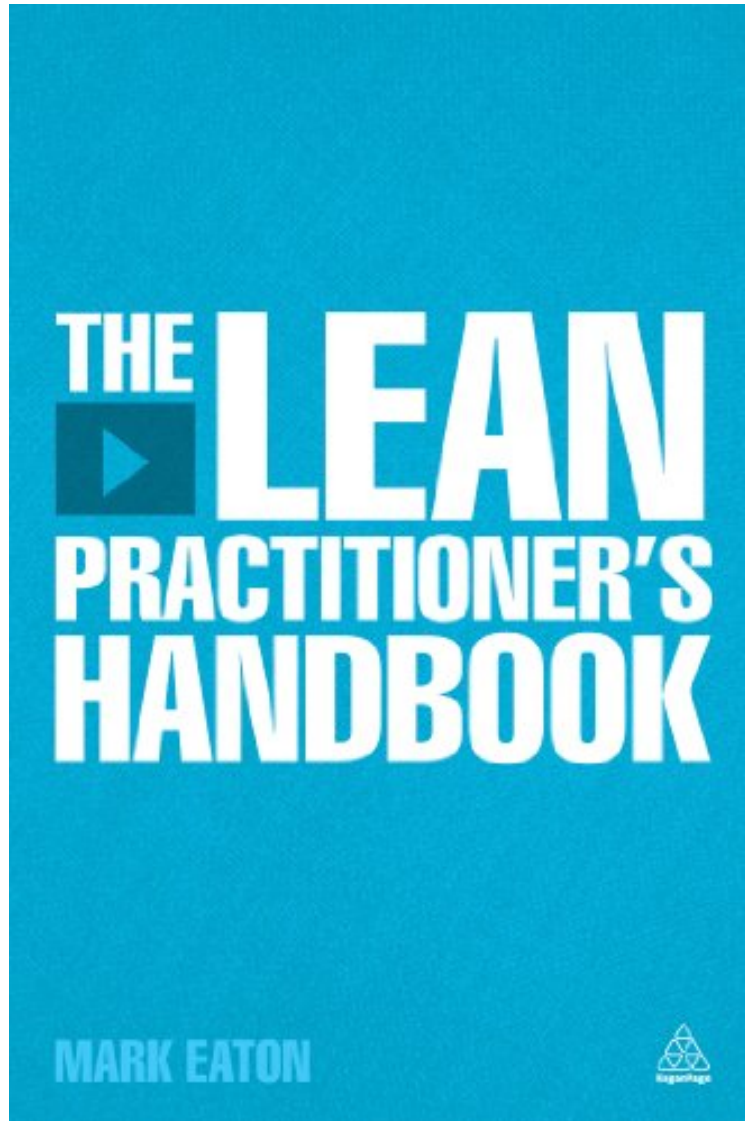


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The Lean Practitioner's Handbook

Mark Eaton

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Mark Eaton : The Lean Practitioner's Handbook before purchasing it in order to gage whether or not it would be worth my time, and all praised The Lean Practitioner's Handbook:

3 of 3 people found the following review helpful. A lean explanation of how to introduce or improve effectiveness of Lean initiatives in almost any organizationBy Robert MorrisIn a remarkably informative Introduction, Mark Eaton explains why he wrote this book, briefly reviews the history of Lean dating back (at least) to 1473 and the Venetian Arsenal's use of a continuous flow manufacturing process to construct an entire ship in less than an hour, and, explains what his narrative provides and how the material is organized. I commend him on introducing each of the chapters with a set of questions to which he responds in the given chapter. He makes clever use of other reader-friendly devices

when concluding chapters, such as Figures, boxed "What you need to do," and "Closing thoughts" sections which will facilitate, indeed expedite frequent review of key points later. Eaton provides a wealth of information, insights, and counsel to help practitioners master the most important Lean concepts as well as the tools and techniques needed to apply them effectively, at all levels and in all areas of the given enterprise. He also focuses on various Lean concepts as well as initiatives that include "scope" improvement projects, "Value stream events," management of daily improvement efforts, increasing the quality and extent of engagement of members of cross-functional teams such as those that remove barriers, improve cycle time or reduce first pass yield. These are among the dozens of passages that caught my eye, also listed to indicate the scope of Eaton's coverage.

