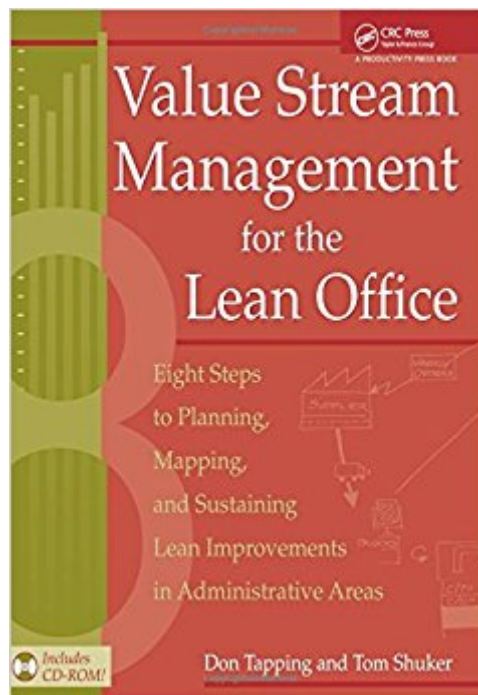




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# Value Stream Management For The Lean Office: Eight Steps To Planning, Mapping, & Sustaining Lean Improvements In Administrative Areas



## Synopsis

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 principles in the office. In addition to providing a thorough overview of basic lean concepts, this book details methods for identifying the administrative activities in need of attention. To address these, it applies the eight-step process for removing waste and reorganizing workflow. Accompanying the book is a CD containing a lean assessment tool, a storyboard template, charts, a team charter, and worksheets. **BONUS CD!** Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets!

## Book Information

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## Customer Reviews

Don Tapping has worked for over twenty years to eliminate waste and improve bottom-line results in the telecommunications, medical, automotive, industrial, and aerospace industries. Tapping directed the lean implementation for Eaton Aerospace Division for over 5 years, with similar duties prior to that at Schlumberger Technologies, UNISTRUT Corporation, and Data Scan Services. Tom Shuker has over thirty years' experience in manufacturing and is currently President of Lean Concepts, LLC. Shuker recently participated in lean implementation within General Motors

Corporation including two years at New United Motors Manufacturing, Inc. (NUMMI), a joint GM-Toyota Assembly Plant. He has also consulted for other manufacturers in the implementation of their lean manufacturing systems including Herman Miller, Autocam, Merilatt, Medtronics, Caterpillar, and Aeroquip Corporation's Division of Eaton.

Ok, don't buy this book as a general "lean office" book - it's not that. It's ALL about mapping a value stream, running projects based on the value stream, and using VSM as the management tool for a lean office. I like that, but I felt that this book spends far too much time focused on the one tool, and doesn't emphasize that it's one tool that is part of an overall management system that will just require more. Pros:- Excellent, thorough, breakdown of VSM in the office- Focused entirely on an office/service environment. It's not a retread with "manufacturing" replaced with "service" like some books.- Visual, with excellent pictures and examples throughout Cons:- Only emphasizes one tool- The wastes discussion was weak compared to other office books - I found several others to cover them much more thoroughly, with better examples.

This book is such a welcome addition to my book shelf. I tried so hard last year to try to translate manufacturing value stream mapping to the transactional world and found it very difficult. This book simplifies the approach incredibly. There are some typos in the book as well as one figure that is missing some icons. The bad part about the book is that it does seem to spend a lot of time saying the same thing over and over and over again while skipping over some very important VSM concepts like dealing with multiple flows, etc. You need to have a good background in VSM and lean in order to absorb this book easily. I appreciate the fact though that the authors try to demonstrate the tools on three or four examples throughout the book, but why not put in a few other case studies all the way through???!! I hate having just one complete case study like in the book Learning to See. Not all situations are the same so having several examples can be very helpful.

I found this to be a good book on translating the tools of manufacturing to an office environment. It communicates all of the basics that are required. I've attended one of this consulting group's manufacturing classes. I found them to be dead on. I like the way they handled the accounting/cost/metric relationship to lean production. Basically, the current accounting standards will cause you to do things in opposition to what lean principles will have you do. In some other office scenarios, I think this more traditional approach will not have all the pieces or tools required. I work in an industry where order entry is significantly more complex than the examples presented, a much

higher degree of interaction with other players is required, and rework loops are significant part of the process (customer driven rework). ANITECH has an approach that tracks the information flow surrounding the work process, while applying the same lean techniques that are presented in this book. Tracking the information flow provides an opportunity to sort out, automate, and lean out that information flow. There is tremendous leverage in this concept.

As described.

This is the kind of guide you need to get started together with professional help from outside your organization. As they say, there are no Lean experts, only more experienced people - it shows that Tom Shuker belongs to this category.

"Value Stream Management for the Lean Office" provides a clear and uncomplicated approach to implementing lean in an administrative environment. At \$45 for 150 pages of text it is pricey, but is it worth it ? That, I think, depends on your need. On the plus side the book is very clearly written and lays out a step by step route to lean in the office. Mapping forms and charts to use are presented on the accompanying CD-ROM. It is a straightforward approach which might well suit a fairly small office environment with processes that are not too complicated. However, "simple" can easily become "simplistic" and the book does not adequately cover the issues pertaining in a large or complex environment, with lots of interaction between departments, people or activities. In addition the book provides very little background to lean and no discussion of the philosophy on which lean rests. Thus the book lists stages and actions without giving the reader an understanding of the reasoning or concepts behind lean. If you have a straightforward office environment, perhaps in a small business, then this book should help you. If your needs are more complex, then you should probably look elsewhere.

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