators*.

Learning Package Special Features:

- Designed to give team leaders everything necessary to facilitate study groups.
- Encourages workers to become actively involved in their own learning.
- Prepares operators to participate in company improvement efforts.

ISBN 978-156327124-3 | 1996 | Cat.# PP7124 | **\$375.00 US / £199.99 UK**



This Learning Package Includes:

- Leader's Guide
- 5 copies of 5S for Operators
- More presentation materials on CD
- 1 copy of the classic book: 5 Pillars of the Visual Workplace

The Visual Factory: Building Participation Through Shared Information

Michel Greif

Visual controls can be the most powerful tool at your disposal in your quest for greater efficiency, quality, productivity and safety. **The Visual Factory** will teach you how to communicate these invaluable work standards and instructions using visual production controls such as kanban cards, shadow boards, standardized work charts, one-point lessons and many more.

If you're aware of the tremendous improvements achieved in productivity and quality as a result of employee involvement, then you'll appreciate the value of creating a visual factory. This book explains why conventional work areas, where fragmented information flows from "top to bottom," must be replaced by the visual workplace, where information flows in every direction. It details how visual management can make the factory a place where workers and supervisors freely communicate so that every employee can take improvement action.

A valuable resource for plant, operations, and human relations managers, this text discusses how successful companies develop meeting and communication areas, communicate standard production controls such as kanban, and make goals and progress visible. With over 200 diagrams, photos and illustrations, *The Visual Factory* shows and tells you about the powerful visual techniques that have been so successful around the world.



ISBN 978-091529967-6 | 1991 | 305 Pages | 128 Figures | Photographs | Index | Hard Cover
Cat.# PP9967 | **\$60.00 US / £31.99 UK**

Made-to-Order Lean: Excelling in a High Mix, Low Volume Environment

Greg Lane

Greg Lane posits that the methods and tools of the **Toyota Production System** and other lean principles, which have rendered remarkable results in high-volume manufacturing plants, have not been fully understood and correctly applied in high-mix, low-volume environments. Instead, practical adaptations and alternate methods must be embraced in a low-volume environment.

Made-to-Order Lean is specifically aimed at manufacturers that have hundreds to thousands of active part numbers, with few (or none) of these parts having ongoing forecasted volumes, and job shops that build only to order. The primary focus is eliminating non-value added activities and instituting improvements on the most repetitive jobs—this strategy gives you more time to produce your low-volume work or one-offs.

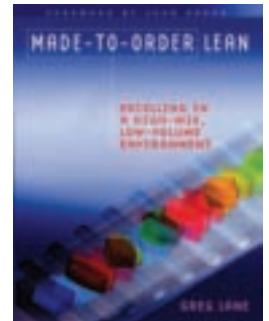
This workbook:

- Is based on Toyota methodology and explains critical adaptations to high-mix, low-volume manufacturing.
- Is fully illustrated with charts and pictures from successful applications in low-volume environments.
- Talks to the reader in a simple, logical fashion that clearly advocates the need to change and the benefits of the lean transformation.

This book is written for plant managers, manufacturing managers, and lean practitioners who find difficulty in applying lean principles in their low-volume plants.

"This book is an excellent resource for applying lean principles to the complex topic of high-mix, low-volume manufacturing, and is core reading material for those implementing a lean manufacturing system in this environment."

—Paul A. Brent, General Director—Global Supplier Quality and Development, Delphi Corporation



ISBN 978-1-56327-362-9 | 2007 | 224 Pages | Soft Cover | Cat.# PP7362 | **\$50.00 US / £26.99 UK**

Lean Assembly: The Nuts and Bolts of Making Assembly Operations Flow

Michel Baudin

Lean Assembly is a guided tour of lean manufacturing techniques applied to existing or newly designed assembly facilities. By incorporating many photographs, figures, and tables, the author illustrates the improvements and provides factory personnel engaged in lean initiatives with ideas, solutions, and analytical tools. With examples drawn from several industries, *Lean Assembly* covers the engineering of assembly operations through:

- Characterizing the demand in terms of volume by product and product family, component consumption, seasonal variability and life cycle.
- Matching the physical structure of the shop floor to the demand with the goal of approaching takt-driven production as closely as possible.
- Working out the details of assembly tasks station by station, including station sizing, tooling, fixturing, operator instructions, part presentation, conveyance between stations, and the geometry of assembly lines as a whole.
- Incorporating mistake-proofing, successive inspection, and test operations for quality assurance.

ISBN 978-156327263-9 | 2002 | 291 Pages | Hard Cover | Cat.# PP7263 | **\$55.00 US / £28.99 UK**



**An Industrial
Engineer Magazine
2003 Engineer's
Bookshelf selection!**

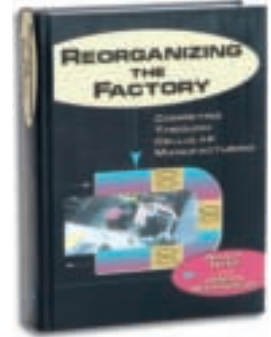
Reorganizing the Factory: Competing Through Cellular Manufacturing

Nancy Hyer & Urban Wemmerlöv

Reorganizing work processes into cells has helped many organizations improve lead times, lower costs, and increase quality and competitiveness. The ultimate success or failure of cellular manufacturing depends on deciding where cells fit into a specific organization, and then applying the know-how to effectively design and implement them. Integrating shopfloor experience with careful scholarship, *Reorganizing the Factory* presents a thoroughly researched, comprehensive discussion of what Hyer and Wemmerlöv call the cell advantage.

Unique in the literature, *Reorganizing the Factory* includes a focus on managerial issues that go along with organizing work into cells. These issues are often overlooked in the planning process, yet they can occupy more of the implementation time than do the technical aspects of forming cells.

This comprehensive “life cycle” approach takes students of cells from basic concepts of cells through the process of justifying, designing, implementing, operating, and improving this new type of work organization.



ISBN 978-156327228-8 | 2001 | Over 200 Figures & Tables | 784 Pages | Hard Cover | Cat.# PP7228 | **\$100.00 US / £52.99 UK**

Beyond the Theory of Constraints How to Eliminate Variation & Maximize Capacity

William A. Levinson

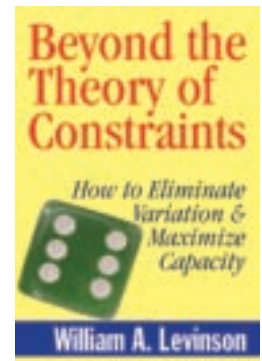
The basic principle of the **Theory of Constraints (TOC)** is the impossibility of running a balanced factory at 100 percent capacity. Variation in processing and material transfer times is the root cause of longer cycle times and higher inventories, which can hinder the ability to run the factory at full capacity.

In *Beyond the Theory of Constraints*, William Levinson challenges this basic principle by stating that variation in processing and material transfer times comes from special or assignable causes that can be eliminated through traditional quality management techniques. Even random or common cause variation can be suppressed through lean manufacturing methods.

This compelling book:

- Gives a complete overview of the Theory of Constraints and its impact on engineering and managerial economics.
- Illustrates the effect of variation in processing and material transfer times, and shows why this variation prevents achievement of 100 percent utilization.
- Describes methods for reducing variation in processing and material transfer times.
- Discusses methods for increasing productivity and reducing cycle times—these are useful for elevating the constraint (increasing its capacity) and reduce variation.

This book will teach business executives, managers, and technical professionals, including quality and manufacturing engineers, how to identify and remove variations and maximize capacity to achieve bottom-line results.



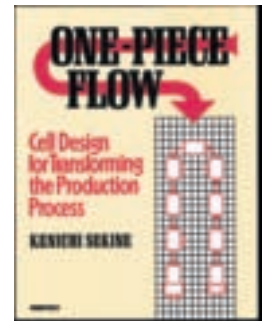
ISBN: 978-156327-3704 | 2007 | Hard Cover | 166 Pages | Cat.# PP7370 | **\$40.00 US / £21.99**

One-Piece Flow Cell Design for Transforming the Production Process

Kenichi Sekine

How do you restructure a traditional assembly production line into a one-piece flow operation based on the demands of the marketplace?

By reconfiguring your traditional assembly lines into production cells based on one-piece flow, you can drastically reduce your lead time, staffing requirements, and number of defects. Kenichi Sekine studied under the late Shigeo Shingo and is responsible for many recent advances in the deployment of the Toyota Production System in Japan. In this comprehensive book, Sekine provides an in-depth examination into the why's and how's of the restructuring process. Sekine begins by delving into the basic principles of process flow building, then offers detailed case studies of how various industries designed unique one-piece flow systems (parallel, L-shaped, and U-shaped floor plans) to meet their particular needs. *One-Piece Flow* describes each step in the process of establishing one-piece flow and provides ample “test your skills” worksheets that guide you through the solution of problems.



ISBN 978-156327325-4 | 1992 | 308 Pages | 199 Figures | Index | Soft Cover | Cat.# PP7325 | **\$55.00 US / £28.99**

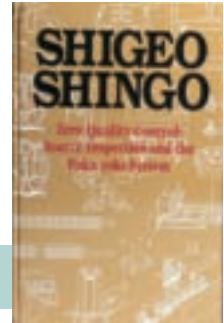
Zero Quality Control

Source Inspection and the Poka-yoke System

Shigeo Shingo

A combination of source-inspection and mistake-proofing devices is the only method to get you to zero defects. Shigeo Shingo shows you how this proven system for reducing errors to zero, turns out the highest quality products in the shortest period of time. This book provides 112 specific examples of poka-yoke devices on the shop floor, most of them costing less than \$100 to implement.

ISBN 978-091529907-2 | 1986 | 328 Pages | 183 Illustrations | Index | Hard Cover
Cat.# PP9907 | **\$80.00 US / £42.99 UK**



Poka-Yoke

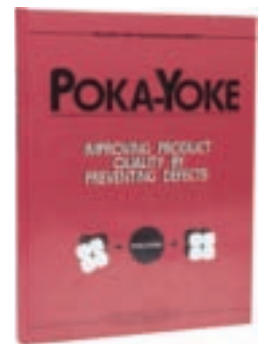
Improving Product Quality by Preventing Defects

Nikkan Kogyo Shimbun, Ltd., and Factory Magazine (eds.)

If your goal is zero defects, here is the book for you—a completely illustrated guide to poka-yoke (mistake-proofing) for supervisors and shop floor workers. Poka-yoke ideas result in better product quality, and greater participation by workers in efforts to improve processes, products, and the company as a whole. This book is an encyclopedia of poka-yoke devices, presented as 240 one-page summaries with statements of the problem and the poka-yoke solution. Indexes provide an easy way to find the solution to a particular production problem.

Contents:

Overview; Processing errors; Assembly errors; Mounting errors; Inclusion of wrong items; Insertion errors; Assembly omissions; Processing omissions; Measurement errors; Dimensional errors; Omissions of operations; Operations errors; Pasting/labeling errors; Inspection errors; Wiring/contact errors; Painting errors; Printing errors; Misalignment; Set-up errors; Packing/wrapping errors; Mismatched jigs and dies; Rinsing errors; Misc. problems



ISBN 978-091529931-7 | 1989 | 295 Pages | 22 Figures and Tables | 240 Examples and Cartoons | Index | Hard Cover
Cat.# PP9931 | **\$75.00 US / £39.99 UK**

Mistake-Proofing for Operators

The ZQC System

Created by the Productivity Press Development Team

Based on Shigeo Shingo's best-selling book *Zero Quality Control: Source Inspection and the Poka-Yoke System*, this *Shopfloor Series* book teaches you the basic principles of mistake-proofing. Written in an easily accessible format, you will learn how zero quality control and mistake-proofing devices strive to eliminate errors in manufacturing. Since it is human nature to make mistakes, you don't blame people for errors with ZQC, but instead you find ways to keep errors from becoming defects.

With this book, you introduce frontline workers to the basic methodology and important aspects of ZQC; your guide to satisfied customers.

"This book, with its unique approach to learning, allows individual employees to understand and apply the critical discipline of mistake-proofing to accomplish the goal of zero defects."

—Gifford Brown, Plant Manager, Ford Motor Company, Cleveland Engine Plant 2



ISBN 978-156327127-4 | 1997 | 92 pages | Soft Cover | Cat.# PP7127 | **\$25.00 US / £13.99 UK**

Make No Mistake!: An Outcome-Based Approach to Mistake-Proofing

C. Martin Hinckley

If you work for a company that emphasizes traditional quality control methods, it's unlikely that you've seen defects eliminated despite your substantial efforts. **Make No Mistake!** clarifies the reasons why such traditional methods fail and shows how world-class quality can be achieved at a fraction of the cost through mistake-proofing—the practice of controlling virtually every source of potential errors.

