



Creating Continuous Flow

*an action guide for
managers, engineers
& production associates*

by

Mike Rother & Rick Harris

foreword by Jim Womack



Making Materials Flow

*a lean material-handling guide for operations,
production-control, and engineering professionals*

by Rick Harris, Chris Harris, and Earl Wilson

foreword by Jim Womack, Dan Jones, John Shook, and Jose Ferrer



Creating Continuous Flow

Anthony Manos, Chad Vincent



Creating Continuous Flow:

Creating Continuous Flow Mike Rother, Rick Harris, 2001-12 This workbook explains in simple step by step terms how to introduce and sustain lean flows of material and information in pacemaker cells and lines a prerequisite for achieving a lean value stream A sight we frequently encounter when touring plants is the relocation of processing steps from departments process villages to product family work cells but too often these cells produce only intermittent and erratic flow Output gyrates from hour to hour and small piles of inventory accumulate between each operation so that few of the benefits of cellularization are actually being realized and if the cell is located upstream from the pacemaker process none of the benefits may ever reach the customer This sequel to Learning to See which focused on plant level operations provides simple step by step instructions for eliminating waste and creating continuous flow at the process level This isn't a workbook you will read once then relegate to the bookshelf It's an action guide for managers engineers and production associates that you will use to improve flow each and every day Creating Continuous Flow takes you to the next level in work cell design where you'll achieve even greater cost and lead time savings You'll learn where to focus your continuous flow efforts how to create much more efficient work cells and lines how to operate a pacemaker process so that a lean value stream is possible how to sustain the gains and keep improving Creating Continuous Flow is the next logical step after Learning to See The value stream mapping process defined the pacemaker process and the overall flow of products and information in the plant The next step is to shift your focus from the plant to the process level by zeroing in on the pacemaker process which sets the production rhythm for the plant or value stream and apply the principles of continuous flow Every production facility has at least one pacemaker process The pacemaker processes is usually where products take their final form before going to external customers It's called the pacemaker because how you operate here determines both how well you can serve the customer and what the demand pattern is like for your upstream supplying processes How the pacemaker process operates is critically important A steady and consistently flowing pacemaker places steady and consistent demands on the rest of the value stream The continuous flow processing that results allows companies to create leaner value streams Source 4e de couv

Learning to See Mike Rother, John Shook, 2003 Senior experts within the Toyota Production System often draw maps when on the shop floor These maps show the current physical flow of a product family and the information flow for that product family as they wind through a complex facility making many products Much more important these simple maps often drawn on a scrap of paper show where steps can be eliminated flows smoothed and pull systems introduced in order to create a truly lean value stream for each product family In 1998 John Shook and Mike Rother of the University of Michigan wrote down Toyota's mapping methodology for the first time in Learning to See This simple tool makes it possible for you to see through the clutter of a complex plant You'll soon be able to identify all the processing steps along the path from raw materials to finished goods for each product and all of the information flows going back from the customer through the plant

and upstream to suppliers With this knowledge in hand it is much easier to envision a future state for each product family in which wasteful actions are eliminated and production can be pulled smoothly ahead by the customer In plain language with detailed drawings this workbook explains everything you will need to create accurate current state and future state maps for each of your product families and then turn the current state into the future state rapidly and sustainably In Learning to See you will find A foreword by Jim Womack and Dan Jones explaining the need for this tool An introduction by Mike Rother and John Shook describing how they discovered the mapping tool in their study of Toyota Guidance on identifying your product families A detailed explanation on how to draw a current state map A practice case permitting you to draw a current state map on your own with feedback from Mike and John in the appendix on how you did A detailed explanation on how to draw a future state map A second practice case permitting you

