

Design And Ysis Of Lean Production Systems

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This volume includes papers presented at the 4th International Conference on Sustainable Design and Manufacturing (SDM-17) held in Bologna, Italy, in April 2017. The conference covered a wide range of topics from cutting-edge sustainable product design and service innovation, sustainable processes and technology for the manufacturing of sustainable products, sustainable manufacturing systems and enterprises, decision support for sustainability, and the study of the societal impact of sustainability including research for circular economy. Application areas are wide and varied, and the book provides an excellent overview of the latest research and development in the area of Sustainable Design and Manufacturing.

"This book explores the recent advancements in the areas of lean production, management, and the system and layout design for manufacturing environments, capturing the building blocks of lean transformation on a shop floor level"--

Historically, the integration of manufacturing methodologies into the office environment has proven to be problematic. Part of the difficulty lies in the fact that process workflows tend to be globally dispersed and thus rely heavily on information technology. But in complex service systems that contain a mix of employees, consultants, and technology, standardized protocols have been shown to reduce cycle time and transactional cost as well as improve quality. The successful application of Lean methodologies to improve process workflows is an efficient way to simplify operations and prevent mistakes. In Lean Six Sigma for the Office, Six Sigma guru James Martin presents proven modifications that can be deployed in offices, particularly those offices involved with global operations. Making use of Kaizen and Six Sigma concepts, along with Lean manufacturing principles, this book instructs managers on how they can improve operational efficiency and increase customer satisfaction. The author brings experience gleaned from his application of these methodologies in a myriad of industries to create a practical and hands-on reference for the office environment. Using a detailed sequence of activities, including over 140 figures and tables as well as checklists and evaluation tools, he demonstrates how to realize the rapid improvement of office operations, and how to eliminate unnecessary tasks through value stream mapping (VSM). The book also emphasizes the importance of strategic alignment of Kaizen events and the impact of organizational culture on process improvement activities. Latter chapters in the book discuss key elements of a change model in the context of transitional improvements as they relate to the process owner and local work team. By applying the proven principles found in this book, effective and sustainable organizational change can be accomplished, efficiency can be improved, and mistakes can be eliminated.

Lean transformations are decidedly more challenging when the math is inconsistent with lean principles, misapplied, or just plain wrong. Math should never get in the way of a lean transformation, but instead should facilitate it. Lean Math is the indispensable reference for this very purpose. A single, comprehensive source, the book presents standard and specialized approaches to tackling the math required of lean and six sigma practitioners across all industries—seasoned and newly minted practitioners alike. Lean Math features more than 160 thoughtfully organized entries. Ten chapters cover system-oriented math, time, the “ilities” (availability, repeatability, stability, etc.), work, inventory, performance metrics, basic math and hypothesis testing, measurement, experimentation, and more. Two appendices cover standard work for analyzing data and understanding and dealing with variation. Practitioners will quickly locate the precise entry(ies) that is relevant to the problem or continuous improvement opportunity at hand. Each entry not only provides background on the related lean principles, formulas, examples, figures, and tables, but also tips, cautions, cross-references to other associated entries, and the occasional “Gemba Tale” that shares real-world experiences. The book consistently encourages the practitioner to engage in math-assisted plan-do-check-act (PDCA) cycles, employing approaches that include simulation and “mystorming.” Lean Math truly transcends the “numbers” by reinforcing and refreshing lean thinking for the very purpose of Figuring to Improve. REVIEWER COMMENTS “Hamel and O’Connor provide both the novice and experienced lean practitioner a comprehensive, common-sense reference for lean math. For example, I know that our Lean Support Office team would have gladly used dozens of Lean Math entries during a recent lean management system pilot. The concepts, context, and examples would have certainly helped our execution and provided greater clarity during our training activities. Lean Math is a must have book for Lean Support Office people!” —Dave Pienta, Director, Lean Support Office, Moog, Inc. Aircraft Group “A practical math book may sound like an oxymoron, but Lean Math is both pragmatic and accessible. Hamel and O’Connor do an excellent job keeping the math as simple as possible, while bringing lean principles to the forefront of the discussion. The use of insurance and healthcare industry examples especially helps simplify the translation for lean practitioners in non-manufacturing industries. Readers will be able to use the numerous tables and figures to clearly illustrate and teach lean concepts to others. Lean Math is a reference book that every lean practitioner or Black Belt should have in their library!” —Peter Barnett, MBB, Liberty Management System Architect, Liberty Mutual Insurance “Lean Math is a comprehensive reference book within which the lean practitioner can quickly find straightforward examples illustrating how to perform almost any lean calculation. Equally useful, it imparts the importance of the relevant lean principal(s). While coaching some recent transformation efforts, I put Lean Math to the test by asking several novice practitioners to reference it during their work. They were promptly rewarded with deeper insight and effectiveness—a reflection of this book’s utility and value to the lean practitioner.” —Greg Lane, international lean transformation coach, speaker, and author of three books including, “Made-to-Order Lean: Excelling in a High-Mix, Low-Volume Environment” “While the technical, social, and management sciences behind lean must be learned by doing, their conceptual bases are absolutely validated by the math. This validation is particularly crucial to overcoming common blind spots ingrained by traditional practice. Hamel and O’Connor’s text is a comprehensive and readable resource for lean implementers at all levels who are seeking a deeper understanding of lean tools and systems. Clear diagrams and real-world examples create a bridge for readers between theory and practice—theory proven by practice. If math is the language of science, then Lean Math is indeed the language of lean science.” —Bruce Hamilton, President, Greater Boston Manufacturing Partnership, Director Emeritus for the Shingo Institute “Mark and Michael have done a tremendous service for the lean community by tackling this daunting subject. There are so many ways to quantify value, display improvement, and define complex problems that choosing the right methods and measures becomes an obstacle to progress. Lean Math helps remove that obstacle. Almost daily, operations leaders in every industry need the practical math and lean guidance in these pages. Now, finally, we have it in one place. Thank you.” —Zane Ferry, Executive Director, National Operations, QMS Continuous Improvement, Quest Diagnostics “Too many lean books dwell on principles, but offer little to address critical how-to questions, such as, ‘How do I use these concepts to solve my specific problem?’ With plain English explanations, simple illustrations, and examples across industries, Lean Math bridges a long-standing gap. Hamel and O’Connor’s Lean Math is sure to become a must-have reference for every lean practitioner working to improve performance in any modern workplace.” —Jeff Fuels, Executive Director, Maryland World Class Consortia, Past Chairman, Lean Certification Oversight Committee “Lean Math fills a huge gap in the continuous improvement library, helping practitioners to translate data, activities, and ideas into meaningful information for effective experimentation and intelligent decisions. This reference comes at a critical time for the healthcare industry as we struggle to improve quality, while controlling costs. Though we don’t make widgets, our people, processes, and patients will benefit from the tools provided in this reference. The numerous examples, as well as the Gemba Tales scattered throughout the book, bring life to the principles and formulas. Lean Math is impressive in both scope and presentation of content.” —Tim Petry, Senior Process Improvement Specialist, Cleveland Clinic “Lean Math is a great book for those times when only the correct answer will do. The math, along with the Gemba Tales, are helpful for those in the midst of the technical aspects of a transformation, as well as those of us who once knew much of this but haven’t used it in a while.” —Ben Keyte, organization transformation and performance improvement coach, author of two Shingo-Award winning books: “The Complete Lean Enterprise” and “Perfecting Patient Journeys” “Math and numbers aren’t exclusively the domain of six sigma! Toyota leaders describe lean as an organizational culture, a managerial approach, and a philosophy. They also maintain that the last piece of lean is technical methods, which includes the math we need for properly sizing inventory levels, validating hypotheses, gauging improvement, and more. Lean Math is a useful book that compiles important mathematical and quantitative methods that complement the people side of lean. Hamel and O’Connor are extremely qualified to deftly explain these methods. Lest you think it’s a dry math text, there are Gemba Tales and examples from multiple industries, including healthcare, which illustrate these approaches in very relatable ways.” —Mark Graban, Shingo-Award winning author, speaker, consultant, and blogger “When you begin a lean journey, it’s like starting an exercise regimen—the most important thing is to start. But as you mature, and as you achieve higher levels of excellence, rigor becomes increasingly important. Lean Math provides easy, elegant access to the necessary rigor required for effective measurement and analysis and does so in practical terms with excellent examples.” —Misael Cabrera, PE, Director, Arizona Department Environmental Quality

