

Metrics Based Process Mapping Identifying And Eliminating Waste In Office And Service Processes 2nd Second By Martin Karen Osterling Mike 2012 Paperback

Metrics-Based Process Mapping (MBPM) is a methodology that was developed to support the adoption of lean practices in office, service, and technical environments. Designed and developed by lean practitioners, this technique integrates the functional orientation of conventional swim-lane process maps with the time and quality metrics used in value stream mapping. While MBPM can be used to help improve any cross-functional process, it is an especially effective means for understanding and acting on office, service, and technical process improvement opportunities identified during value stream mapping. View a presentation of this valuable tool in action - <http://vimeo.com/27016122> This CD provides improvement teams with an Excel-based solution to electronically archive and distribute current and future state MBPMs created with paper and Post-it® notes. This flexible user-friendly tool includes: A custom toolbar that enables mapping-related functionality, including the ability to insert, reorder, or remove steps and functions Automated calculation of key process performance metrics An audit tool that ensures a map contains the data required to auto-calculate the metrics needed to compare process performance from the current to the projected future state Easy to use with no installation necessary, the tool requires only basic Excel experience. It includes a detailed step-by-step instruction guide that walks users through the process of creating a metrics-based process map. System Requirements: The tool is intended for use on PC's using Excel 2003 or later; it will NOT function with earlier versions of Excel, or on Macintosh computers.

Is Lean a fit for your healthcare organization? Various methodologies can be used to help organizations achieve their objectives depending on their criteria: lowest risk of failure, fast to resolution, or lowest cost for deployment. But what every organization should consider is which methodology will have the greatest impact. Lean, a systematic approach to understanding and optimizing processes, may be the fit for your organization. Learn more in this new IBM® Redpaper™ publication, *A Guide to Lean Healthcare Workflows*, by Jerry Green and Amy Valentini of Phytel (An IBM Company). The paper delves into the five steps of Lean: Define value from the patient's perspective Map the value stream, and identify issues and constraints Remove waste, and make the value flow without interruption Implement the solution, and allow patients to pull value Maintain the gain, and pursue perfection It describes each step in-depth and includes techniques, example worksheets, and materials that can be used during the overall analysis and implementation process. And it provides insights that are derived from the real-world experience of the authors. This paper is intended to serve as a guide for readers during a process-improvement project and is not necessarily intended to be read end-to-end in one sitting. It is written primarily for clinical practitioners to use as a step-by-step guide to lean out clinical workflows without

having to rely on complex statistical hypothesis-testing tools. This guide can also be used by clinical or nonclinical practitioners in non-patient-centered workflows. The steps are based on a universal Lean language that uses industry-standard terms and techniques and, therefore, can be applied to almost any process.

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

Planning Health Promotion Programs This thoroughly revised and updated third edition of *Planning Health Promotion Programs* provides a powerful, practical resource for the planning and development of health education and health promotion programs. At the heart of the book is a streamlined presentation of Intervention Mapping, a useful tool for the planning and development of effective programs. The steps and tasks of Intervention Mapping offer a framework for making and documenting decisions for influencing change in behavior and environmental conditions to promote health and to prevent or improve a health problem. *Planning Health Promotion Programs* gives health education and promotion professionals and researchers information on the latest advances in the field, updated examples and explanations, and new illustrative case studies. In addition, the book has been redesigned to be more teachable, practical, and practitioner-friendly.

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

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in the Age of Software. If you're driving your organization's transformation at any level, this is the book for you.

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

Ten Strategies of a World-Class Cyber Security Operations Center conveys MITRE's accumulated expertise on enterprise-grade computer network defense. It covers ten key qualities of leading Cyber Security Operations Centers (CSOCs), ranging from their structure and organization, to processes that best enable smooth operations, to approaches that extract maximum value from key CSOC technology investments. This book offers perspective and context for key decision points in structuring a CSOC, such as what capabilities to offer, how to architect large-scale data collection and analysis, and how to prepare the CSOC team for agile, threat-based response. If you manage, work in, or are standing up a CSOC, this book is for you. It is also available on MITRE's website, www.mitre.org.

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

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

Whether you are looking for a way to create efficiencies, analyze the work that is being done, or provide better customer service or innovation, you are ultimately looking for a tool to better understand processes. This book discusses the complete cycle of business process mapping and links business objectives, risks and measures of success to the processes being mapped.

