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strategically directed action,  
developing a lean organizational  
culture, and enhancing the care  
delivery system. Chapters include:  
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Directed Action The Culture-Creating  
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Work Plan The System-Creating Path

Instructor Resources: PowerPoint  
slides of the exhibits from selected  
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This book deals with a hospital's

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struggle to secure and maintain financial stability. In the story, the leadership team of a fictional hospital adopts the tools and principles associated with the Toyota Production System or Lean. The story takes the reader through leadership's arduous journey from rejecting the

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methodology to embracing it, to  
successful implementation. This book  
is important because many of our  
nation's hospitals are besieged with  
financial difficulties with declining  
reimbursement and the public is  
losing confidence in our hospital's  
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error. Lean can provide relief from these issues but only if it is properly implemented.

For companies to be competitive, leaders must engage people at all levels in order to focus their energy and enable them to apply lean

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principles to everything they do. Strategy deployment, called hoshin kanri by Toyota, has proven to be the most effective process for meeting this ongoing challenge. In his new book Getting the Right Things Done, author and LEI faculty member Pascal Dennis outlines the nuts and bolts of

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strategy deployment, answering two tough questions that ultimately can make or break a company's lean transformation: \* What kind of planning system is required to inspire meaningful company-wide continuous improvement? \* How might we change existing mental

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models that do not support a culture of continuous improvement? Getting the Right Things Done demonstrates how strategy deployment can help leaders harness the full power of Lean. Organization leaders at all levels and the management teams who are responsible for strategy

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deployment will find this book especially insightful. It tells the story of a fictional (yet very real) midsized company, Atlas Industries that needs to dramatically improve to compete with emerging rivals and meet new customer demands. Getting the Right Things Done chronicles the journey of



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the company and its President/COO, an experienced lean leader who was hired five years ago to steer Atlas in the right direction. While Atlas had already applied some basic lean principles, it had not really connected the people and business processes so that the company could dramatically

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improve. Atlas' challenge:

"Something was missing: a way of focusing and aligning the efforts of good people, and a delivery system, something that would direct the tools to the right places." Enter strategy deployment. The book is designed to provide readers with a framework for

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understanding the key components  
of strategy deployment: agreeing on  
the company's "True North," working  
within the PDCA cycle, getting conse

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game changer.” —Michael Ballé, Ph.D., coauthor of *The Gold Mine* and *The Lean Manager* “ This will immediately be recognized as the most important book ever published to understand and guide ‘ True North Lean ’ and the goal of perpetual business excellence. ”

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—Ross E. Robson, President and CEO,  
DnR Lean, LLC, and the original  
Director of The Shingo Prize “ An  
excellent book that will shape  
leadership development for decades  
to come. ” —Karen Martin, Principal,  
Karen Martin & Associates, and author  
of The Kaizen Event Planner About

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the Book: TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company 's unprecedented success is its famous production system and its lesser-known product development program. These

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strategies consider the end user at  
every turn and have become the  
model for the global lean business  
movement. All too often,  
organizations adopting lean miss the  
most critical ingredient—lean  
leadership. Toyota makes enormous  
investments in carefully selecting and



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intensively developing leaders who fit its unique philosophy and culture.

Thanks to the company ' s lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous

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improvement at all levels of its  
business. This has allowed for:  
Constant growth: Toyota increased  
profitability for 58 consecutive  
years—slowing down only in the face  
of 2008 ' s worldwide financial  
difficulties, the recall crisis, and the  
worst Japanese earthquake of the

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century. Unstoppable inventiveness:

Toyota ' s approach to innovative  
thinking and problem solving has  
resulted in top industry ratings and

incredible customer satisfaction,

while allowing the company to

weather these three crises in rapid

succession and to come out stronger.

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Strong branding and respect:  
Toyota 's reputation was  
instrumental in the company 's  
ability to withstand the recalls-driven  
media storm of 2010. But what  
looked to some to be a sinking ship is  
once again running under a full head  
of steam. Perhaps the Toyota culture

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had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is “as good and perhaps a better model for lean leadership than it ever has been.” of innovation and growth. Yet, Industry Week reports that just 2 percent of companies

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using lean processes can likewise  
claim to have had long-term success.  
What the other 98 percent lack is  
unified leadership with a common  
method and philosophy. If you want  
to get lean, you have to take it to the  
leadership level. The Toyota Way to  
Lean Leadership shows you how.