The three-volume set LNCS 9186, 9187, and 9188 constitutes the proceedings of the 4th International Conference on Design, User Experience, and Usability, DUXU 2015, held as part of the 17th International Conference on Human-Computer Interaction, HCIU 2015, in Los Angeles, CA, USA, in August 2015, jointly with 13 other thematically similar conferences. The total of 1462 papers and 246 posters presented at the HCIU 2015 conferences were carefully reviewed and selected from 4843 submissions. These papers address the latest research and development efforts and highlight the human aspects of design and use of computing systems. The papers accepted for presentation thoroughly cover the entire field of Human-Computer Interaction, addressing major advances in knowledge and effective use of computers in a variety of application areas. The total of 132 contributions included in the DUXU proceedings were carefully reviewed and selected for inclusion in this three-volume set. The 61 papers included in this volume are organized in topical sections on design thinking, user experience design and usability methods and tools, DUXU management and practice, emotional and persuasion design, and storytelling, narrative and fiction in DUXU.

Lean production, has long been regarded as critical to business success in many industries. Over the last ten years, instruction in six sigma has been increasingly linked with learning about the elements of lean production. Introduction to Engineering Statistics and Lean Sigma builds on the success of its first edition (Introduction to Engineering Statistics and Six Sigma) to reflect the growing importance of the "lean sigma" hybrid. As well as providing detailed definitions and case studies of all six sigma methods, Introduction to Engineering Statistics and Lean Sigma forms one of few sources on the relationship between operations research techniques and lean sigma. Readers will be given the information necessary to determine which sigma methods to apply in which situation, and to predict why and when a particular method may not be effective. Methods covered include: • control charts and advanced control charts, • failure mode and effects analysis, • Taguchi methods, • gauge R&R, and • genetic algorithms. The second edition also greatly expands the discussion of Design For Six Sigma (DFSS), which is critical for many organizations that seek to deliver desirable products that work first time. It incorporates recently emerging formulations of DFSS from industry leaders and offers more introductory material on the design of experiments, and on two level and full factorial experiments, to help improve student intuition-building and retention. The emphasis on lean production, combined with recent methods relating to Design For Six Sigma (DFSS), makes Introduction to Engineering Statistics and Lean Sigma a practical, up-to-date resource for advanced students, educators, and practitioners.

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