The managed flow of goods and information from raw material to final sale also known as a "supply chain" affects everything--from the U.S. gross domestic product to where you can buy your jeans. The nature of a company's supply chain has a significant effect on its success or failure--as in the success of Dell Computer's make-to-order system and the failure of General Motor's vertical integration during the 1998 United Auto Workers strike. Supply Chain Integration looks at this crucial component of business at a

time when product design, manufacture, and delivery are changing radically and globally. This book explores the benefits of continuously improving the relationship between the firm, its suppliers, and its customers to ensure the highest added value. This book identifies the state-of-the-art developments that contribute to the success of vertical tiers of suppliers and relates these developments to the capabilities that small and medium-sized manufacturers must have to be viable participants in this system. Strategies for attaining these capabilities through manufacturing extension centers and other technical assistance providers at the national, state, and local level are suggested. This book identifies action steps for small and medium-sized manufacturers--the "seed corn" of business start-up and development--to improve supply chain management. The book examines supply chain models from consultant firms, universities, manufacturers, and associations. Topics include the roles of suppliers and other supply chain participants, the rise of outsourcing, the importance of information management, the natural tension between buyer and seller, sources of assistance to small and medium-sized firms, and a host of other issues. Supply Chain Integration will be of interest to industry policymakers, economists, researchers, business leaders, and forward-thinking executives.

In April 1991 BusinessWeek ran a cover story entitled, "Can't Work This #@! Thing," about the difficulties many people have with consumer products, such as cell phones and VCRs. More than 15 years later, the situation is much the same--but at a very different level of scale. The disconnect between people and technology has had society-wide consequences in the large-scale system accidents from major human error, such as those at Three Mile Island and in Chernobyl. To prevent both the individually annoying and nationally significant consequences, human capabilities and needs must be considered early and throughout system design and development. One challenge for such consideration has been providing the background and data needed for the seamless integration of humans into the design process from various perspectives: human factors engineering, manpower, personnel, training, safety and health, and, in the military, habitability and survivability. This collection of development activities has come to be called human-system integration (HSI). Human-System Integration in the System Development Process reviews in detail more than 20 categories of HSI methods to provide invaluable guidance and information for system designers and developers.

Harold Kerzner's essential strategies on measuring project management performance With the growth of complex projects, stakeholder involvement, and advancements in visual-based technology, metrics and KPIs (key performance indicators) are key factors in evaluating project performance. Dashboard reporting systems provide accessible project performance data, and sharing this vital data in a concise and consistent manner is a key communication responsibility of all project managers. This third edition of Kerzner's groundbreaking work, Project Management Metrics, KPIs, and Dashboards: A Guide to Measuring and Monitoring Project Performance, helps functional managers gain a thorough grasp of what metrics and KPIs are and how to use them. Plus, this edition includes new sections on processing dashboard information, portfolio management PMO and metrics, and BI tool flexibility. • Offers comprehensive coverage of the different dashboard types, design issues, and applications Provides full-color dashboards from some of the most successful project management companies, including IBM, Microsoft, and others Aligns with

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PMI's PMBOK® Guide and stresses value-driven project management PPT decks are available by chapter and a test bank will be available for use in seminar presentations and courses Get ready to bolster your awareness of what good metrics management really entails today—and be armed with the knowledge to measure performance more effectively.

The first of its kind—a Value Stream Mapping book written for those in service and office environments who need to streamline operations Value Stream Mapping is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development. Karen Martin is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program. Mike Osterling provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.

The Climate Change Science Program (CCSP) and its predecessor U.S. Global Change Research Program have sponsored climate research and observations for nearly 15 years, yet the overall progress of the program has not been measured systematically. Metrics—a system of measurement that includes the item being measured, the unit of measurement, and the value of the unit—offer a tool for measuring such progress; improving program performance; and demonstrating program successes to Congress, the Office of Management and Budget, and the public. This report lays out a framework for creating and implementing metrics for the CCSP. A general set of metrics provides a starting point for identifying the most important measures, and the principles provide guidance for refining the metrics and avoiding unintended consequences.

A clear and concise introduction and reference for anyone new to the subject of statistics.