- o A brief history of Lean (Pages 3-7)
- o Planning a Lean project (12-16)
- o Overview of the Toyota Production System (25-32)
- o The five principles of Lean (39-48)
- o An overview of scoping (56-58)
- o Tactics for making scoping easier (83-84)
- o Key concepts in value stream mapping (86-95)
- o Three-stage value stream mapping (95-108)
- o The practicalities of value stream mapping (112-114)
- o 3P events: Product and process planning (129-130)
- o Managing for daily improvement: everybody, every day (180-185)
- o Embedding the change after a Rapid Improvement Event (187-190)
- o Creating a culture to support Lean (192-201)
- o The behaviours of Lean leaders (201-203)
- o Closing thoughts (250-257)

Keep in mind that this is a handbook, not a textbook. For relatively inexperienced with Lean, it offers a rock-solid introduction to fundamentals. For those with extensive experience with Lean, its greatest value will be derived from timely reminders of those fundamentals as well as from what may be different perspectives, points of emphasis, and at least a few do's and don'ts of which they were previously unaware. Albert Einstein offers an especially relevant reminder: "Make everything as simple as possible but no simpler." By all means eliminate waste wherever it may occur and measure much more accurately whatever you must manage. However, use Lean thinking to identify and cut "fat" but never "muscle." I congratulate Mark Eaton on the wealth of information, insights, and counsel that he provides. Bravo!

10 of 0 people found the following review helpful. Concise and understandable

By Wayne A McCoy "The Lean Practitioner's Handbook' is a nice introduction to Lean and it's confusing amount of niche terms. Mark Eaton has quite a bit of experience with Lean and this experience serves as good examples of topics throughout the book. Through the course of the book, you will learn to plan for Lean. You will learn the history of Lean and what Lean is and is not. There are charts, and the book includes sample templates. There are even expected pitfalls, like management buy-in and worker attitudes and how to address them. There is even a glossary to help you remember the difference between 2P and 3P and Muda, Mura and Muri. Concisely written and structured very well. There were chapters that I found helpful even outside of a Lean structure. Lean is not something I would want to launch into with just this book, but it serves as a really good introduction and would be a very handy reference guide during the process. Well written and recommended for anyone contemplating Lean or adopting it.

1 of 2 people found the following review helpful. Practical, easy to understand reference guide offers a snapshot summary of key tools and Lean concepts

By Timothy F McMahon Any time you are trying to learn something new or you need to jog your memory you will find a reference guide helpful. Mark Eaton, as consultant, author and lean practitioner himself, authored a practical reference guide that will be useful on a day-to-day basis. The Lean Practitioner's Handbook bridges the gap between the tools and the concepts of Lean and the practical use of the tools. Eaton discusses key areas, such as: aspects of a Lean Program; scoping a program; value stream mapping; 2P and 3P events; rapid improvement events; managing for daily improvement; engaging the team; spotting problems and communicating progress. This book covers a wide variety of tools and concepts and explains how to apply them in practice.

List of Chapters

- 1 Planning for Lean
- 2 Key Lean concepts
- 3 Scoping projects
- 4 Value stream mapping events
- 5 2P/3P events
- 6 Rapid improvement events (RIE)
- 7 Managing for daily improvement (MDI)
- 8 Leader standard work (LSW)
- 9 Strategic planning
- 10 Engaging the team
- 11 Ensuring success
- 12 Communications and celebrations
- 13 Key tools and concepts

The book also includes a wide range of templates and checklists to help you prepare for and deliver Lean events and activities and embed the changes that arrive. These checklists and templates are also available online by registering at [...]

It is structured from the standpoint of conducting a lean event or project focused on one area. As a result this book is well suited for those in frontline to middle management roles, individuals we would refer to as practitioners. Each chapter starts with a series of questions Eaton intends on answering for the reader. The chapters conclude with closing thoughts to summarize the learning of the chapter. There is a useful glossary of terms and index to help you locate specific terms. Eaton has put his own experience into this book with advice and techniques for leader standard work, ensuring success and communication that I found particularly useful. However, he misses an important concept in Lean centered on "respect for people."

As a reference guide The Lean Practitioner's Handbook offers a snapshot summary of key tools and Lean concepts. It is a practical, easily accessible resource for anyone in implementing Lean. You can read more on A Lean Journey Blog...

The Lean Practitioner's Handbook bridges the gap between the tools and concepts of Lean and the practical use of the tools. It offers a practical, easily accessible resource for anyone preparing for, implementing or evaluating lean activities covering key areas such as: aspects of a Lean Programme; scoping a programme; value stream mapping; 2P and 3P events; Rapid Improvement Events; managing for daily improvement; engaging the team; spotting problems and communicating progress. In addition, it offers a quick snapshot summary of the key tool and concepts of Lean

plus easily applicable templates.

Managers in any organization and any sector, consultants and change managers
About the Author Mark Eaton is the MD and operations director of Amnis, a consulting company specializing in helping organizations prepare for, implement and sustain improvement using a combination of Strategic Planning, Lean/Sigma and Change Management approaches. Eaton is an Engineer by training but has spent the last 15 years involved in service improvement, business improvement and Lean in a variety of sectors.