Creating Lean Dealers David Brunt, John Kiff, 2006-12-01 What is in *Creating Lean Dealers* *Creating Lean Dealers* is a DIY guide to enable dealers to achieve such a step change for themselves It works through using examples diagrams and detailed instructions how to transform performance in service and repair Then it goes on to describe how the same logic can be applied to all other areas of the dealer business to give a win win win for customers dealer staff and shareholders The journey to becoming a Lean dealer begins by getting a real understanding of two things The ability of the processes in the dealership to deliver right first time on time at every step a measure that authors David Brunt and John Kiff call Customer Fulfilment because it is the core of what customers value The actual demand on those processes and separating it into different types The next step is to use these measures together with a map of the current state of the process to define and prioritise what the problems are and then address them with the teams who do the work in a structured way using the Plan Do Check Act method of improvement A series of questions then guides the dealer to develop a future state map of the process a picture of what the process will look like typically in 6 months time when the problems have been addressed and some of the wastes eliminated so that more of the time is spent creating the value that customers want what Lean thinkers call Flow An accompanying action plan lists the bite sized steps needed to achieve the transformation But like every transformational change management plays a critical role Without a fully committed CEO leading from the top improvements are almost certainly doomed to fail It soon becomes apparent that management has to question and sometimes unlearn many of its traditional management methods Core to this is shifting the mind set from managing results to managing processes using visual progress boards rather than computers on a daily or even an hourly basis because good results are a direct product of good processes

Improving the Extended Value Stream Darren Dolcemascolo, 2019-09-16 This book discusses a system for extending lean manufacturing across the entire supply chain It is divided into three parts planning and analysis of the lean extended value stream implementation of a lean supply chain and sustaining and continuously improving the lean extended value chain

Continuous Flow Manufacturing Pierre C. Guerindon, 1995-08-08 This work presents the fundamental principles of continuous flow manufacturing furnishing

a corporate strategy and set of operating rules that help create an environment where continuous flow manufacturing can flourish A 10 step methodology for converting a traditional factory to a continuous flow operation is provided and conventional manufacturing techniques are compared with the continuous flow approach *Creating a One-Piece Flow and Production Cell: Just-in-time Production with Toyota's Single Piece Flow* Mohammed Hamed Ahmed Soliman, 2022-12-01 One piece flow also known as continuous flow is considered the ultimate lean goal It describes how items are efficiently moved from one stage of the process to the next by designing the workflow around the requirements of the product To get from point A to point B is the objective Any waste or halt in production is equivalent to the stones and dams that direct the flow of water We examine our layouts devices procedures rules cultures and knowledge while attempting to implement flow to see what might be causing these flow blocking factors Continuous flow aids in waste reduction Because there is harmony and rhythm between each stage of the process wastes are eliminated from the system This enables each team member to provide value rather than produce waste Processing waste is decreased because there is naturally less rework or overprocessing there is only as much work done as the customer is prepared to pay for and there is only one accepted technique to complete the task no bad processing *Creating Level Pull* Art Smalley, 2004 The Creating Level Pull workbook shows you how to advance a lean transformation from a focus on isolated improvements to improving the entire plantwide production system by implementing a lean production control system The workbook is unique because it is a step by step case study on how to implement a level pull based production control system said author Art Smalley This is a new step towards system kaizen that is not yet well understood outside of Toyota The lean efforts at most companies focus on point kaizen e g reducing set up times implementing 5S etc that improves a small portion of the value stream running from raw materials to finished products Or they focus on flow kaizen that improves the entire value stream for one product family Creating Level Pull shows how companies can make the leap to system kaizen by introducing a lean production control system that ties together the flows of information and materials supporting every product family in a facility With this system in place each production activity requests precisely the materials it needs from the previous activity and demand from the customer is levelled to smooth production activities throughout the plant Source 4e de couv *Improving Healthcare Using Toyota Lean Production Methods* Robert Chalice, 2006-12-14 What differentiates this book from other healthcare improvement books is that it is the only currently available book that presents a simple recipe of 46 lean steps for healthcare providers to reduce cost and improve quality By taking these straightforward steps healthcare providers can adopt the same lean methods which have enabled companies like Toyota to become so successful The first part of the book explains cost and quality issues facing U S healthcare From that understanding the second part then teaches healthcare providers a 46 step recipe to reduce costs and improve quality by using Toyota Lean Production methods With industry experts citing that as much as 40% of the total cost of healthcare production is attributed to wasteful processes it is logical that reducing waste will lower costs This is the basis

of this book Although other books have presented Toyota's lean methods this book goes further by showing how to directly apply those successful methods to healthcare where they are sorely needed This book is intended to be a practical manual for healthcare providers to use to improve quality and reduce costs It can be a multi year strategic plan for healthcare providers to adopt This second edition includes additional improvement steps and five new appendices of practical examples authored by renowned lean experts