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

Process Mapping & Management is a 10-chapter book comprised of three sections: Process mapping mechanics, process improvement analysis, and process redesign and justification. Written for executives and graduate students the

text offers practical techniques for simplifying and improving business processes that are immediately actionable. The improvement analysis is based on lean six sigma techniques and discusses leaning for the removal of process waste, cleaning for improving the remaining steps, and greening for evaluating methods that either automate or off-load work. A call-center case study runs through the book to illustrate many of the techniques.

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

The Practitioner's Guide to Data Quality Improvement offers a comprehensive look at data quality for business and IT, encompassing people, process, and technology. It shares the fundamentals for understanding the impacts of poor data quality, and guides practitioners and managers alike in socializing, gaining sponsorship for, planning, and establishing a data quality program. It demonstrates how to institute and run a data quality program, from first thoughts and justifications to maintenance and ongoing metrics. It includes an in-depth look at the use of data quality tools, including business case templates, and tools for analysis, reporting, and strategic planning. This book is recommended for data management

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practitioners, including database analysts, information analysts, data administrators, data architects, enterprise architects, data warehouse engineers, and systems analysts, and their managers. Offers a comprehensive look at data quality for business and IT, encompassing people, process, and technology. Shows how to institute and run a data quality program, from first thoughts and justifications to maintenance and ongoing metrics. Includes an in-depth look at the use of data quality tools, including business case templates, and tools for analysis, reporting, and strategic planning. Winner of The Shingo Research and Professional Publication Award! After two decades in the trenches of helping companies design and build better, more efficient operations, Karen Martin has pinpointed why performance improvement programs usually fail: Chaos, the sneaky but powerful force that frustrates customers, keeps business leaders awake at night, and saps company morale. In *The Outstanding Organization*, Karen offers a toolbox for combating chaos by creating the organizational conditions that will allow your improvement efforts to return greater gains. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for organizational excellence--Clarity, Focus, Discipline, Engagement--that, once instilled into a company's DNA, open the door to sustainable growth and profit. This well-organized, inviting-to-read guide reveals everything you need to know about:

- How the lack of clarity and focus adds millions of dollars of unnecessary labor expense and slows progress on all fronts
- How you can gain a competitive edge by adopting the type of disciplined behaviors typically found in the military, science, law enforcement, sports, and the arts
- Why you should stop worrying about employee satisfaction--and start concerning yourself with employee engagement
- Why adopting various improvement approaches without building a foundation for success won't solve your problems--and will likely create more chaos

Although you don't like the chaos that you're currently coping with, you've probably come to accept it. You don't have to if you follow the path Karen lays out. This no-nonsense book helps you get to the crux of the problem, so you can inject the sensible, disciplined calm that enables the levels of performance and innovation mandated by today's business environment--and help your organization become truly outstanding. Praise for *The Outstanding Organization* "Too often, outstanding performance seems out of reach. Karen Martin explains, with elegant simplicity, why so many organizations 'can't get there from here.' Better yet, she provides clear, actionable advice on building a foundation that will allow anyone to achieve excellence." -Matthew E. May, author, *The Laws of Subtraction* "This fast-moving book gives managers a series of practical, proven strategies and tools to improve performance to get better results immediately." -Brian Tracy, author, *Full Engagement!* "It is within our grasp to create an outstanding organization, but it won't happen without focus and attention. Karen Martin explores organizations that have made this transformation, and she unlocks their secrets for you. Read this book, apply the principles exposed, and you will achieve similar success." -Richard Sheridan, CEO, Menlo Innovations "Karen Martin

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shares her extensive experience assisting companies in their improvement efforts and identifies capabilities common among organizations that have achieved sustainable outstanding success. Especially noteworthy is Karen's discussion of the Plan-Do-Study-Adjust management cycle. Adapt it as you need, adopt it because you must." -John Shook, Chairman and CEO, Lean Enterprise Institute "Powerful and motivating! Whether you are performing aerial feats in a super-sonic fighter jet at low altitude or plotting improvement efforts from the corporate boardroom, this book will help you take your organizational performance to new heights!" -Scott Beare, former Lead Solo Pilot, Blue Angels

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

then applying the ideas in Peter's book will assist you in getting the right things done." Ken Wendle (FISM) previous President of the itSMF USA, works as a Senior Solution Architect for Hewlett Packard's OpenView Software division Given that itSMF is the source, readers of this book will naturally expect a 'best practices' view on metrics, and a highly practical reference text. More particularly, though, the special merit of the text is its carefulness in stressing that metrics must be both useful and meaningful, and that the meaning comes from the business perspective on IT management processes - a perspective always represented by a stated business objective. By encouraging readers to seriously commit to defining clear business objectives, the text aims the reader at measurement that avoids excess or irrelevance. Malcolm Ryder (CA Architect)

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

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

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

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information management, quality control, production optimization and product lifecycle management. Providing an overview of current trends and developments, the book will be of interest to researchers and engineers in the relevant area of manufacturing processes, design and production management.