Author C. Martin Hinckley has gathered here—for the first time in a single source—the best methods for reducing complexity, variation, confusion, and the other root causes of defects. The centerpiece of the book is an outcome-based classification system for mistake-proofing that focuses on preventing rather than detecting defects. As the author states, “The great value of mistake-proofing is that, independent of the cause, psychological factor, production stage, or potential consequences, it blocks or warns about an undesired outcome at a point in the process when the consequences can be minimized.” Undesired outcomes include omitted parts, parts placed in the wrong orientation, and the use of incorrect information, among others thoroughly categorized by the author.

When mistake-proofing practices are sorted according to specific outcomes, more similarities emerge in both the problems and the control methods than when organized by any other approach. This technique provides the fastest, easiest means for identifying alternative mistake-proofing concepts.

Because mistake-proofing is a skill that improves through familiarity with previous solutions, Hinckley's new classification system is the key to rapidly finding outstanding solutions to current problems on the shop floor.

Make No Mistake! includes:

- Over 200 mistake-proofing examples from varied industries.
- Easy-to-use mistake-proofing documentation forms you can use on the job.
- Introduction to principles of mistake proofing and design for assembly.
- A quick, step-by-step methodology for developing superior mistake-proofing concepts.
- Listing of select suppliers of mistake-proofing devices.



“Dr. Hinckley's book *Make No Mistake!* attacks important quality issues and his approach to mistake-proofing is very unique. This is a must-read book for any corporation that wants to stay competitive. I would suggest it for all managers regardless of their discipline.”

—Ralph Frye P.E., Director Business Development, Speastech, Inc.

ISBN 978-156327227-1 | 2001 | 400 Pages | Index | Hard Cover | Cat.# PP7227 | **\$80.00 US / £42.99 UK**

QUICK CHANGEOVER / SMED

Quick Changeover Simplified

The Manager's Guide to Improving Profits with SMED

Birmingham and Jim Jelinek

Quick Changeover Simplified, by Fletcher Birmingham and Jim Jelinek, is for companies that must implement a quick setup and changeover program, but aren't sure how to start.

The authors will walk you through the process of implementing a mini setup reduction program with some quick changeover tools and concepts that won't overwhelm you. When you start seeing the results and you're ready to implement a full-scale program, they'll take you through an eight-step process that's easy to understand.

This compelling book is:

- A quick start guide that is concise and easy read.
- Written for those who understand the benefits of SMED but don't know how to start.
- Designed so that you can read it when you have only a few minutes to spare.
- Distinctive in that all the examples, including the ROI statistics, are real—companies have successfully used all the strategies and tools discussed.



“This book is very insightful and informative for those who want to stay ahead of their competition. It is very easy to read, concise, and straight to the point—making excellence seem easy and seamless.”

—Sasicha Wongchai, PhD, College of Graduate Business, University of Phoenix—Cleveland Campus

“The SMED program has helped us realize greater manufacturing flexibility in the Molding area and all the associated benefits: lower inventory, shorter lead times and responsiveness to our internal and external customers.”

—Linus Biliunas, Director, Manufacturing Operations, Kinetico Incorporated

After you've read this book, learned the basics, and have successfully implemented a quick setup and changeover program, you'll see the results in shorter downtime and increased profits for your organization.

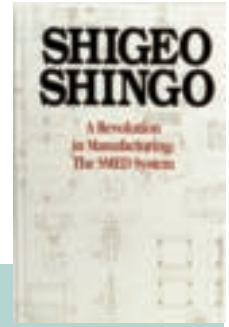
ISBN 978-1-56327-349-0 | 2007 | Soft Cover | 128 Pages | Cat.# PP7349 | **\$30.00 US / £15.99 UK**

A Revolution in Manufacturing: The SMED System

Shigeo Shingo; translated by Andrew P. Dillon

SMED is short for "Single-Minute Exchange of Die." The "single" here means a single-digit number of minutes—less than ten! The SMED approach is simple, universal and works in companies all over the world. Although it was first used in die manufacturing, the basic principles of SMED have been used to reduce setup and turnaround time in all types of assembly and service industries, from process and packaging plants to airlines. SMED, or quick changeover, is the single most powerful tool for JIT production. Written by the industrial engineer who developed SMED for Toyota, this book provides complete and detailed instructions for transforming a manufacturing environment to speed up production and make small-lot inventories feasible. Includes 12 chapter-length case studies.

ISBN 978-091529903-4 | 1985 | 383 Pages | 274 Figures | Hard Cover
Cat.# PP9903 | **\$80.00 US / £42.99 UK**



Quick Changeover for Operators The SMED System

Created by the Productivity Press Development Team

Quick Changeover for Operators, based on Shigeo Shingo's best-selling *A Revolution in Manufacturing: The SMED System*, teaches frontline employees the techniques and approaches that turn hours of changeover time into minutes, even seconds. The book demonstrates the importance of separating internal from external set-up, as well as tools needed to achieve this goal.

The book begins with the education process that will support training on quick changeover. The learning format in the *Shopfloor Series* makes this powerful technique accessible to the entire workforce. Organized like the other books in the series, *Quick Changeover for Operators* contains chapter overviews, margin icons that highlight key learning points, drawings and illustrations, and reflection questions throughout the book that help readers apply the concepts.



ISBN 978-156327125-0 | 1996 | 89 Pages | Soft Cover | Cat.# PP7125 | **\$25.00 US / £13.99 UK**

The Winner's Circle DVD

Featuring Indianapolis 500 winners Danny Sullivan and Rick Mears, this highly motivational video introduces the quick changeover technique invented in Japan. The video compares the way a racing pit crew functions to a die changeover team in a manufacturing environment. It shows how both must function as a cohesive unit to succeed.

The **Winner's Circle DVD** takes you inside a company that reduced die-changeover from over two hours to under five minutes. The video is an excellent way for you to introduce quick changeover techniques to your employees. The video is fast paced and explains the basic concepts of teamwork in a die-exchange.

The video interviews pit crew members and engine designers as well as press operators and quality managers in a production plant. If you want to motivate and educate your employees, you need this video in your company.



Now in DVD: Run time 20 minutes, 1 DVD | Cat.# PP7633 | **\$195.00 US / £103.00 UK**

Custom Kanban

Designing the System to Meet the Needs of Your Environment

Raymond Louis

In **Custom Kanban**, Raymond Louis helps you to develop and implement a correct and successful kanban system by selecting appropriate kanban techniques based on the specific environmental factors and needs of your company.

This compelling book:

- Fully details each respective kanban technique and includes a description of the environment it is intended to serve. You then select the technique for consideration if the environment described matches your own environment.
- Explains more than 20 design options and associated replenishment techniques so that you can custom fit your kanban system.
- Is the only text that thoroughly deals with both the design and implementation of a kanban system—all in a single source.

This book will provide you with design options and implementation methods so that you can create and apply your own unique—and successful—kanban system.



“This is the first kanban book I have read which clearly understands that there is a significant difference between environments. This book is highly innovative, insightful, and clearly written by an author who has years of implementation experience.”

—Terry O’Neill, Vice President, Operations, CMS Products

“Raymond Louis’ book goes beyond just explaining the obvious benefits of kanban. It delves into the actual design of the kanban system, not treating it as a one-size-fits-all tool.”

—Gregory J. Cousins, Lean Champion, Emerson Network Power

“Custom Kanban captures the opportunities and implementation challenges in the process of transforming to a Lean Supply Chain.”

—Mark H. Kohler, Vice President, Manufacturing, Snap-On Tools

“Custom Kanban is an essential book for those in charge of implementing kanban at their company for the 1st time or for the tenth time. Ray Louis does an exceptional job of dispelling the myths about kanban and giving guidelines to shape kanban to fit any company’s needs. I found the methodical approach to designing a useful kanban system both instructive and easy to apply.”

—Donald Montrose, Production Manager, Catalytic Solutions, Inc.

“Exceptionally comprehensive and detailed ... The approach in this book is unique in that it does not force the practitioner to change their environment, but it provides detailed action plans for implementation in multiple environments.”

—Henry M. Lee, Manager, Operations, Gulf States Toyota

ISBN 978-1-56327345-2 | 2006 | 256 Pages | Hard Cover | Cat.# PP7345 | **\$45.00 US / £23.99 UK**

Lean Logistics: The Nuts and Bolts of Delivering Materials and Goods

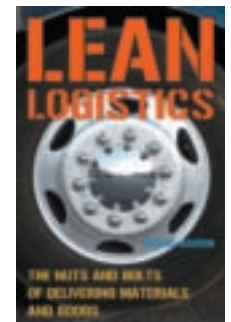
Michel Baudin

- Are your warehouses full while production is stopped by shortages?
- Do you know what you have, and when the next replenishments will come?
- Do your customers complain that your lead times are too long and that your deliveries are late?
- Does the volume of your logistics activity vary erratically?

Lean Logistics, by Michel Baudin, addresses these issues, both the physical infrastructure of lean logistics and the information flows that compose its nervous system, as well as innovative approaches to supplier relations. Find out how to avoid shortages while maintaining low inventories and take advantage of the increased capacity and flexibility generated through lean manufacturing.

This book picks up where the author’s previous book, *Lean Assembly*, left off—it clearly discusses and illustrates how to deliver parts efficiently to assemblers, and the correct process for finished goods after completion.

Lean Logistics completely covers manufacturing logistics, including its interaction with production control.



ISBN 978-156327296-7 | 2005 | 350 Pages | Hard Cover | Cat.# PP7296 | **\$55.00 US / £28.99 UK**

NEW from Auerbach Publications!

Operational Excellence

Using Lean Six Sigma to Translate Customer Value through Global Supply Chains

James William Martin

Presenting 110 key concepts designed to translate the voice of the customer throughout global supply chains, this volume is a practical source of information for organizations seeking to increase productivity and improve shareholder satisfaction. Recognizing that failure is often self-induced through poor leadership and an inability to form and execute a strategic vision, the author shows how to increase global competitiveness through the application of Six Sigma.

The author also details crucial implementations needed for enhanced productivity, while also explaining how to establish seamless information-sharing throughout global supply chains, paying particular attention to the role of IT.



ISBN: 978-142006-250-6 | 2007 | 664 Pages | Hard Cover
Cat. # AU6250 | **\$9.95 US / £48.99 UK**

Kanban for the Shopfloor

The Productivity Press Development Team

The primary benefit of kanban is to reduce overproduction – the most critical of the seven deadly wastes. A kanban system produces exactly what is ordered, when it is ordered, and in the quantities ordered.

Kanban for the Shopfloor is the latest addition to Productivity's *Shopfloor Series*, winner of the Shingo Prize for Manufacturing Research. *Kanban for the Shopfloor* gives your shopfloor workers the information they need to understand, plan, and implement kanban.

Kanban is the name given to the inventory control card used in a pull system. It is essentially a work order that also moves with the material. Each kanban identifies the part or subassembly unit and indicates where each one came from and where each is going. Used this way, kanban acts as a system of information that integrates your plant, connects all processes one to another, and connects the entire value stream to customer demand.

In addition to reducing the waste of overproduction, kanban will help your company increase flexibility to respond to customer demand, coordinate production of small lots and wide product variety, and simplify the procurement process.

"An outstanding battle manual to start implementing kanban."
—Ron Fardell, Director, Lean Manufacturing, GD&X Automotive

ISBN 978-156327269-1 | 2002 | 110 Pages | Soft Cover
Cat.# PP7269 | **\$25.00 US / £13.99 UK**



Kanban: Just-In-Time at Toyota Management Begins at the Workplace (Revised)

Japan Mgmt. Assoc. (ed.)
Translated by David J. Lu

Consumers will buy when they can get top quality at the lowest cost. The Toyota Production System delivers just that. In **Kanban: Just-in-Time at Toyota**, you will see how the source of profit is in the manufacturing process. By creating the world's most efficient production system, Toyota is able to continually prosper while other companies founder. You will learn how through the application of just-in-time (JIT), Toyota is able to bring its inventory down to almost nothing. Using the kanban system, they only withdraw parts and materials at the time needed and in the quantity needed, in fact, just in time.

However, the real secret behind Toyota's success is the unending search for better ways to improve the productivity of the process and the quality of the product. The concepts are applicable to virtually any manufacturing company. The system is both rational and cost-effective. Also implicit is the philosophy of respect for humanity. Shopfloor workers will feel a sense of ownership of their machines and their jobs. Written in an entertaining and easy to understand style, this book is the essential resource for everyone who wants to implement JIT. (Includes additional materials prepared by Yasuhiro Monden, a leading authority on the Toyota Production System.)