Manufacturing Handbook of Best Practices Jack B. ReVelle, 2001-12-26 Manufacturing Handbook of Best Practices An Innovation Productivity and Quality Focus gives you a working knowledge of today's cutting edge tools preparing you for the way you will be doing your job tomorrow With contributions from seasoned manufacturing experts the book provides a single source reference to what's currently happening in mod

Lean Leadership for Healthcare Ronald Bercaw, 2017-07-27 Healthcare organizations that have already applied Lean thinking to their processes with the diligence of effective management and strong leadership support are now realizing the benefits of their efforts And many of those benefits surpass what was thought possible just a few years ago To be successful these organizations had to provide the l

The Lean Handbook Anthony Manos, Chad Vincent, 2010-11-19 This handbook's intention is to gather into a single reference the information related to the joint lean certification program of SME AME The Shingo Prize and ASQ This book will enhance your understanding of the certification's Body of Knowledge BOK as a whole and give you a more holistic look at lean This comprehensive handbook covers all the topics included in the BOK cultural enablers continuous process improvement consistent lean enterprise culture and business results Written by a team of lean experts with years of experience in the field it will be indispensable to anyone interested in implementing and sustaining a lean initiative The book is written by design at the Bronze Level for certification knowledge This means that the weightings used in the Lean BOK for the Bronze Certification were considered for the depth and breadth of material considered for each rubric By addressing the Lean BOK at the Bronze Level this book provides a basic understanding of the lean principles systems and tools at a tactical level to drive improvements with measureable results Material from several lean practitioners with differing backgrounds and experience has been gathered to create this handbook which serves as an ideal starting point for practitioners who want both a holistic view of lean in general and also specifically the BOK of this groundbreaking joint certification program

Mapping the Total Value Stream Mark A. Nash, Sheila R. Poling, 2011-03-23 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 a number of pioneering works including the popular 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 While 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

Practical Lean Accounting Brian H. Maskell, 2017-07-27 The methods and concepts presented in the bestselling first edition revolutionized the approach to the management and control of Lean companies Enhanced with extensive end of chapter exercises and downloadable resources with Lean accounting tools the second edition of this preeminent practitioner's guide is now suitable for classroom use Practical Lean Accounting A Proven System for Measuring and Managing the Lean Enterprise Second Edition explains exactly what it takes to transform a traditional accounting system to one that supports and enhances a company's Lean efforts Defining the fundamental principles of Lean accounting it demonstrates how to use them to identify and eliminate wasteful transactions The book includes coverage of cell performance measurement use of the box score operational and financial planning cost targeting Lean accounting diagnostics and value stream mapping Retaining the easy to use format that made the first edition a bestseller this updated edition includes A new section on the use of value stream performance measurements in continuous improvement A rewritten Target Costing chapter that emphasizes a value based approach to the management of the Lean value system A Lean Accounting Diagnostic tool to help you assess progress and develop a plan for implementing changes Cutting edge examples that illustrate implementation in accounting departments Downloadable resources with data from the ECI Value Stream Cost Analysis case study included in the text Excel templates and end of chapter questions with solutions The book contains a wealth of tools that makes it ideal for company training sessions and advanced undergraduate and graduate level courses For each major example provided two similar problems are included one for instructors to guide students through and a second for students to work through on their own An additional set of problems and questions for testing purposes are also available to instructors on the authors website Unfortunately during the publishing process mistakes can be made that are not caught before the book is printed Productivity Press takes great care to catch any errors prior to the printing stage