Value-stream maps are the blueprints for lean transformations and Learning to See is an easy-to-read, step-by-step instruction manual that teaches this valuable tool to anyone, regardless of his or her background. This groundbreaking workbook, which has introduced the value-stream mapping tool to thousands of people around the world, breaks down the important concepts of value-stream mapping into an easily grasped format. The workbook, a Shingo Research Prize recipient in 1999, is filled with actual maps, as well as engaging diagrams and illustrations. The value-stream map is a paper-and-pencil representation of every process in the material and information flow, along with key data. It differs significantly from tools such as process mapping or layout diagrams because it includes information flow as well as material flow. Value-stream mapping is an overarching tool that gives managers and executives a picture of the entire production process, both value and non value-creating activities. Rather than taking a haphazard approach to lean implementation, value-stream mapping establishes a direction for the company. To encourage you to become actively involved in the learning process, Learning to See contains a case study based on a fictional company, Acme Stamping. You begin by mapping the current state of the value stream, looking for all the sources of waste. After identifying the waste, you draw a map of a leaner future state and a value-stream plan to guide implementation and review progress regularly. Written by two experts with practical experience, Mike Rother and John Shook, the workbook makes complicated concepts simple. It teaches you the reasons for introducing a mapping program and how it fits into a lean conversion. With this easy-to-use product, a company gets the tool it needs to understand and use value-stream mapping so it can eliminate waste in production processes. Start your lean transformation or accelerate your existing effort with value-stream mapping. [Source : 4e de couv.]

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

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

Process safety metrics is a topic of frequent conversation within chemical industry associations. Guidelines for Process Safety Metrics provides basic information on process safety performance indicators, including a comprehensive list of metrics for measuring performance and examples as to how they can be successfully applied over both the short and long term. For engineers, insurers, corporate trainers, military personnel, government officials, students, and managers involved in production, product and process development, Guidelines for

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Process Safety Metrics can help determine appropriate metrics useful in monitoring performance and improving process safety programs. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

This book combines the synergies between performance improvement systems to help ensure safe and reliable operations, streamline procedures and cross-system auditing, and supporting regulatory and corporate compliance requirements. Many metrics are common to more than one area, such that a well-designed and implemented integrated management system will reduce the load on the Process Safety, SHE, Security and Quality groups, and improve manufacturing efficiency and customer satisfaction. Systems to improve performance include: process safety; traditional safety, health and environment; and, product quality. Chapters include: Integrating Framework; Securing Support & Preparing for Implementation; Establishing Common Risk Management Systems – How to Integrate PSM into Other EH; Testing Implementation Approach; Developing and Agreeing on Metrics; Management Review; Tracking Integration Progress and Measuring Performance; Continuous Improvement; Communication of Results to Different Stakeholders; Case Studies; and Examples for Industry. Over the past decade, dozens of studies, reports, directives, and commissions have recommended specific changes in the approach the Department of Defense (DoD) uses to acquire products (primarily major weapon systems). This Defense Science Board (DSB) Summer Study Task Force reviewed these prior studies and concluded that, by and large, the recommendations have been implemented. Rather than adding to the list of 'what to do' recommendations, this Task Force concentrated on recommending 'how-to-implement' change. This is a departure from the typical technical recommendations, but the Task Force believes this 'how to' focus is urgently needed at this juncture. Award-winning business performance improvement and Lean management expert Karen Martin diagnoses a ubiquitous business management and leadership problem—the lack of clarity—and outlines specific actions to dramatically improve organizational performance. Through her global consulting projects, keynote speeches, and work with thousands of leaders, Karen has seen first-hand how a pervasive lack of clarity strangles business performance and erodes employee engagement. Ambiguity is the corporate default state, a condition so prevalent that “tolerance for ambiguity” has become a clichéd job requirement. It doesn't have to be this way. In Clarity First, Karen provides methods and insights for achieving clarity to unleash potential, innovate at higher levels, and solve the problems that matter to deliver outstanding business results. Both a visionary road map and practical guide, this book will help leaders: •Identify and communicate the organization's true purpose •Set achievable priorities •Deliver greater customer value through more efficient processes •Provide greater transparency about true versus assumed performance •Build strong problem-solving and critical thinking capabilities throughout the organization •Develop personal clarity to be a more direct, purposeful, and successful leader Eliminating ambiguity is the first step for leaders and organizations to achieve strategic goals. Learn how to gain the clarity needed to make better decisions, lead more effectively, and boost organizational performance. When it comes to leading an outstanding organization, every great leader needs Clarity First.