ISBN 978-156327218-9 | 1986 | 211 Pages
Hard Cover | 53 Figures and Tables | Index
Cat.# PP9948 | **\$50.00 US / £26.99 UK**



Kanban for the Shopfloor Learning Package

The Productivity Press Development Team

The **Kanban Learning Package** is a hands-on system that provides a method to reduce overproduction and eliminate waste on your shopfloor. The learning package explores the philosophy of kanban, and provides hands-on information for implementing a kanban system.

The Kanban Learning Package includes the following:

- Leader's Guide.
- 5 copies of Kanban for the Shopfloor.
- 1 laminated job aid: A Kanban Implementation Summary.
- 1 copy of the classic book Kanban: Just-In-Time At Toyota, and additional presentation materials on CD.

"It provides everything for company trainers...in an easily accessible curriculum that encourages discussion and fosters understanding."

—Advanced Manufacturing Magazine, October 2003

ISBN 978-156327284-4 | 2003 | Cat.# PP7284
\$375.00 US / £199.00 UK



Lean Supply Chain Management: A Handbook for Strategic Procurement

Jeffrey P. Wincel

Lean Supply Chain Management provides procurement and supplier development professionals with a powerful and profitable method for strategic procurement.

Unlike other strategic procurement guides, *Lean Supply Chain Management* considers an organization's "business condition" as a contributing factor in the development of a procurement strategy. That is, rather than taking a "one-size fits all" approach, the author's more individualized approach illustrates techniques specific to organizations operating in a "standard" environment or "crisis" environment. In addition, *Lean Supply Chain Management* is the only book that incorporates lean methodology as the key factor in its supply chain strategies.

Lean Supply Chain Management provides purchasers and supplier development professionals with the tools needed to transform procurement from a mere cost center to a profit generator.



"Lean supply chain management is a core competency of Toyota and if you are serious about developing this competency I recommend that you read this book."

—Jeffrey K. Liker, Ph.D., Editor, *Becoming Lean*, University of Michigan

ISBN 978-156327296-7 | 2003 | 256 Pages | Hard Cover | Cat.# PP7289 | **\$45.00 US / £23.99 UK**

Implementing a Mixed Model Kanban System

The Lean Replenishment Technique for Pull Production

James Vatalaro and Robert Taylor

A comprehensive and in-depth guide to implementing kanban within the value stream. Its plain-language approach provides step-by-step coverage and guidance of the implementation, metrics, and dynamics of an effective kanban system based on proven, reliable methods honed through years of implementation experience within manufacturing and non-manufacturing environments.

By focusing on a case study of a manufacturing company trying to create and maintain continuous flow in their value stream, Vatalaro and Taylor show the reader how to construct their own kanban process, from beginning to end.

"The book illustrates the step-by-step kanban implementation process through a case study of a fictitious golf club manufacturer...a CD-ROM containing spreadsheets and forms discussed in the text is included!"

—Quality Digest, August 2005



ISBN 978-156327286-8 | 2005 | 125 Pages | Soft Cover | CD-ROM | Cat.# PP7286 | **\$45.00 US / £23.99 UK**

Kanban for the Supply Chain

Fundamental Practices for Manufacturing Management

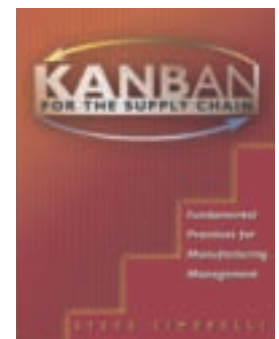
Stephen Cimorelli

This workbook for manufacturing supply chain management (SCM) professionals illustrates how to apply kanban replenishment systems and improve material flow. Those who are now ready to make the conversion from materials requirements planning (MRP) push techniques to kanban pull techniques must read this book!

In *Kanban for the Supply Chain*, Stephen Cimorelli provides SCM teams with a roadmap for installing fundamental kanban concepts—the method is immediately actionable thereby increasing manufacturing productivity and profitability. Through an iterative process of planning, adjusting, and executing, kanban pull techniques keep inventory levels synchronized with demand, and the supply chain synchronized with actual production.

Highlights include: • Kanban and Supply Chain Management foundational concepts and definitions.

• Examples based on actual implementation of kanban in a variety of manufacturing environments. • A graphical model of material replenishment patterns, which is at the heart of kanban. • Key principles for sustaining the kanban system and improving its effectiveness through level-loading. • A CD containing training materials for instructors: Communication notes, exercises, and figures.



ISBN 978-156327314-8 | 2005 | 244 Pages | Soft Cover | CD-ROM | Cat.# PP7314 | **\$45.00 US / £23.99 UK**

The **Insights on Implementation Series** provides a variety of case studies taken from articles previously published in **Lean Manufacturing Advisor**—the monthly newsletter by Productivity Press. **Highlights:** Each book in the series provides practical, in-depth descriptions of their subject matter, many written in a conversational, easy-to-read style—A large quantity of these case studies are unavailable from any other single source!—Responds to your desire for practical, real-world information—Articles are categorized for easy reference.



Lean Culture: Collected Practices and Cases

The focus is on cultural issues, ranging from the role of top management, to training and development of workers and managers, to building buy-in and to sustaining the culture.

ISBN 978-156327-326-1 | 2005 | 150 Pages | Soft Cover | Cat. # PP7326
\$15.00 US / £7.99 UK

Lean Supply Chain: Collected Practices and Cases

Applying lean to the supply chain is a hot topic. While lean operators can produce significant benefits to an organization, the greatest benefits will not be realized unless lean is extended beyond the organization to involve both suppliers and customers.

ISBN 978-156327-330-8 | 2005 | 144 Pages | Soft Cover | Cat. # PP7330 |
\$15.00 US / £7.99 UK



The Lean Office: Collected Practices and Cases

Companies interested in lean office issues typically desire two types of information: They want to know how to apply lean methods and tools to the office, and they want to know what other companies have done, how they have done it, what they have achieved and what challenges they faced.

ISBN 978-156327-316-2 | 2005 | 128 Pages | Soft Cover | Cat. # PP7316
\$15.00 US / £7.99 UK

Visual Tools: Collected Practices and Cases

Visual tools are an essential part of any lean transformation, and the interest in implementing these tools is always strong. Companies want to know what other organizations have done to implement visual tools in their operations, how they have done it, what they have achieved, and what challenges they faced.

ISBN 978-156327-331-5 | 2005 | 144 Pages | Soft Cover | Cat. # PP7331
\$15.00 US / £7.99 UK



TPM: Collected Practices and Cases

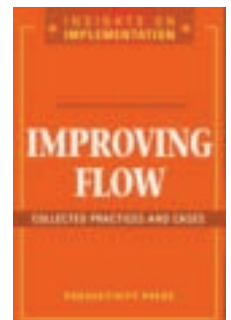
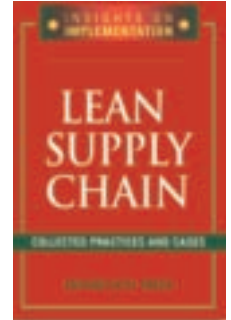
Equipment downtime can bring a lean manufacturing operation to a complete standstill. Total productive maintenance (TPM) is such a fundamental part of becoming lean because a machine failure at one step of a continuous flow process will halt all the steps before and after it. Strategies aimed at eliminating downtime are essential in any operation in which the processes require the use of complex machinery and equipment.

ISBN 978-156327-328-5 | 2005 | 144 Pages | Soft Cover | Cat. # PP7328
\$15.00 US / £7.99 UK

Improving Flow: Collected Practices and Cases

Workflow improvement is a challenge many organizations face in today's marketplace. Once managers have mastered basic visual tools, the need to concentrate on increasing flow becomes clear. Shopfloor and other lean professionals want to know how other companies are implementing and sustaining continuous flow improvement, moving products and services to the customer quicker while eliminating waste and improving profits.

ISBN 978-156327-332-2 | 2005 | 144 Pages | Soft Cover | Cat. # PP7332
\$15.00 US / £7.99 UK



Train Your Workforce with Our Shopfloor Series: Implementation



Autonomous Maintenance for Operators: Introduces operators to equipment maintenance and motivates them to take ownership of their equipment.

Cat.# PP7082 **\$25.00 US**
£13.99 UK

Cellular Manufacturing: Introduces production teams to cellular manufacturing concepts and prepares them to help in the design of new cells.

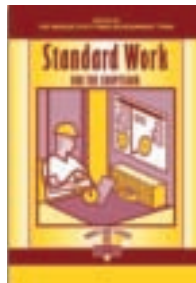
Cat.# PP7213 **\$25.00 US**
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Just-in-Time for Operators: Shares lean manufacturing principles of waste reduction, inventory control, cell layout, & support techniques.

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TPM Team Guide: Emphasizes integration of TPM with production management. Perfect for supervisors, operators, facilitators, and trainers.

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£13.99 UK



Pull Production for the Shopfloor: Gain knowledge that can be used to understand, plan, and implement pull production.

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Standard Work for the Shopfloor: Establishes the best activities and sequence steps to maximize performance and minimize waste.

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Kaizen for the Shopfloor: Takes you through the steps in conducting an effective kaizen event.

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£13.99 UK



Kanban for the Shopfloor: Provides the information needed to understand, plan, and implement kanban.

Cat.# PP7269 **\$25.00 US**
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Identifying Waste on the Shopfloor: An excellent guide to understand, identify, and eliminate waste on the Shopfloor.

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£13.99 UK

Quick Changeover for Operators: Features Shingo's SMED approach for shortening setups and boosting manufacturing flexibility.

Cat.# PP7125 **\$25.00 US**
£13.99 UK

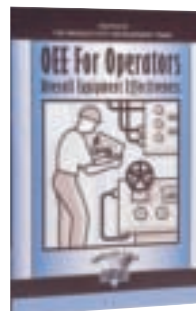
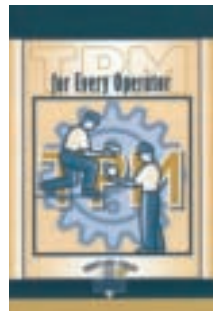
Mistake-Proofing for Operators: Introduces poka-yoke methods for preventing defects by monitoring process conditions at the source.

Cat.# PP7127 **\$25.00 US**
£13.99 UK

The Clearest and Most Comprehensive Shopfloor Guides Available!



The Productivity Press Development Team: Recipients of the Shingo Prize!



TPM for Supervisors: Gives supervisors a practical and to-the-point understanding of the benefits of TPM and their role in making it successful.

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£13.99 UK

TPM for Every Operator: Focuses on basic TPM principles, autonomous maintenance, and safety.

Cat.# PP7080 **\$25.00 US**
£13.99 UK

OEE For Operators: Makes overall equipment effectiveness accessible to workers who have the most to gain from improving equipment.

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£13.99 UK

Focused Equipment Improvement: Gives your TPM teams a powerful framework for further improving equipment performance.

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5S for Operators: 5 Pillars of the Visual Workplace

This book will teach your workers the basics of 5S: Sort, Set in Order, Shine, Standardize, and Sustain. Filled with illustrations, page headers, chapter summaries, and application questions, there's no reason why learning can't be fun!



ISBN 978-156327123-6 | 1996 | 136 Pages | Soft Cover | Cat.# PP7123 | **\$25.00 US / £13.99 UK**

Praise for 5S for Operators!

"Especially effective in the clarity of presenting 5S. Previously, I didn't really understand the need for all aspects of 5S, nor did I have the most positive attitude toward it. This book made the need clear to me in a way that connected."

—Rick Pollett
Maintenance Engineer
The Boeing Co.

"I recommend this book to every supervisor who wants a commonsense, inexpensive method for improving quality, productivity, safety, and morale within their department."

—Jaymie Randel
Training Coordinator
Douglas & Lomason Co.

For more information visit our online store at:
ProductivityPress.com.

Uptime: Strategies for Excellence in Maintenance Management, 2nd Edition

John Dixon Campbell and James V. Reyes-Picknell

In today's competitive marketplace, the flow of goods and services to customers must not be hindered by obstacles such as maintenance downtime. To stay on top, managers must implement strategies that keep operations performing at high levels.

Uptime, 2nd Edition is an updated and expanded version of the invaluable first edition and provides current insight into successful strategies for managers, maintenance and non-maintenance professionals alike. Updates from the first edition include current trends in technology, reliability maintenance improvements, and the challenges of finding qualified maintenance personnel due to an aging labor force.

In addition, it gives a thorough review of what it takes to achieve excellence in maintenance—a key business process in any capital intensive industry. It treats this technical topic in a way that is easy to understand and links a variety of seemingly disparate and competing concepts into a single simple strategy.