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With the growing business industry there is a large demand for greater speed and quality, for projects of all natures in both small and large businesses. Lean Six Sigma is the result of the combination of the two best-known improvement methods:

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Six Sigma (making work better, of higher quality) and Lean (making work faster, more efficient). Lean Six Sigma For Dummies outlines the key concepts in plain English, and shows you how to use the right tools, in the right place, and in the right way, not just in improvement and design



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projects, but also in your day-to-day activities. It shows you how to ensure the key principles and concepts of Lean Six Sigma become a natural part of how you do things so you can get the best out of your business and accomplish your goals better, faster and cheaper. About the author John

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Morgan has been a Director of Catalyst Consulting, Europe's leading provider of lean Six Sigma solutions for 10 years. Martin Brenig-Jones is also a Director at Catalyst Consulting. He is an expert in Quality and Change Management and has worked in the field for 16 years.

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Product leadership using agile and lean practices of entrepreneurial startup businesses

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How well does your organization respond to changing market conditions, customer needs, and

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emerging technologies when  
building software-based products?  
This practical guide presents Lean  
and Agile principles and patterns to  
help you move fast at scale—and  
demonstrates why and how to apply  
these paradigms throughout your  
organization, rather than with just

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one department or team. Through case studies, you ' ll learn how successful enterprises have rethought everything from governance and financial management to systems architecture and organizational culture in the pursuit of radically improved performance. Discover how

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Lean focuses on people and  
teamwork at every level, in contrast  
to traditional management practices  
Approach problem-solving  
experimentally by exploring  
solutions, testing assumptions, and  
getting feedback from real users Lead  
and manage large-scale programs in

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a way that empowers employees, increases the speed and quality of delivery, and lowers costs Learn how to implement ideas from the DevOps and Lean Startup movements even in complex, regulated environments

This book explains how in moving

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towards Cleaner Production, the Lean Production Philosophy can be applied to reduce carbon emissions in prefabrication - one major source of the Greenhouse Gas (GHG) emissions which contribute to global climate change. This book examines theories and principles in the Lean Production



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Philosophy to develop situation-based carbon reduction strategies for precast concrete manufacturers and contractors in terms of Site layout, Supply Chain, Production, Stocks and Installation Management. It presents the empirical findings of surveys and case studies with managers and

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professionals working for precasters  
and contractors in Singapore,  
findings which provide good practical  
guidance for precast concrete  
manufacturers and contractors to  
achieve low carbon emissions and to  
perform better in many sustainability-  
based rating systems, such as the

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Singapore Green Labelling Scheme  
and the Building and Construction  
Authority (BCA) Green Mark Scheme.

This book is part of a series of titles  
that are a spin-off of the Shingo Prize-  
winning book Leveraging Lean in  
Healthcare: Transforming Your

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Enterprise into a High Quality Patient  
Care Delivery System. Each book in  
the series focuses on a specific aspect  
of healthcare that has demonstrated  
significant process and quality  
improvements after a Lean  
implementation. Emergency  
departments have become notorious

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for long wait times and questionable quality of care. By adopting Lean manufacturing concepts, hospitals can turn the emergency department into a valuable service for the hospital and the community it serves.

Leveraging Lean in the Emergency Department: Creating a Cost

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Effective, Standardized, High Quality,  
Patient-Focused Operation supplies a  
functional understanding of Lean  
emergency department processes  
and quality improvement techniques.  
It is ideal for healthcare executives,  
leaders, process improvement team  
members, and inquisitive frontline

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workers who want to implement and leverage Lean. Supplying detailed descriptions of Lean tools and methodologies, the book identifies powerful Lean solutions specific to the needs of the emergency department. The first section provides an overview of Lean

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concepts, tools, methodologies, and applications. The second section focuses on the application of Lean in the emergency department within the confines of the hospital or clinic.

Presenting numerous examples, stories, case studies, and lessons learned, it examines the normal



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Reform In Your area in emergency departments and highlights the areas where typical problems occur. Next, the book walks readers through various Lean initiatives and demonstrates how Lean tools and concepts have been used to achieve lasting improvements to processes

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and quality of care. It also supplies actionable blueprints that readers can duplicate or modify for use in their own institutions. Illustrating leadership's role in achieving departmental goals, this book will provide you with a well-rounded understanding of how Lean can be

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applied to achieve significant  
improvements throughout the entire  
continuum of care.

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