Optimize Every Stage of Your Product Development and Commercialization To remain competitive, companies must become more effective at identifying, developing, and commercializing new products and services. Design for Six Sigma (DFSS) is the most powerful approach available for achieving these goals reliably and efficiently. Now, for the first time, there's a comprehensive, hands-on guide to utilizing DFSS in real-world product development. Using a start-to-finish case study, a practical roadmap, and easy-to-use templates, Commercializing Great Products with Design for Six Sigma shows how to optimize every stage of product commercialization. Drawing on a combined sixty-five years of product experience, the authors show how to make better product and portfolio decisions; develop better business cases and benefits assessments; create better concepts and designs; scale up manufacturing more effectively; and execute better launches. Learn how to

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Establish infrastructure to support successful commercialization Use Stage-Gate® processes to minimize risk and optimize the use of people and resources Create better plans: Segment markets, define product value, estimate financial value, and position new products for success Capture the "Voice of the Customer," analyze it, and use it to drive development Choose the right tools: Ideation, Pugh Concept Selection, QFD, TRIZ, and many more Develop better products and processes: Process Maps, Cause and Effects Matrices, Failure Modes and Effects Analysis, Statistical Design and Data Analysis Tools, and more Test and improve product performance and reliability Perform Post Mortems and apply what you've learned to your next project Whether you're an executive, engineer, designer, marketer, or quality-control professional, Commercializing Great Products with Design for Six Sigma will help you identify more valuable product concepts and translate them into high-impact revenue sources.

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Kaizen Events are an effective way to train organizations to break unproductive habits and adopt a continuous improvement philosophy while, at the same time, achieve breakthrough performance-level results. Through Kaizen Events, cross-functional teams learn how to make improvements in a methodological way. They learn how to quickly study a process,

Metrics-Based Process Mapping (MBPM) is a tactical-level, visual mapping approach that enables improvement teams to make effective, data-based decisions regarding waste elimination and measure ongoing process performance. The mapping technique, often used to drill down from a value stream map, integrates the functional orientation of traditional swim-lane process maps with time and quality metrics that are essential for designing improved processes. Building on the success of its popular predecessor, Metrics-Based Process Mapping: An Excel-Based Solution, this book takes readers to the next level in understanding processes and process improvement. Included with the book is an interactive macro-driven Excel tool, which allows users to electronically capture their current and future state maps. The tool also audits the maps for completeness, summarizes the metrics, and auto-calculates the improvements. Improvements to this version include:

Foundational content about processes—what they are and how they vary A description of the difference between value-stream and process-level maps New content about how to bridge the gap between your current state and your desired future state Tips for effective team

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formation and mapping facilitation An implementation plan for those using the mapping methodology as a standalone tool and not part of a Kaizen Event The Excel-based tool included on the accompanying CD provides readers with a user-friendly way to electronically archive manually created maps in team settings for easier storage and distribution across your entire organization. While current and future state MBPMs are initially created during team-based activities using butcher paper and post-its, the electronic maps serve as standard work documentation for the improved process, enabling training, communication, and process monitoring activities. This flexible, user-friendly tool includes: A custom toolbar that simplifies map creation and editing Automated calculation of key metrics An audit feature to prevent mapping errors The ability to simulate how improvements will impact staffing requirements System Requirements: The tool is intended for use on PCs using Excel 2003 or later—it will NOT function with earlier versions of Excel, or on Macintosh computers. View a demo of the Excel tool at: www.mbpmapping.com

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