This new edition:

- Contains a single simple strategy depicted by a pyramid containing 10 components for world class maintenance, arrayed in a logical order.
- Draws on the expertise and observation of the authors as maintenance management consultants.
- Includes a number of updates to the original first edition, particularly in its discussion of computerized systems and support tools.

Readers of this book will see many new examples that are more current and relevant to today's business environment.



ISBN 978-156327335-3 | 2006 | 368 Pages | Hard Cover | Cat.# PP7335 | **\$45.00 US / £23.99 UK**

TPM for Workshop Leaders

Kunio Shirose

Support your equipment operators in the care of their equipment. A top TPM consultant describes the problems TPM group leaders are likely to experience and the improvements in quality and vast cost savings they can expect to achieve. This shopfloor overview of TPM includes cartoons, case studies, practical examples, and graphics to convey the hands-on leadership issues of TPM implementation.



ISBN 978-091529992-8 | 1992 | 164 Pages | 36 Figures | Hard Cover
Cat.# PP9992 | **\$40.00 US / £21.99 UK**

Practical TPM

Successful Equipment Management at Agilent Technologies

James Leflar

Based on the actual program developed at a leading high-tech company, **Practical TPM** recounts the challenges confronted—and conquered—by the Agilent TPM team in the implementation process. In doing so, it provides a close-up, firsthand look at a comprehensive TPM system.

Agilent Technologies, formerly Hewlett-Packard's Test and Measurement Division, operates an integrated circuit fabrication plant in Fort Collins, Colorado. Guided by Masaji Tajiri, the co-author of *Autonomous Maintenance in Seven Steps*, James Leflar and his team at Agilent developed a complete TPM program for the complex equipment on their shop floor. Drawn from these experiences, *Practical TPM* is a must read for anyone who wants to begin successful TPM implementation.

Part I explains the fundamental concepts of TPM, including the six basic principles of TPM, the goals of TPM, cultural changes resulting from TPM, and the keys to successful implementation. Part II—the heart of the book—describes, in step-by-step detail, the evolution of Agilent's TPM program. Each phase is clearly defined and demonstrated; the working tools and systems developed by the Agilent TPM team in the process are discussed at length. To conclude, Part III focuses on developing a vision and a strategy for your own successful TPM program.



ISBN 978-156327242-4 | 2001 | 375 Pages | Hard Cover | Cat.# PP7242 | **\$55.00 US / £28.99 UK**

TPM for the Lean Factory

Innovative Methods and Worksheets for Equipment Management

Ken'ichi Sekine and Keisuke Arai

Lean manufacturing cannot happen in a factory that lacks dependable, effective equipment. Breakdowns and processing defects translate into excess work-in-process and finished inventory kept on hand "just in case." Recurring minor stoppages force employees to watch automated equipment that should run by itself. In **TPM for the Lean Factory**, authors Sekine and Arai teach you to identify and attack the key equipment-related problems and misunderstandings that make plants miss their lean manufacturing goals. Written for companies with a basic TPM framework already in place, this book refocuses the purpose of TPM activities through a Toyota Production System-style emphasis on elimination of waste.



ISBN 978-156327191-5 | 1998 | 360 Pages | 50 Worksheets | 55 Tables | 85 Figures | Hard Cover
Cat.# PP7191 | **\$75.00 US / £39.99 UK**

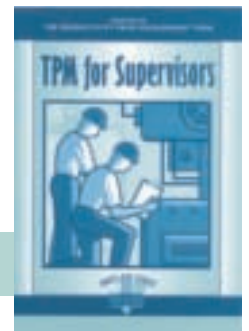
TPM for Supervisors

Productivity Press Development Team

A brief but complete introduction to TPM offering an easy-to-follow overview of basic TPM features and implementation. It will give your frontline supervisors a quick, practical, and to-the-point understanding of the benefits of TPM and their role in making it successful.

Note: Previously titled *TPM for Operators*.

ISBN 978-156327161-8 | 1996 | 93 Pages | Soft Cover | Cat.# PP7161 | **\$25.00 US / £13.99 UK**



Autonomous Maintenance DVD

Shopfloor TPM Implementation

Created by the Productivity Press Development Team

Autonomous Maintenance is a powerful shopfloor tool for keeping your machines running longer, faster and more efficiently. With Productivity's **Autonomous Maintenance** video training series, you'll find the single most cost-effective method for training your workforce, and you'll learn how to unleash the hidden potential on your shopfloor and dramatically lower your production costs.

Each video takes you inside American companies that have successfully introduced autonomous maintenance. You hear managers, shopfloor maintenance workers and team leaders describing how it worked for them. Employees from both discrete manufacturing and the process industry share their methods and successes in implementing autonomous maintenance. Involving all your employees in maintenance activities will benefit your company, because the people who operate the machines on a daily basis understand the finer details of a machine's functionality. They can spot early signs of problems and save your company money by preventing costly repairs and long delays in the production process.

"Basic equipment care gave us a method by which we could actually control our own destiny, without going through cost cuts, maintenance personnel losses, and other things like that."

—Ken Loftis, Maintenance Support/TPM Coordinator, IMC Chemicals

ISBN 978-156327337-7 | 2000 | Cat.# PP7337 | **\$1,995.00 US / £999.00 UK**

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POLICY ON PAGE 55**

Autonomous Maintenance for Operators

Edited by the Japan Institute of Plant Maintenance

Autonomous maintenance is a team-based approach to maintenance activities. Rather than having repair technicians work on the equipment after it breaks down, autonomous maintenance is a prevention method that is performed by operators. Because they work with the equipment every day, operators are the ones most familiar with how a machine is functioning.

This empowers operators to become part of the maintenance process. When they are positively and energetically involved in maintenance activities, and treat the equipment as their own, TPM leads to soaring productivity. This book provides operators, supervisors, team leaders, and TPM coordinators with useful guidance for introducing autonomous maintenance.

Readers will learn:

- Four skills they can develop to keep equipment running smoothly.
- How to inspect for problems as they clean equipment.
- Ideas for containing debris that could damage equipment.
- Tips for effective lubrication management.
- How to use activity boards, meetings, and one-point lessons to promote TPM goals.



**SHINGO
PRIZE**
for EXCELLENCE in
MANUFACTURING

ISBN 978-156327082-6 | 1997 | 138 pages | Soft Cover | Cat.# PP7082 | **\$25.00 US / £13.99 UK**

A Best Seller!

TPM in Process Industries

Tokutaro Suzuki (ed.)

In order to be cost-effective, process plants must run continuously for long periods of time. Because of this, breakdowns and failures often plague the production equipment. Total productive maintenance (TPM) is a plant-wide, equipment-focused activity designed to reduce accidents, defects, and breakdowns.

Nine consultants from the renowned Japanese Institute of Plant Maintenance (JIPM) document approaches to implementing TPM in process industries. It includes examples from chemical, food, textile, and other process industries. In each example, the authors take you step-by-step through the implementation process.

The book is focused on process environments and equipment issues such as process loss structure and calculation, autonomous maintenance, equipment and process improvement, and quality maintenance. Any manager facing a low operator/machine ratio, managing large equipment, or conducting extensive improvement activities will want to read this book.

The book discusses:

- An overview of TPM.
- Early management.
- TPM in administrative and support departments.
- TPM small group activities.
- Building a safe, environmentally-friendly system.
- Measuring TPM effectiveness.
- Operating and maintenance skills training.
- Philosophy of goal-setting.



ISBN 978-156327036-9 | 1994 | 400 Pages | 238 Figures | Hard Cover | Cat.# PP7036 | **\$90.00 US / £47.99 UK**

Implementing TPM

The North American Experience

Charles J. Robinson and Andrew P. Ginder

Learn from these authors' experiences tailoring TPM to the distinctive needs of North American plants, and how TPM fits into an overall manufacturing improvement strategy. A real-world view on what works and what doesn't, Robinson and Ginder provide an excellent resource for strategic planning and an educational tool for middle and upper management. Includes the seven levels of autonomous maintenance, a discussion of unions and TPM, and a TPM master plan.



ISBN 978-156327087-1 | 1995 | 215 Pages | 13 Figures | Hard Cover
Cat.# PP7087 (HBK) Cat.# PP7386 (SBK) | **\$45.00 US / £23.99 UK**

Autonomous Maintenance in Seven Steps Implementing TPM on the Shop Floor

Masaji Tajiri and Fumio Gotoh

Autonomous maintenance is an especially important pillar of total productive maintenance (TPM), because it enlists the intelligence and skills of the people who are most familiar with factory machines: equipment operators. Operators learn the maintenance skills they need to know through a seven-step autonomous maintenance program.

For companies that are serious about taking autonomous maintenance beyond mere cleaning programs, this is an essential sourcebook and implementation support.

This book:

- Includes an overview of autonomous maintenance features and checklists for step audits to certify team achievement at each AM step.
- Covers TPM basics such as the six big losses, overall equipment effectiveness (OEE), causes of losses, and six major TPM activities.
- Outlines an implementation plan for TPM and five countermeasures for achieving zero breakdowns.
- Gives useful guidelines and case studies in applying AM to manual work such as assembly, inspection, and material handling.
- Integrates examples from Toyota, Asahi Glass, Bridgestone, Hitachi, and other top companies.



Previously published as
TPM Implementation

ISBN 978-156327219-6 | 1999 | 352 Pages | 106 Figures | 36 Tables | Hard Cover | Cat.# PP7219 | **\$50.00 US / £26.99 UK**

Process Problem Solving A Guide for Maintenance and Operations Teams

Bob Sproull

Based on the firsthand experiences of author Bob Sproull, **Process Problem Solving** presents a precise methodology for understanding problems in a manufacturing environment. The book begins by introducing various problem-solving tools, including fish diagrams, tree diagrams, cause-and-effect diagrams, and flow diagrams. Using real-world examples and in-depth analysis, Sproull takes you through a systematic and thorough discussion of each tool.

The central tool in *Process Problem Solving* is the Problem Analysis Flow (PAF) chart. Containing ten major sections, it combines many of the tools discussed at the beginning of the book. According to the author, the PAF chart is the most thorough and comprehensive problem-solving tool. It creates a systematic method for understanding and solving the root causes of problems.

Process Problem Solving follows a “learn and do” approach. The end of each chapter asks the reader to talk about what they have learned. This interactive approach helps readers retain and understand the material. With this informative book, shop floor workers get the training they need to understand the root causes of manufacturing problems.



ISBN 978-156327244-8 | 2001 | 192 Pages | Index | Soft Cover | Cat.# PP7244 | **\$29.95 US / £15.99 UK**

Focused Equipment Improvement for TPM Teams

Edited by the Japan Institute of Plant Maintenance

Gives your shopfloor TPM teams, including production workers, maintenance technicians, engineers, and managers a powerful framework for further improving equipment performance. Focused equipment improvement looks at specific losses or design weaknesses that everyone previously thought they just had to accept.

Key features are:

- A simple and powerful introduction to P-M Analysis.
 - Hints for unraveling breakdown analysis.
 - Ideas for simplifying and shortening setups.
 - Ideas for eliminating minor stoppages and speed losses.
 - Basic concepts of building quality into processing.
- Real-life examples from a leading Japanese tool company.



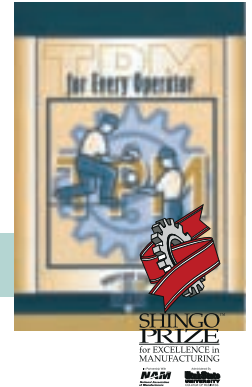
ISBN 978-156327081-9 | 1997 | 140 Pages | Soft Cover | Cat.# PP7081 | **\$25.00 US / £13.99 UK**

TPM for Every Operator

Edited by the Japan Institute of Plant Maintenance

Total employee involvement is the foundation of a successful TPM program. To achieve the ultimate benefits of improving production quality, lowering costs, and improving commitment and morale, you need to educate all your employees—not just those in maintenance. This book explains the TPM activities carried out by equipment operators themselves: autonomous maintenance, focused improvement, and safety initiatives. Anyone in your company who needs to understand TPM will benefit from this book.

ISBN 978-156327080-2 | 1996 | 137 Pages | Soft Cover | Cat.# PP7080 | **\$25.00 US / £13.99 UK**



TPM Team Guide

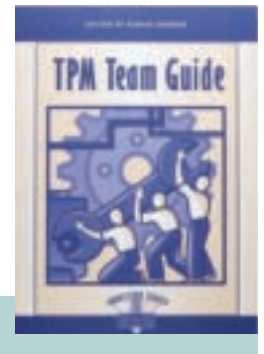
Edited by Kunio Shirose

Emphasizes integration of TPM with production management and reviews team-based improvement from goal setting to standardization. Discusses team problem solving and steps for preparing good presentations of results. Perfect for frontline supervisors, operators, facilitators, and trainers.