Making Hospitals Work Marc Baker, Ian Taylor, Alan Mitchell, 2009 A Lean Action Workbook from the Lean Enterprise Academy a affiliate of the Lean Global Network and the Lean Enterprise Institute For the first time Making Hospitals Work provides a practical road map for healthcare leaders seeking to create truly lean hospitals It outlines a clear framework for focusing improvement activities on the most important challenges facing each hospital It uses the same evidence based scientific method as clinicians use to diagnose and treat medical problems to analyze and redesign the core emergency and elective

patient journeys from arrival to discharge It opens everyone's eyes to the big win win win opportunities to eliminate unnecessary waiting time for patients to synchronize activities so clinical staff can spend more time caring for patients and to free up capacity by reducing length of stay and cut the overtime and agency budget It also introduces the key new role of the value stream manager in gaining agreement on what needs to be done by whom in every department across the hospital Every step described in Making Hospitals Work has been tried and tested in the three years action research that led to this workbook It is the critical breakthrough to take the next steps on the lean healthcare journey Operations Management Danny Samson,Prakash J. Singh,2008-06-23 Operations Management An Integrated Approach provides an account of the systems processes people and technology that determine an organisation's strategy and success With contributions from leading experts internationally the text takes a comprehensive comparative and best practice approach and applies this specifically to the Asia Pacific region Rigorous in scholarship yet eminently accessible in style Operations Management is replete with pedagogical features figures and tables discussion exercises Learnings from the Internet and a diversity of long and short case studies from around the world Students are taken on a seamless journey from the fundamentals of operations management through to the multiple approaches the various innovations challenges and risks and ultimately to models of sustainability and evaluative tools and techniques The text effectively prepares future managers across every sector of the economy to lead organise plan and control a set of resources in pursuit of identified goals The book will be supported by an extensive companion website featuring PowerPoint slides for each chapter sample answers teaching notes and figures images for presentations **Developing a Lean Workforce** Chris Harris,Rick Harris,2007-02-23 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 Transform your HR Department into an Agent of Change during Lean Implementation With an HR perspective veteran consultants Chris Harris and Rick Harris walk readers through a simple step by step proven method for transforming a mass production workforce into a lean thinking one that possesses the necessary skills training and attitude to march in a new direction They explain the role of human resources in a lean oriented facility emphasizing systematic training that continues for all employees They also discuss the value of promoting employees from within a facility to team leader and group leader positions and the importance of flexibility This critically acclaimed book includes sample training sessions with explanations Most of us are now far enough down the path in lean production to realize that the results lie in the details This short volume presents all of the details you will need to create a frontline workforce and system of direct supervision that can effectively plan do reflect and adjust as you move your own operations steadily ahead James Womack Chairman Lean Enterprise Institute **Creating Mixed Model Value Streams** Kevin J. Duggan,2018-02-05 Following in the footsteps of its bestselling predecessor Kevin J Duggan an executive mentor and

recognized authority on Lean and Operational Excellence draws on more than 10 years of experience and learning to provide
 Creating Mixed Model Value Streams Second Edition This second edition takes a step by step approach to implementing
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 resource The Downloadable Resources Include Spreadsheet and tutorial for sorting products into families Spreadsheets for
 calculating equipment required and for determining the interval for Every Part Every Interval EPEI Samples of visual method
 sheets for standard work Case study value stream maps and mapping icons *Radiological Safety and Quality* Lawrence
 Lau,Kwan-Hoong Ng,2013-11-22 This book is the product of a unique collaboration by experts from leading international
 regional and national agencies and professional organizations discussing on the current hot issue on the judicious use and
 safety of radiation in radiology There have been several cases involving radiation overexposure that have received
 international attention Strategies and solutions to guide readers how to maximize the benefits and minimize the risks when
 using radiation in medicine are covered **Value Stream Management for the Lean Office** Don Tapping,Tom
 Shuker,2003-02-20 Bring Lean Improvements to the Administrative Areas of Your Organization Extending their eight step
 process to the realization of a lean office Tapping and Shuker use a customer service case study to illustrate the effectiveness
 of the value stream storyboard This popular volume provides organizations with a proven system for implementing lean
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 Mike Woods urges his retired father into helping out a friend s failing company But for Bob Woods another struggle to

introduce lean manufacturing quickly rehashes production battles that he's long since fought And not even the senior Woods son Mike or friend Phil and his colleagues really grasp what's in store for them Cover

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