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Gemba Kaizen: A Commonsense, Low-cost Approach to Management by Masaaki Imai. (354 pages, McGraw-Hill, 1997) by Barbara Presley Noble. The subtitle of Gemba Kaizen, the sequel to the enormously influential management handbook Kaizen, tells it all: A Commonsense, Low-Cost Approach to Management. Masaaki Imai, the crusading proponent of kaizen and head of the Kaizen Institute in Japan, fills his follow-up work with exhausting detail — so exhausting, in fact, that only the most dedicated ...

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Developing problem solvers, increasing productivity, improving quality, and reducing waste are essential success factors.

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Gemba Kaizen: a Commonsense Approach to a Continuous Improvement Strategy, Second Edition by Masaaki Imai (2012, Hardcover)

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gemba KAIZEN□ A commonsense approach to a Continuous Improvement Strategy Written by Masaaki Imai, pioneer of modern operational excellence and founder of the Kaizen Institute, this new edition of gemba KAIZEN□ makes a thorough review of his most important book.

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The methods in this book will help you improve quality and safety, reduce waiting times, and improve the long-term financial position of your organization.

Highly recommended!" --Mark Graban, author of Lean Hospitals and coauthor of Healthcare Kaizen "Every

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business faces the iron triangle of quality, cost, and delivery. Conventional thinking claims you cannot have all three. Not only does Mr. Imai turn that thinking on its head, but he shows you exactly how to do it." -- Matthew E. May, author of The Elegant Solution and The Laws of Subtraction

"Masaaki Imai has done it again. The second edition of his famous book not only describes all the tools necessary for any type of business to implement a lean strategy but also includes a large number of excellent case studies." -- Art Byrne, author of The Lean Turnaround

Written by Masaaki Imai, pioneer of modern business operational excellence and founder of the Kaizen Institute, Gemba Kaizen, Second Edition is an in-depth revision of this renowned, bestselling work. The book reveals how to implement cost-effective, incremental improvements in your most critical business processes. Global case studies from a wide range of industries demonstrate how gemba kaizen has been successfully used to:

Maximize capacity and reduce inventory at Unga Limited, one of Kenya's largest flour-milling operations

Change the IT culture at Achmea, a large European insurance firm

Exceed customer expectations at Walt Disney World in the United States

Improve quality at Inoue Hospital in Japan

Transform retail processes at Sonae MC, Portugal's largest employer

Practice daily kaizen at Tork Ledervin, a weaving plant in Brazil

Stamp out muda at Sunclipse, an industrial packaging distributor in the United States

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To thrive in today's competitive global economy, organizations



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need to operate more effectively and profitably than ever before. Developing problem solvers, increasing productivity, improving quality, and reducing waste are essential success factors. Proven strategies for achieving these goals are included in this pioneering guide. This comprehensive resource offers detailed coverage of important gemba kaizen topics, including: Quality, cost, and delivery in the gemba The five steps of workplace organization Identifying and eliminating muda--any non-value-adding activity Visual management Supervisors' roles in the lean workplace Gemba managers' roles and accountability in sustaining high performance Just-in-time and total flow management The CEO's role in leading a kaizen culture The methods presented in Gemba Kaizen, Second Edition reveal that when management focuses on implementing kaizen (incremental, continuous improvement) in the gemba (the worksite) unique opportunities can be discovered for increasing the success and profitability of any organization.

Transform your company's critical operations—and its destiny—through a powerful kaizen-focused strategy designed for 21st century efficiency A pioneer of the operational excellence movement that continues to transform businesses across the world, Masaaki Imai takes you to the next step of continuous improvement—developing an overall strategy for measuring your company's operational performance and improving processes in ways that boost efficiency

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and gain competitiveness. In Strategic KAIZENTM,

Imai walks you through the process of shifting your focus from volume and speed to his revolutionary Flow, Synchronization, and Leveling (FSLTM) evaluation—the most effective Lean paradigm available. At the heart of his approach is the concept of flow—ensuring that each work piece flows between processes without interruption and stagnation. This game-changing guide teaches you: The critical importance of assessing corporate performance from both the financial and operational standpoints How to identify basic structures of the ideal production and operating systems Proven ways of implementing FSL to establish where improvements are most needed and build a strategy that takes you to new heights of corporate performance Certain to be another instant classic from Masaaki Imai, Strategic KAIZENTM provides an abundance of case studies from companies that have successfully implemented FSLTM and tangible know-how to improve FSLTM status to achieve a lean summit. Whether you run a business, serve in public service, or practice Lean, this groundbreaking guide provides everything you need to transform your organization—and help lead it to the top of your industry, trade, or business.

Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

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Toyota's world-renowned success proves that just-in-time (JIT) makes other manufacturing practices obsolete. This simple but powerful book is based on the seminars given by Taiichi Ohno and other senior production staff to introduce Toyota's own supplier companies to JIT. It teaches the philosophy and implementation of what many call the most efficient production system in the world. Provides a clear structure for an introductory JIT training program. Explains every aspect of the JIT system, including how to set it up and how to refine it once it's in place. Shows how to use a simple visual system to control the production process. Every day more American companies are learning that JIT works outside Japan. Now you can get started with this step-by-step book which guides you through the implementation process. Every engineer, manager, supervisor, and worker should read this book to get the clearest, simplest, and most complete introduction to JIT available in English. Results at American companies after reading this book: Lead-time on one product was reduced from 12 weeks to 4 days. Setup time on a large blanking press was reduced from eight hours to one minute and four seconds. Work-in-process has been reduced 50 percent plant-wide. Factory floor space was opened up 30 to 40 percent in every one of their plants.

Discover the power of KAIZEN to make lasting and powerful change in your organization "Maurer uses his knowledge of the brain and human psychology to show what I have promoted for the past three

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decades, that continuous improvement is built on the foundation of people courageously using their creativity. Kaizen is much more than a world-class management practice; it is a technique to remove fear from our mind's mind, enabling us to take small steps to better things. The process of change starts with awareness and desire in our minds and then leads to action and change in the physical world. Readers of this book will surely find new ideas and encouragement to make improvements in personal health, performance at work, and their own well-being." —Masaaki Imai, Chariman, Kaizen Institute

KAIZEN: The Small-Step Step Solution for You and Your Company Today's businesses love the idea of revolutionary, immediate change. But major "disruptive" efforts often fail because radical change sets off alarms in our brains and shuts down our power to think clearly and creatively. There is, however, a more effective path to change. Change that is lasting and powerful. Change that begins with one small step . . . It's The Spirit of Kaizen—a proven system for implementing small, incremental steps that can have a big impact in reaching your goals. This step-by-step guide from renowned psychologist and consultant Dr. Robert Maurer shows you how to:

- Lower costs—by offering little rewards
- Raise quality—by reducing mistakes
- Manage difficult people— one step at a time
- Boost morale and productivity— in five minutes a day
- Implement big ideas—through small but steady actions
- Sell more—in less time

Filled with practical tips and ready-to-use tools for managers, innovators, and entrepreneurs, The Spirit of Kaizen is the essential handbook for a changing world. You'll learn how to think outside the

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Suggestion Box, Second Edition

remove mental blindfolds, manage stress with one-minute exercises, and handle rising health-care costs. You'll discover the "small step" secrets for dealing with all kinds of people, from tough bosses and listless workers to stubborn clients and fussy customers. These simple but powerful techniques can be applied to almost any workplace situation, especially when you're trying to navigate the stormy waters of radical change, high-pressure deadlines, and cutthroat competition. These are the same methods of small, continual improvement that have been tested by the largest companies, such as Boeing, Toyota, and the U.S. Navy—methods that will work for you, too. No matter how big the obstacle or how big the dream, The Spirit of Kaizen has a small-step solution to help you succeed.

Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed, and still very little has been written about the practice of continuous improvement in Agile environments. Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them, the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong, just to repeat the same list two weeks later at the next meeting. Instead of listing hundreds of Japanese-labeled tools, this book gives you practical insights into how to spot improvement opportunities, how to plan for improvement and how to engage everyone in your company in the Kaizen process. In addition, it will also provide you with 27 proven practices and 12 bonus

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activities to introduce into your retrospectives in order to keep them fresh, creative and exciting, so you can promise a team that, in a year's time, no two retrospectives will be alike. This book helps you as a manager, team leader, change agent or consultant in any type of organization to unleash the real power of Kaizen cultures – no matter what kind of organization, market, product, technology, vision, goal or size. It provides you with the background, tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing.

CHANGE FOR THE BETTER! Learn to create world-class logistics and supply chains in any industry using kaizen's seven main principles At a time when businesses are restructuring to become more competitive, many seek a road map to improve their operations. Kaizen in Logistics and Supply Chains is at the forefront of this journey--and can point you in the right direction to help your company in implementing innovative production and logistics systems and changing its culture for the better. Based on the themes of Masaaki Imai's bestseller, Gemba Kaizen, considered the "bible" of the quality/management movement, this new work provides the first highly detailed explanation of how to create world-class logistics and supply chains regardless of industry. It includes more than 200 photographs, flow diagrams, value stream maps, and tables--and features a case study that illustrates how a company became more competitive by successfully implementing kaizen principles. There's never been a better guide to lead your company's quest for improvement. KEY

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