“TPM Team Guide is a toolbox of practical advice and techniques for starting TPM and keeping it going. Its sensible approach to TPM makes this book the ‘how-to manual’ for supervisors and operators.”

—Mark O'Brien, TPM Specialist, Yamaha Motor Manufacturing Corporation of America

ISBN 978-156327079-6 | 1995 | 169 Pages | Soft Cover | Cat.# PP7079 | **\$25.00 US / £13.99 UK**



OEE for Operators

Overall Equipment Effectiveness

Created by the Productivity Press Development Team

The goal of total productive maintenance (TPM) is to increase equipment effectiveness so equipment can be operated to its full potential and maintained at that level. But to maximize equipment effectiveness, you need a measurement tool that can help you understand your equipment problems so you can take steps to eliminate them. The key to this understanding is overall equipment effectiveness (OEE).

OEE is a crucial measure in TPM that tells you how well your equipment is running. It links three elements in one percentage: the time the machine is actually running, the quantity of products the machine is turning out, and the quantity of good output. **OEE for Operators** makes basic OEE concepts accessible to shopfloor workers—the employees who have the most to gain from tracking and improving the effectiveness of the operating equipment.

It is the comprehensive education of all employees that ensures participation and success when reducing equipment-related losses. *OEE for Operators* is written for a broad audience, using simple, clear language. Special learning features include chapter overviews, summaries, discussion questions, examples, and other instructional aids.

With this book you will learn to:

- Understand equipment related losses.
- Make data collection simple.
- Calculate your OEE .
- Improve your OEE.
- And more.

ISBN 978-156327221-9 | 1999 | 83 Pages | Soft Cover | Cat.# PP7221 | **\$25.00 US / £13.99 UK**



Coming In May 2008!

Value Stream Mapping for Lean Development A How-to Guide for Streamlining Time to Market

Drew Locher

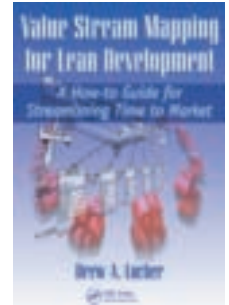
Customers and markets identify needs and problems and companies design products and services to fill or solve them. While this relationship may seem straightforward, the development process in most companies is often a root cause for customer dissatisfaction and can lead to substantial waste throughout an enterprise. Mistakes made on the proverbial *drawing board* can have a significant impact on an organization for many years. Therefore, the application of lean thinking and detailed mapping to the development process is especially important, particularly when one considers the ever shortening product and service life cycle experienced in most industries.

In **Value Stream Mapping for Lean Development**, Drew Locher provides an accessible, enjoyable, how-to guide to value stream mapping that highlights its tremendous impact on product development and accompanying processes.

This Book:

- Highlights the impact of Value Stream Mapping on product development and customer satisfaction
- Shows how to apply lean thinking and detailed mapping to the earliest stages of the development process
- Provides examples of how to avoid waste from the start of product development

ISBN: 978-156327-372-1 | 2008 | 144 Pages | Soft Cover | Catalog # PP7372 | **\$45.00 US / £23.99 UK**



2007 SHINGO WINNER!

Lean Software Strategies

Proven Techniques for Managers and Developers

Peter Middleton and James Sutton

Lean production, which has radically benefited traditional manufacturing, can greatly improve the software industry with similar methods and results. **Lean Software Strategies** shows how the most advanced concepts of lean production can be applied to software development and how current software development practices are inadequate.

Written for software engineers, developers, and leaders who need help creating lean software processes and executing genuinely lean projects, this book draws on the personal experiences of the two authors as well as research on various software companies applying lean production to software development programs.

“Middleton and Sutton offer an innovative treatment of lean production for software, describing how several development teams have effectively integrated many advanced techniques of software engineering. This provocative interpretation of lean thinking should interest anyone who is trying to improve software development for complex systems.”

—Richard S. McCabe, Principal Member Technical Staff, Systems and Software Consortium, Inc.

ISBN 978-156327305-6 | 2005 | 468 Pages | Hard Cover | Cat.# PP7305 | **\$49.95 US / £26.99 UK**



**Visit Our Website to See Our
Complete Line of Products!**

A Best Seller!
2007 SHINGO WINNER!

The Toyota Product Development System

Integrating People, Process, and Technology

James Morgan and Jeffrey Liker

The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful consumer-driven company. All industries, especially automotive, are slashing product development lead times in the current hyper-competitive marketplace. This book is the first to thoroughly examine and analyze the truly effective product development methodology that has made Toyota the most forward-thinking company in the automotive industry.

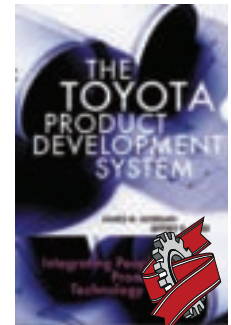
In *The Toyota Product Development System*, James Morgan and Jeffrey Liker compare and contrast the world-class product development process of Toyota with that of a U.S. competitor. They use extensive examples from Toyota and the U.S. competitor to demonstrate value stream mapping as an extraordinarily powerful tool for continuous improvement.

Through examples and case studies, this book illustrates specific techniques and proven practices for dealing with challenges associated with product development, such as synchronizing multiple disciplines, multiple function workload leveling, compound process variation, effective technology integration, and knowledge management.

This valuable book:

- Highlights the application of value stream mapping methodology to product development.
- Identifies and defines the categories of waste that are specific to the product development process.
- Presents countermeasures and proven practices, based on Lean principles, developed for the product development process used at Toyota.
- Illustrates and clarifies the methodology by presenting actual case examples at Toyota and a U.S. competitor.

Readers of this book can focus on optimizing the entire product development value stream rather than focus on a specific tool or technology for local improvements.



SHINGO PRIZE
for EXCELLENCE in
MANUFACTURING

“This book provides both the big picture context and the detail you’ll need to understand the fundamental differences between conventional approaches and thinking toward development and Toyota’s lean approach. Place this book on an easy-to-reach shelf – you will refer to it over and over, for a long time to come.”

—John Shook, President, TWI Network, Inc., Author, *Learning to See*

“Product Development is one of the key frontiers of lean thinking in the coming years. Learn how to turn the tables on the competition by reading this book.”

—Daniel T. Jones, Chairman, *Lean Enterprise Academy, UK, Co-author, The Machine that Changed the World and Lean Thinking*

“By combining Jeff Liker’s comprehensive insights into the whole Toyota system with Jim Morgan’s experience in product development plus his fine-grained investigation of the Toyota development system, they have finally put the whole puzzle together. All that remains is for you to study this volume carefully – and it does demand careful study because it presents a complete system integrating people, process, tools, and technology – and then to transform your own development system.”

—From the Foreword by James P. Womack, Co-author, *The Machine that Changed the World and Lean Thinking*

ISBN 978-156327282-0 | 2006 | 400 Pages | Hard Cover | Cat.# PP7282 | **\$40.00 US / £21.99 UK**

Proactive Risk Management

Controlling Uncertainty in Product Development

Preston G. Smith and Guy M. Merritt

Proactive Risk Management provides product development teams and project managers with a step-by-step process for managing innovation risk in an effective cross-functional manner. In addition to providing a formula, this book illuminates the rationale of managing project risks, allowing project and product development managers to successfully adapt the process to their organizations and projects.

It stands apart from much of the literature on project risk management in its practical, easy-to-use, fact-based approach to managing all of the risks associated with a project. The depth of actual how-to information and techniques provided here is not available anywhere else.



One of Executive
Book Summaries’
“30 Best Books of
2002!”

ISBN 978-156327265-3 | 2002 | 246 Pages | Soft Cover | Cat.# PP7265 | **\$35.00 US / £18.99 UK**

Quality Function Deployment

Integrating Customer Requirements Into Product Design

Yoji Akao (ed.)

Beginning with customer demands and feeding all the way back to the design stage, **Quality Function Deployment** bypasses no area of the company. This book will help you focus on customer needs and expectations and deploy them through product design, parts selection, and process design.

Quality Function Deployment (QFD) is a method for satisfying customers by translating their demands into design targets and quality assurance points. For a thorough 'how-to' on the implementation of QFD, we went directly to the source—Yoji Akao, the creator of QFD and one of the foremost leaders of the Japanese Total Quality Control movement.

In this unprecedented book he explains the concepts and methods of this remarkable systems engineering approach. Including case studies, detailed charts, and over 100 diagrams, this book is a complete reference tool for QFD implementation.



ISBN 978-156327313-1 | 1990 | 387 Pages | 153 Figures | Soft Cover | Cat.# PP7313 | **\$68.00 US / £35.99 UK**

Accelerated Product Development

Combining Lean and Six Sigma for Peak Performance

Clifford Fiore

In **Accelerated Product Development**, Clifford Fiore provides the blueprint for implementing the key elements for improving the product development process. His innovative and powerful work represents the first book to couple the proven concepts of Lean and Six Sigma with the engineering processes of product development. His results, based on proven strategies and methodologies, enable companies to significantly reduce the time necessary to develop new products, dramatically reduce product cost, and improve product quality.



“The search is over! Cliff Fiore’s Accelerated Product Development strategy represents a breakthrough application of the Lean Six Sigma tools to a most difficult and elusive problem. By characterizing and eliminating the forms of waste and variation in the current product development process, Cliff has simply and elegantly provided a roadmap to rapidly create cost effective, high quality, manufacturable products that maximize value to the customer while leveraging the capabilities of the supply chain. This book is required reading for everyone involved in the product development process.”

—Kurt Oswald, Managing Director, Beckett Advanced Technology Center, Six Sigma Black Belt, Lean Expert

ISBN 978-156327310-0 | 2005 | 224 Pages | Hard Cover | Cat.# PP7310 | **\$45.00 US / £23.99 UK**



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Learn more about Productivity Press and browse through our online catalog. You can view our books and videos by name of title or under subject matter. We even have an online order form to make your purchases convenient and secure.**

See page 55 for more information.

LEADERSHIP/STRATEGY/ ASSESSMENT

2007 SHINGO WINNER!

Hoshin Kanri for the Lean Enterprise

Developing Competitive Capabilities and Managing Profit

Thomas L. Jackson

At the heart of Lean and Six Sigma is the same, unique business operating system: hoshin kanri. It is a method of strategic planning and a tool for managing complex projects, a quality operating system geared to ensuring that organizations faithfully translate the voice of the customer into new products, and a business operating system that ensures reliable profit growth.

The true power of hoshin kanri, however, is two-fold — it is a superior organizational learning method as well as a competitive resource development system.

Hoshin Kanri for the Lean Enterprise, by Tom Jackson, explains how you can implement, identify and manage the critical relationships among your markets, design characteristics, production systems, and personnel to satisfy your customers and beat your competition.

This practical workbook provides:

- A new understanding of hoshin kanri as a grand experimental design implemented through a system of team agreements.
- Clear explanations of the steps of hoshin kanri.
- A measure of overall business effectiveness used to determine the focus of corporate strategy.
- A new, improved X-matrix that incorporates a lean “balanced scorecard” for identifying improvement opportunities and converting them readily into bottom line results as a value stream P&L in terms that financial managers and accountants can understand and support.
- A CD containing forms, meeting agendas, and examples of X-matrices that serve marketing and design engineering as well as manufacturing.

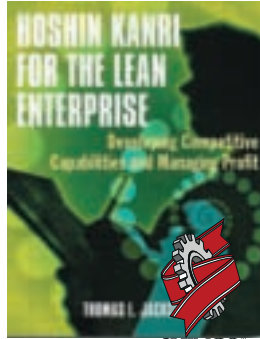
This workbook will show you the mechanics of implementing hoshin kanri, so that you can systematically improve your brand equity, implement Lean manufacturing and Six Sigma, and integrate your suppliers into a Lean and Six Sigma organization.

“Hoshin Kanri provides the step-by-step tactics and tools to accomplish the Lean journey. I encourage readers to determine how best to apply the concepts to their company and improve both their profits and their long term competitive advantage.”

—Richard Christman, Chief Executive Officer - Headquarters
The GSI Group, Inc.

“Tom Jackson’s practical and valuable insights are rivaled only by the importance and benefits of applying Hoshin Kanri.”

—Jamie Flinchbaugh, Co-author, *The Hitchhiker’s Guide to Lean*



SHINGO
PRIZE
FOR EXCELLENCE IN
MANUFACTURING

Developing a Lean Workforce

A Guide for Human Resources, Plant Managers, and Lean Coordinators

Chris Harris and Rick Harris

Changing an organization from a mass manufacturing environment to a lean environment is significant and affects all levels of the company if the implementation is done correctly. Many times, however, lean implementers become so involved with the nuts and bolts of lean implementation that the “people” side of the business is neglected.

In **Developing a Lean Workforce**, Chris and Rick Harris walk you through a simple, step-by-step method for taking a mass production workforce—consisting of production associates, team leaders, and area supervisors—and turning it into a lean thinking workforce with the necessary skills, training, and attitude to march in a new direction—the direction of Lean.

This book helps you in three important ways. It will:

- Explain the current state of Human Resources in the facility and to show that a systematic method of training is needed to develop those resources into a lean-thinking workforce.
- Provide you with sample training sessions and explanations that you can begin training and involving your employees right now!
- Identify two major Human Resources policy practices that benefit facilities tremendously—Continuously training associates, whether they’re newly hired or are getting trained in new areas within the facility; and effectively promoting employees from within the facility to team leader and group leader positions.

This book will detail Human Resources’ role in a lean manufacturing transformation and guide it to develop a “Lean Thinking” workforce.

“This book fills a void in the lean literature by addressing the preparation, change in thinking and training required to manage a work force through a lean transformation. I believe this book should be required reading for Human Resource Managers in organizations implementing lean systems.”

—David Saylor, Managing Director of Manufacturing
Masco Builder Cabinet Group

“Chris and Rick Harris have simply and clearly cataloged the key human elements of deploying lean. We have followed their practical implementation advice for several years. This book, like all their advice, is directly to the point. Developing a Lean Workforce will be used as standard lean training in my company.”

—Steve Gudgel, Vice President, Operations, Remy Electrical Aftermarket

“Practical tools and insights for companies as they begin their Lean transformation are hard to come by. Rick Harris’ book does just that. It’s based on real world experience and filled with ‘lessons learned’ that can help companies avoid the common mistakes that trip so many up as they begin taking the first steps on their Lean journey.”

—Kathryn A. Miller, Vice President, Lean Enterprise &
Quality Parker Hannifin Corporation



ISBN 978-1-56327342-1 | 2006 | Soft Cover | 224 Pages
Cat.# PP7342 | **\$50.00 US / £26.99 UK**

ISBN 978-156327-348-3 | 2007 | Soft Cover | 176 Pages
Cat.# PP7348 | **\$45.00 US / £23.99 UK**

20 Keys to Workplace Improvement

Iwao Kobayashi

Intended for managers and executives, **20 Keys to Workplace Improvement** shows you how to leverage improvement efforts to develop a less expensive and faster system for producing quality products. Based on what Kobayashi calls his PPORF (Practical Program of Revolutions in Factories) approach, it teaches a scoring system for evaluating a company's strengths and weaknesses.

20 Keys to Workplace Improvement explains how companies can evaluate the strengths and weaknesses of their current methods, equipment, and organization, and then plan improvement strategies tailored to their particular needs. The 20 Keys system does more than just bring together twenty of the world's top manufacturing improvement approaches—it integrates these individual methods into a closely interrelated system for revolutionizing every aspect of a manufacturing organization. This system has been implemented at thousands of plants in Japan, North America, and around the world.

The goal of *20 Keys for Workplace Improvement* is to increase sales through the improvement of customer satisfaction. The new edition presents upgraded criteria for the five-level scoring system in most of the 20 Keys—supporting a company's progress toward becoming not only best in its industry, but in the world.

Use it with an entire management team to start making improvements now. The appendix is filled with actual case study examples, as well as charts and figures for implementing this proven method.

"The first work I have read that sets a structure and framework for organizations to follow if they wish to revolutionize the workplace. Kobayashi has removed the mystery of how to accomplish major improvement in a business. His insight is true genius!"

—John Suter, Former Vice President of Manufacturing, National Rubber Company Inc. (Canada)



ISBN 978-156327109-0 | 1995 | 302 Pages | Hard Cover | Cat.# PP7109 | **\$55.00 US / £28.99 UK**

New!

Baldrige Award Winning Quality—17th Edition

How to Interpret the Baldrige Criteria for Performance Excellence

Mark Graham Brown

Now in its 17th edition, **Baldrige Award Winning Quality** is the most widely used and recognized book on the Malcolm Baldrige National Quality Award. The 2008 Criteria includes 18 questions, one for each of the Baldrige Criteria Items.

The 2008 edition include a stronger measure on: **Leadership**—which includes a focus on performance measures and their use by senior leaders, **Measurement, Analysis, and Knowledge**—with a focus on the needs for management of information and information technology, **Workforce Focus**—designed around workforce engagement and the workforce environment, **Customer and Market Focus**—with a focus on the voice of the customer, **Process Management**—designed around work systems, core competencies, and work processes, **Strategic Planning**—with a focus on innovation, strategic advantages, and resource needs to accomplish strategic objectives, and **Results**—aligned with the above categories to ensure the measurement of important and appropriate results.

This definitive reference for helping companies achieve world-class results is the only book on the Baldrige Criteria to detail, in simple and straightforward language, every category, examination item, and area to address.



ISBN 978-142008-014-8 | 2008 | 384 Pages | Soft Cover | Cat# PP8014 | **\$50.00 US / £26.99 UK**

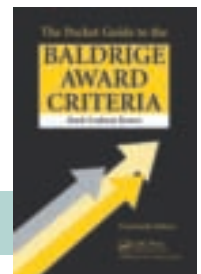
New!

The Pocket Guide to the Baldrige Award Criteria—14th Edition

Mark Graham Brown

This pocket guide has been updated for **2008** to interpret the criteria in the seven Baldrige categories. It begins with commonly asked questions about the Award criteria. It then breaks down the 19 items under the seven category headings of the Baldrige criteria with concise explanation and quick tips of what excellent companies do in each area.

ISBN: 978-142008-015-5 | 2008 | 60 pages | 3x5 Pocket-Size | Soft Cover | Cat# PP8015
\$6.95 US / £3.99 UK



Learning Organizations: Developing Cultures for Tomorrow's Workplace

Sarita Chawla and John Renesch (eds.)

What is a learning organization? It's one where leadership is not based on control and knowledge, but on curiosity, flexibility and awareness. It's an organization where people continually expand their capacity to create results they truly desire, where new and expansive patterns of thinking are nurtured and where people are continually learning how to learn together.

This compilation of 34 extraordinary essays, written by experts recognized worldwide, is rich in concept and theory as well as in application. The authors move you from thinking in parts to thinking systemically, from absolute truths to coherent interpretations, from problem solving to creating, and from self to community. Whatever your role, this collection will forever change your mind about work—as a place to learn, create and have fun—not just a place where you go to “make a living.”



ISBN 978-156327340-7 | 1995 | 571 Pages | Soft Cover | Cat.# PP7340 | **\$40.00 US / £23.99 UK**

NEW from Auerbach Publications!

Financial Models and Tools for Managing Lean Manufacturing

Sameer Kumar and Davis Meade

Anticipating the challenges that operational improvement programs can pose to traditional accounting practices, this text equips supply chain and financial managers with proactive solutions. To illustrate the impact of lean on the income statement, the book demonstrates the set-up of a multi-month, Excel™ and Pro-Model™ based manufacturing environment that incorporates sales, forecasts, and production results.

Intended to give managers the knowledge and skill set that will allow them to work with confidence in a changing environment, the book also explains how to authoritatively present challenges and needed adaptations to a company's top management, as well as to its stakeholders.



ISBN: 978-084939-185-9 | 2006 | 197 Pages | Hard Cover | Cat. # AU9185 | **\$84.95 US / £44.99 UK**

Hoshin Kanri

Policy Deployment for Successful TQM

Yoji Akao, Editor

How do you bridge the sometimes overwhelming gap between your corporate goals and the deployment of those goals?

Hoshin Kanri, the Japanese term for policy deployment, is an approach to strategic planning and quality improvement that has become a pillar of quality management for a growing number of US companies. This policy deployment strategy has become a critical tool for bridging that gap between corporate goals and their successful companywide deployment.

Hoshin Kanri offers top and middle managers a guide for customizing a policy deployment strategy specially suited for their company. This book is a compilation of examples from successful policy deployment that demonstrate how company vision is converted into individual responsibility, and how corporate ideals become living reality. Charts, diagrams, and case studies lead you through planning, implementation, and the review process for managed change. With Hoshin Kanri there is a continual process of checking to make sure what is done reflects the intentions, targets, and vision the company has agreed to pursue.



ISBN 978-156327311-7 | 1991 | 241 Pages | 100 Figures | Soft Cover | Cat.# PP7311 | **\$50.00 US / £26.99 UK**

New!

Understanding A3 Thinking

A Critical Component of Toyota's PDCA Management System

Durward K. Sobek II and Art Smalley

When talking to executives inside Toyota, you discover that a relentless dedication to continuous improvement is what gives them their greatest competitive advantage. To this end, the principle of PDCA: Plan, Do, Check, Act, is engrained throughout their corporate culture. Just as engrained, and equally valuable, is the flexible, yet precise, reporting system, which is married to the process. All about efficiency, every report must be confined to one side of an A3 (11 x 17-inch) sheet of paper; hence, the report is known as the A3.

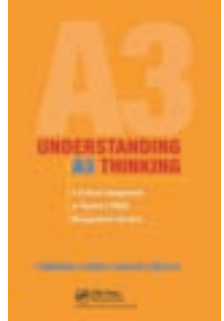
Aptly entitled **Understanding A3 Thinking: A Critical Component of Toyota's PDCA Management System**, this work emphasizes the discipline required to generate such a report. Relying upon their extensive experience with Toyota, the authors cover everything needed to execute a rigorous reporting system. Demonstrating the powerful set of dynamics that is referred to as A3 Thinking, they—

- Provide examples, templates, and exercises that encourage learning through doing.
- Include practical advice on how to write and review A3 reports.
- Offer insight drawn from their experience in Japan, as well as unique lessons learned from implementing the system in the U.S.

A3 is not about generating more paperwork, but is all about creating a process and a mindset that is uncompromising in its dedication to improvement. Diligently applying the processes, thinking, and tools described in these pages, will dramatically improve the effectiveness of those individuals involved, and when spread through an organization, will quickly result in a culture of genuine improvement. While this system grew out of automotive manufacturing, it is proven to be broadly applicable to almost any management system.

"The A3 provides a disciplined way of reporting on problems that encourages a disciplined way of solving problems. ... I recommend that you study this book."

—Jeffrey K. Liker, author of *The Toyota Way*



ISBN: 978-156327-360-8 | 2008 | Hard Cover | 175 Pages | Cat. # PP7360 | **\$40.00 US; £21.99 UK**

Manufacturing Strategy

How to Formulate and Implement a Winning Plan, 2nd Edition

John Miltenburg

Incorporating comments and suggestions from managers who used the first edition of **Manufacturing Strategy**, John Miltenburg expands and improves on his focus in the areas of: *International Manufacturing*—where the focus is on a company's international network of factories; *Competitive Strategy*—where managers must understand the role manufacturing strategy plays in their company's business strategy; and *Manufacturing Programs*—showing how programs such as quality management, six sigma, agile manufacturing, and supply chain management fit within the manufacturing strategy.

Benefits and features:

- Outlines in operational detail a general process for formulating manufacturing strategy and developing an implementation plan.
- Applies to domestic or international companies, both large and small.
- Includes two comprehensive, easy to use worksheets: a manufacturing strategy worksheet for a single factory, and one for a manufacturing network.
- Examines the strategic conditions in which popular change methodologies should be used.

Manufacturing Strategy gives managers a common language for dealing with manufacturing problems at both strategic and operational levels. It improves communication between manufacturing managers and those outside manufacturing (who will now have a better understanding of what manufacturing can and cannot do).



ISBN 978-156327-317-9 | 2005 | 355 Pages | Hard Cover | Cat.# PP7317 | **\$65.00 US / £34.99 UK**

Quick Response Manufacturing

A Companywide Approach to Reducing Lead Times

Rajan Suri

Now you can discover what other top companies already know: quick response manufacturing is a speed-based strategy that works! Essentially, QRM stems from a single principle—reducing lead times. But here's the key difference that successfully sets QRM apart from other time-based programs: quick response manufacturing is an approach for the entire organization—from the shop floor to the office, from purchasing to sales.

In order to truly succeed with speed-based competition, you must change the management mindset and reduce lead times throughout your entire organization. **Quick Response Manufacturing** is a broad and powerful corporate strategy that holds tremendous benefits for your entire organization.



ISBN 978-156327201-1 | 1998 | 544 Pages | 120 Tables and Figures | Hard Cover | Cat.# PP7201 | **\$55.00 US / £28.99 UK**

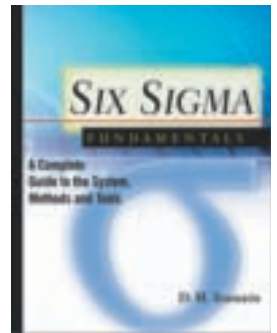
Six Sigma Fundamentals

A Complete Guide to the System, Methods, and Tools

Dean H. Stamatis

Six Sigma Fundamentals cuts through the "fluff" of conventional Six Sigma jargon and provides the reader with a solid understanding of what defines a Six Sigma Initiative and what is expected from the organization, management, and the customer. Each chapter fully addresses the concepts of Six Sigma philosophy and explains the methodologies for real-world applications.

Six Sigma Fundamentals gives an overview to the entire process – from understanding the significance of "customer requirements" all the way to "Designing for Six Sigma" and "implementing strategy". The model tools, methodology, and goals are explained thoroughly, so that this powerful system may be applied to organizations that are concerned with drastic positive changes to both customer satisfaction and profitability.



Go to the product page for **Six Sigma Fundamentals** in our website, and click on the two links to retrieve the Six Sigma terminology or Six Sigma forms.

"A single straight-forward reference book, Six Sigma Fundamentals answers the Quality call all by itself."

—Janet MacDonald, Chair, American Society for Quality, Greater Detroit Chapter

ISBN 978-156327292-9 | 364 Pages | Soft Cover | Cat.# PP7292 | **\$50.00 US / £26.99 UK**

Be the first to know what Productivity Press has coming through the pipeline: receive information on new and forthcoming titles, take advantage of pre-publication specials, and more by receiving our twice-monthly email updates. If you are not already receiving them, simply email us at info@productivitypress.com and say "Yes, I'd like to receive Productivity Press Updates!"

DOE Simplified: Practical Tools for Effective Experimentation, 2nd Edition

Mark J. Anderson and Patrick J. Whitcomb

Design of Experiments (DOE) provides a statistical means for analyzing how numerous variables interact. The tool is a planned approach for determining cause and effect relationships.

In **DOE Simplified, 2nd Edition**, the authors provide updates to their successful first edition, while retaining the lively approach to learning the fundamentals.

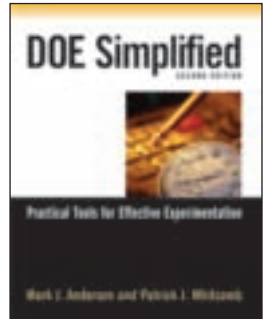
The book covers all the essentials:

- Statistics for DOE
- Simple methods for collecting/displaying data and how to draw inferences.
- Confidence intervals.
- Comparative experiments for testing hypotheses.
- Blocking sources of variation from the analysis.
- Two-level factorial designs.
- Analysis of variance (ANOVA).

A chapter on the keys to setting up a good design of experiments and executing it successfully has been added that details a four-step planning process for design of experiment, including assessment of statistical power.

Filled with fun anecdotes and sidebars, **DOE Simplified, 2nd Edition** cuts through the complexities of this powerful tool for quality improvement.

Included with this book is a new version of Stat-Ease's software: Design-Ease version 7. This 180-day educational program assists with mathematic computations and lets the reader focus on analysis of the data.



ISBN 978-1-56327-346-6 | 2007 | Soft Cover | 256 Pages | Cat.# PP7344 | **\$45.00 US / £23.99 UK**

Using Lean for Faster Six Sigma Results: A Synchronized Approach

Sheila Poling and Sophronia Ward

Lean? Six Sigma? or Lean Six Sigma?

Which is the right approach for effective continuous improvement? While much has been written on merging Lean and Six Sigma initiatives, this is the first book to detail a no-nonsense strategy for maintaining the best of both initiatives without diluting either.

In **Using Lean for Faster Six Sigma Results**, Mark Nash, Sheila Poling and Sophronia Ward clearly explain:

- the differences between Lean and Six Sigma initiatives, and their distinct benefits and limitation;
- why and how to use them together in a synchronized way to achieve faster Six Sigma and more powerful Lean results;
- how to select the right projects and then apply the best approach, people, and toolset to maximize results;
- detailed case studies from both manufacturing and service organizations.

If you are struggling with the dilemma of how to integrate Lean and Six Sigma, or deciding which approach to use, read this practical, down-to-earth book to inspire and guide your strategy.



ISBN 978-1-56327343-8 | 2006 | Soft Cover | 192 Pages | Cat.# PP7343 | **\$40.00 US / £21.99 UK**

Beyond the Balanced Scorecard Improving Business Intelligence with Analytics

Mark Graham Brown

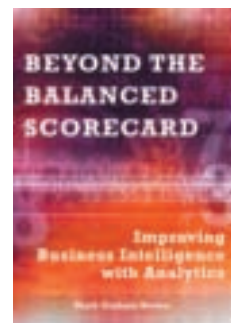
The vast majority of companies use some form of balanced scorecard (performance measures), yet recent research suggests that most scorecards are based on singular, unsophisticated measurements, providing flawed data on the state of the organization.

Beyond the Balanced Scorecard: Improving Business Intelligence with Analytics, by Mark Graham Brown, provides managers with the right metrics for evaluating important aspects of performance that are not accurately tracked by most companies and government organizations.

Leaders will learn how to objectively measure:

- Relationships with Your Customers
- Employee Satisfaction
- External Business Environment
- Supplier/Vendor performance
- Strategy and Financials

This book will show you how to construct a performance index, as well as provide you with examples of various aspects of performance that are difficult to measure.



ISBN: 978-1-56327-346-9 | 2007 | Soft Cover | 256 Pages | Cat.# PP7346 | **\$35.00 US / £18.99 UK**

RSM Simplified

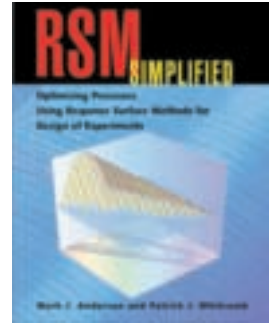
Optimizing Processes Using Response Surface Methods for Design of Experiments

Mark J. Anderson and Patrick J. Whitcomb

RSM Simplified completely demystifies response surface methods (RSM) a practical tool for design of experiments. Anyone with a minimum of technical training can understand and appreciate this book, and the authors continue where they left off in DOE Simplified. Their approach is simple and fun, for people who desire knowledge on response surface methods but are put off by the academic nature of other books on the topic.

RSM Simplified keeps formulas to a minimum and makes liberal use of figures, charts, graphs and checklists. It offers many relevant examples, with amusing sidebars and do-it-yourself exercises that will lead readers to the peak potential for their product quality and process efficiency.

Incorporated into this book is the more advanced Design-Expert, version 7 software for Windows, with a 180-day trial, so the reader can do the complex statistical computations, generate the necessary graphics (2D and 3D maps) and perform the numerical optimization.



ISBN 978-490622434-0 | 2004 | 320 Pages | Soft Cover | CD-Rom | Cat.# PP7297 | **\$55.00 US / £28.99 UK**

The Basics of FMEA

Robin E. McDermott, Michael R. Beauregard, and Raymond J. Mikulak

Based on requirements established by the big-three automakers, **The Basics of FMEA** introduces work teams to this valuable tool. Failure Mode and Effect Analysis (FMEA) helps prevent failures, defects, and errors, because the tool identifies special causes of variation before they occur. This is valuable in any quality control or continuous improvement program and the reason that the automotive industry's QS-9000 standard requires their use.

But FMEA is a valuable tool for any industry in which prevention is important. The process establishes a systematic method for determining causes and creates a common language for FMEA teams—a method easily transferred to other industries.

This book:

- Explains FMEA simply and concisely.
- Shows how to develop FMEA teams.
- Explains the 10-step process of FMEA.
- Uses a case study to demonstrate FMEA in action.
- Discusses when to use FMEAs (e.g., during design, manufacturing, etc.).
- Contains worksheets and process flowchart method.
- Contains a glossary of major terms.



ISBN 978-052776320-6 | 1996 | 76 Pages | Soft Cover | Cat.# PP6320 | **\$10.95 US / £5.99 UK**

The Root Cause Analysis Handbook

A Simplified Approach to Identifying, Correcting, and Reporting Workplace Errors

Max Ammerman

An accident has occurred on the plant floor. How does someone determine what caused it? Or what if there has been an error in the production line that has led to the company manufacturing defective products? What does the company do?

The answer is root cause analysis, a process that allows a company to find the cause of single events/problems in the workplace. **The Root Cause Analysis Handbook** presents a walkthrough example that illustrates the method and shows how to implement it. Organized in a straightforward manner, the book takes the reader step-by-step through this proven method. The author, Max Ammerman, is an expert in the field and implemented the method while at Florida Power and Light.

The need for clear documentation on dealing with problems makes this book especially valuable for quality managers, engineers, safety managers, and teams implementing the ISO or QS standards. Written in a simple, user-friendly style, the reader will grasp the core concepts quickly and begin applying them. Appendices contain forms and worksheets for implementing the root cause analysis process, as well as a valuable case study.



ISBN 978-052776326-8 | 1998 | 144 Pages | Soft Cover | Cat.# PP6326 | **\$30.00 US / £18.99 UK**

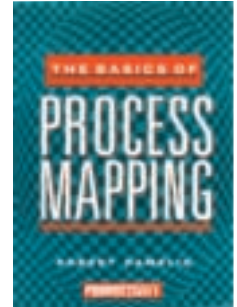
The Basics of Process Mapping

Robert Damelio

Process mapping gives an accurate picture of work flow and customer-supplier relationships, which in turn helps an organization make the right improvements. This book introduces process mapping and shows the reader how to use it. The two levels of process mapping detailed are relationship mapping and cross-functional process mapping.

Relationship mapping helps a company analyze supplier associations while cross-functional mapping deals with sequences in a particular work process. According to the book, the relationship map tries to answer the question, "What does the organization provide to its internal and external customers?" A cross-functional map, on the other hand, answers the questions, "What steps does the organization perform to provide input and outputs to internal and external customers? And who performs each step?"

This book contains a case study of both levels of process mapping and guidelines for when to use each type. Use it as a wonderful hands-on team resource, a training supplement, and a reference.



ISBN 978-052776316-9 | 1996 | 77 Pages | Soft Cover | Cat.# PP6316 | **\$10.95 US / £5.99 UK**

Six Sigma Tool Navigator™

The Master Guide for teams

Walter J. Michalski with Dana G. King (Editor)

Six Sigma Tool Navigator™ is a powerful resource for anyone who is interested in solving problems, developing new products, improving processes, and increasing customer satisfaction in a corporate culture committed to innovation, quality, and continuous improvement.

This handbook includes detailed, easy-to-follow instructions on how to use more than 200 Six Sigma tools and techniques. A unique section – "Tool Strings" – helps teams determine which tools are appropriate for a particular task and how to link them in sequence.

Highlights include:

- A comprehensive overview of 222 improvement tools – including benchmarking, cause and effect diagrams, control charts, failure mode effect analysis (FMEA), process mapping, and many more!
- Over 70 tool string flowcharts.
- More than 100 illustrated tools including tables, matrices, flowcharts, networks, and diagrams.
- A Six Sigma tools cross reference section.
- Comprehensive statistical tables.
- A CD-ROM containing a searchable version of the entire text.

Six Sigma Tool Navigator goes beyond mere definitions — It acts as a true navigator, classifying each tool by process application, description of various applications of the tool, possible links to "before and after" tools, and problem-solving phases most applicable for the tool.

"A major roadblock to achieving the goals of a six sigma initiative is a lack of tools. As a solution, Michalski and King offer Six Sigma Tool Navigator."

—*Industrial Engineer: The Engineers Bookshelf, December 2003*



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ISBN 978-156327295-0 | 2003 | 768 Pages | 222 Tools | Soft Cover | CD-ROM | Cat.# PP7295 | **\$75.00 US / £39.99 UK**

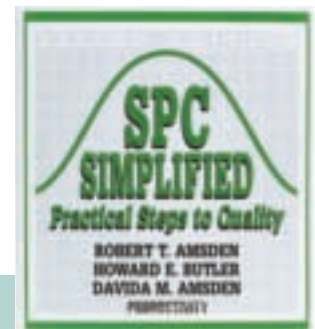
SPC Simplified

Practical Steps to Quality (Second Edition)

Robert T. Amsden, Howard E. Butler, and Davida M. Amsden

This bestseller has been updated to reflect the changing environment in manufacturing organizations—including the changing role of operators or line workers, the use of cross-functional teams to solve problems and the shift away from quality control departments and toward total quality management systems. It's still a hands-on manual with practice problems in each module. Written in clear language, it simplifies the essentials for monitoring, analyzing, and improving quality. No mathematical background is needed.

ISBN 978-052776340-4 | 1998 | 304 Pages | Soft Cover
Cat.# PP6340 | **\$30.00 US / £15.99 UK**



Benchmarking

The Search for Industry Best Practices that Lead to Superior Performance

Robert C. Camp

In this groundbreaking reference, Robert C. Camp guides you through all phases of the ten-step benchmarking process, from the planning stage to maturity. This guide is for middle managers in industry (in marketing, manufacturing, administrative and support, finance, and personal functions), not-for-profit organizations and government agencies, as well as quality improvement projects. Detailed examples show you how to relate benchmarking to your own circumstances. Reference guides help you get started.

This guide also contains case study examples from Xerox's successful benchmark of L.L. Bean and over 50 tables and figures.



ISBN 978-1-56327352-0 | 1989 | 299 Pages | Soft Cover | Cat.# PP7352 | **\$35.00 US / £18.99 UK**

A Best Seller!

Practical Lean Accounting

A Proven System for Measuring and Managing the Lean Enterprise

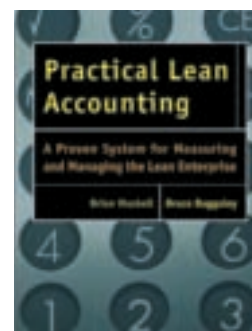
Brian Maskell and Bruce Baggaley

As companies move ahead with the implementation of lean production, financial functions often lag behind. When this happens, not only do they fail to actively support the effort, but they can actually hinder it.

In **Practical Lean Accounting**, authors Brian Maskell and Bruce Baggaley present a step-by-step method for transforming a manufacturing company's financial functions to support lean manufacturing. This step-by-step method transforms the accounting system to follow the company's pathway through lean implementation covering what needs to be done at each stage to support lean.

A case study runs throughout the text illustrating the lean accounting transformation within the context of the whole lean enterprise. A CD-ROM is included containing detailed forms, charts, and diagrams supporting the transformation to lean accounting.

Practical Lean Accounting is a valuable tool for CFOs, Controllers, accounting staff, and general managers that use key financial information to control their processes and support lean implementation.

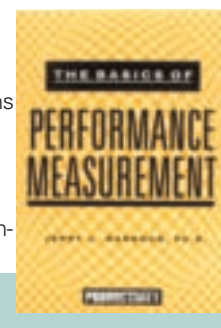


ISBN 978-156327243-1 | 2004 | 384 Pages | Soft Cover | CD-ROM | Cat.# PP7243 | **\$50.00 US / £26.99 UK**

The Basics of Performance Measurement

Jerry L. Harbour, Ph.D.

This handy guide is the perfect introduction to the core aspects of performance measurement. With clear descriptions of the various types of performance measurements, you'll be able to connect the right type of measurement to the right output—whether the purpose is to diagnose a problem or to indicate performance towards a goal. This book contains brief examples of all the types of performance measures and explains how to create effective performance measures. It also gives you a five-step method for developing a performance measurement system that includes selecting performance measurement families and hierarchies tailored to different levels within the organization.



ISBN 978-052776328-2 | 1997 | 76 Pages | Soft Cover | Cat.# PP6328 | **\$10.95 US / £5.99 UK**

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Keeping Score

Using the Right Metrics to Drive World Class Performance

Mark Graham Brown

Keeping Score ensures that you look at the right metrics. The author contends that metrics must focus on the past, present, and future and be based on the needs of customers, shareholders and employees. Following a Baldrige approach, Brown shows you how to evaluate your current approach to measurement and redesign inadequate metrics and systems used to collect and report data. Developing an accurate measurement system ensures that you measure the right metrics.



ISBN 978-65327-355 | 1996 | 224 Pages | Soft Cover | Cat.# PP7355 | **\$24.95 US / £13.99 UK**

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The Eaton Lean System

An Interactive Introduction to Lean Manufacturing Principles

The Eaton Corporation and the Productivity Press Development Team

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Teaming up with the Eaton Corporation, Productivity Press is proud to bring you a comprehensive introduction to lean: **The Eaton Lean System™**. Here's a unique training package with all the features you've been asking for. Integrating the latest in interactivity with informative and powerful video presentations, this innovative software involves the user at every level, making the fundamental concepts of lean accessible, interesting, and fun!

Seven topic-focused CDs let you tackle lean subjects in the order you choose. You'll get short lessons in each subject before watching examples and completing tasks that clarify the concept. Problems and interactive models are made fun with clickable tools. One example features a desk complete with a lamp, calculator, and ringing phone. These CDs enable learners to apply the concepts right away, which makes for a powerful, high-impact learning experience.

Graphs, clocks, and diagrams showing efficiency, time wasted, or dollars lost help to demonstrate the purpose of the lean tools highlighted throughout the series. Video clips show real people working either the lean way or the wasteful way. It doesn't get any simpler or easier to understand than this—the Muda CD video shows a cook making pancakes for a customer order! After going through the lessons, learners will help him find and eliminate the waste in his process.

Easy to install and use, *The Eaton Lean System™* offers the user exceptional flexibility. Employees can either interact with the program one at a time, or a trainer can involve a whole class by using an LCD display. It's a training package that lets you combine the advantages of video and interactive software!

"The Eaton Lean System CDs are interactive learning-by-discovery programs that are accessible and fun."

—Tom Andrews, PhD, Chairman, Technology, Systems Department, Bowling Green State University



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ISBN 978-156327261-5 | 2001 | Cat. # PP7261 | **\$750.00 US / £395.00 UK**

Supply Chain Development for the Lean Enterprise

Interorganizational Cost Management

Robin Cooper and Regine Slagmulder

Co-published with the Institute of Management Accountants

Competitive pressure has led many companies to try to increase the efficiency of supplier firms through interorganizational cost management systems, structured approaches that coordinate the activities of firms in a supplier network to reduce the total costs in the network. It is particularly important to lean enterprises for two reasons:

- Lean enterprises typically outsource more of the added value of their products than their mass producer counterparts.
- Lean enterprises usually compete more aggressively and must manage costs more effectively.

In this book, the authors use nine case studies to document the way successful companies transfer cost management pressures across organizational boundaries. Read this book to learn supply chain management, forge competitive advantages, and reduce costs!



ISBN 978-156327218-9 | 1999 | 544 Pages | Hard Cover | Cat.# PP7218 | **\$55.00 US / £28.99 UK**

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Mistake-Proofing for Operators Learning Package

Created by the Productivity Press Development Team

The Zero Quality Control (ZQC) system is a mistake-proofing approach that prevents defects by monitoring process conditions at the source and correcting errors that would cause defects. In this breakthrough approach, mistake-proofing devices called poka-yoke are used to check and give feedback about each product or operation in the process, not just a sample. This package helps start the education process by establishing the foundation to reach this goal—placing proven improvement tools in the hands of your company's entire workforce.

ISBN 978-156327128-1 | 1997 | Cat.# PP7128 | **\$375.00 US / £199.00 UK**



Winning Score

How to Design and Implement Organizational Scorecards

Mark Graham Brown

Leading performance improvement consultant Mark Graham Brown shares his years of experience in this invaluable book. Brown believes organizations should measure the areas of the business that impact important strategic decisions rather than just mindlessly collecting data. Balance is crucial in performance measurement, and companies must analyze a mixture of the aspects that compose their business, such as financial, customer satisfaction, quality, and productivity.

ISBN 978-156327363-6 | 2000 | 316 Pages | Hard Cover | Cat. # PP7363 | **\$35.00 US / £18.99 UK**



Process Mastering

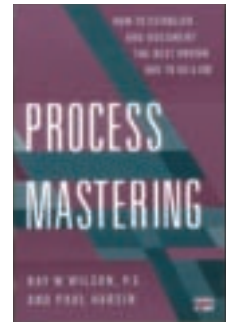
How to Establish and Document the Best Known Way to Do a Job

Ray W. Wilson, PE. and Paul Harsin

This book offers a method to create a continuous improvement document—the “Process Master.” This new quality tool documents all the facets of a process as they actually occur—steps, inputs, outputs, equipment, controls—utilizing the “untapped” process knowledge of your organization’s workforce. It allows you to standardize a procedure, which then can be easily reviewed and improved. The benefits include cost reduction, increased productivity, improved safety, higher morale, and the ability to meet the changing expectations of your customers. It contains two fully completed sample Process Masters as well as numerous improvement examples. An appendix provides blank Process Master forms and shows you how to use a Deployment Flow Chart.

Written in a pragmatic format, Process Mastering provides step-by-step details for implementing this powerful tool. The book explains how to use process mastering to comply with ISO 9000 or ISO 14000 standards, increase productivity, reduce operating costs, improve company safety, and much more.

ISBN 978-052776344-2 | 1998 | 168 Pages | Soft Cover | Cat. # PP6344 | **\$30.00 US / £15.99 UK**



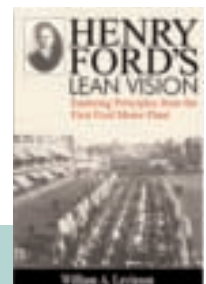
Henry Ford's Lean Vision

Enduring Principles from the First Ford Motor Plant

William A. Levinson

Henry Ford's Lean Vision is a hands-on reference that provides the reader with proven principles and methods that can be applied in any business or service enterprise. It covers all aspects of building and running a successful enterprise, including Ford's principles for human relationships and the management of physical resources.

ISBN 978-156327260-8 | 2002 | 377 Pages | Hard Cover | Cat. # PP7260 | **\$45.00 US / £23.99 UK**



OTHER BOOKS BY PRODUCTIVITY PRESS

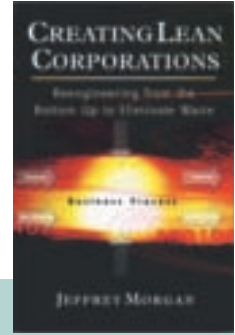
Creating Lean Corporations

Reengineering from the Bottom Up to Eliminate Waste

Jeffrey Morgan

Many companies applying lean use a top-down approach—management dictates how lean concepts are implemented throughout the organization. This method often fails because most employees are just “doing”; they are never expected to understand the philosophy or take ownership of the improvements. **Creating Lean Corporations**, by Jeffrey Morgan, however, utilizes a bottom-up approach, which means that workers are empowered to create and manage their own portions of business processes. This approach is essential for creating and improving business processes that are large and complex but still efficient.

ISBN 978-156327-324-7 | 2005 | 272 Pages | Hard Cover | Cat. # PP7324 | **\$40.00 US / £21.99 UK**



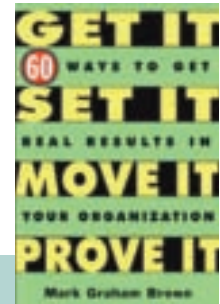
Get It, Set It, Move It, Prove It

60 Ways to Get Real Results in Your Organization

Mark Graham Brown

The distinct feature of this book is the four-phased model: “**Get It**” focuses on your leadership’s vision and values; “**Set It**” improves your goals and strategies and their deployment in regard to ethics and regulatory requirements and performance measurement; “**Move It**” strengthens your relationships with important customers and the management of employees and key work processes; and “**Prove It**” helps you supply the evidence that your systems are producing high-performance results.

ISBN: 978-156327306-3 | 2004 | 224 Pages | Soft Cover | Cat.# PP7306 | **\$22.95 US / £12.99 UK**



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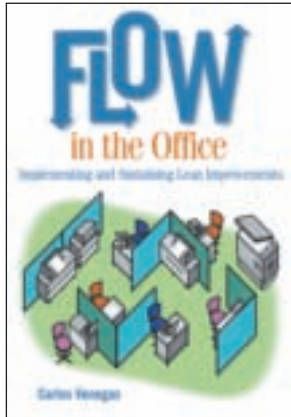
—APICS Magazine,
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"Through numerous case studies, the authors show how successful health care organizations are using performance-improvement tools to produce top-quality services as inexpensively as possible."

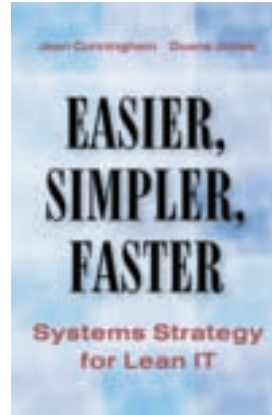
—Quality Digest,
March 2008
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—BookNews.com,
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—ShingoPrize.org,
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