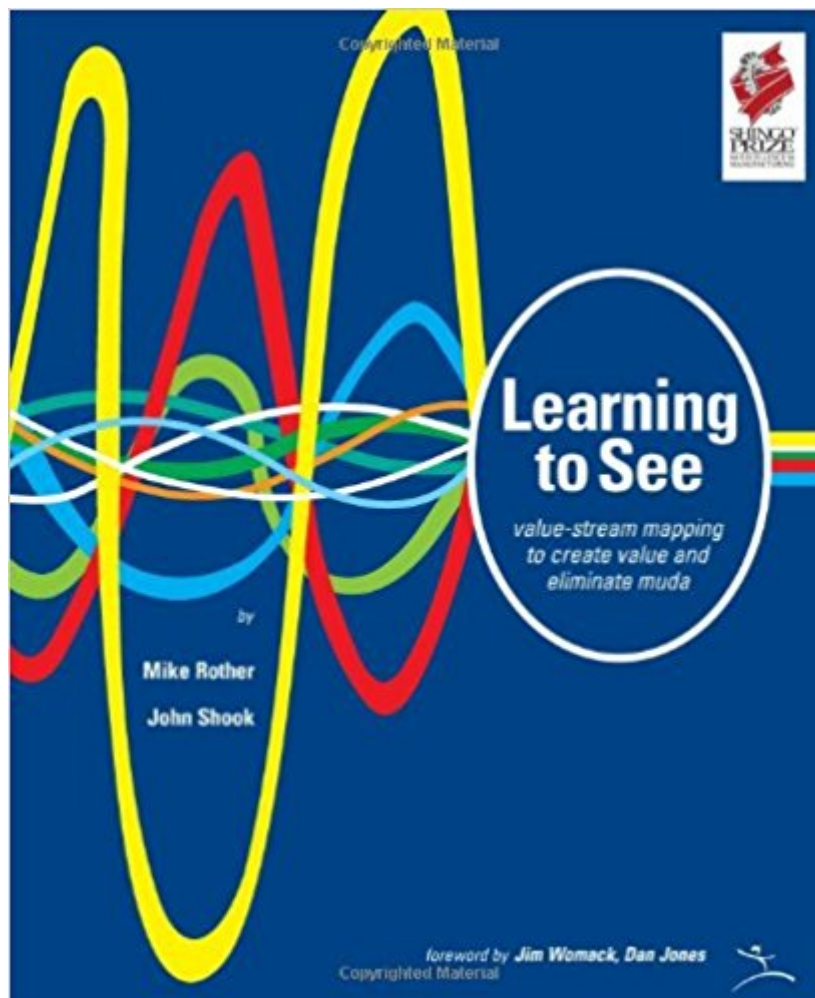




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Learning To See: Value Stream Mapping To Add Value And Eliminate MUDA



Synopsis

Much more important, these simple maps - often drawn on scrap paper - showed where steps could be eliminated, flows smoothed, and pull systems introduced in order to create a truly lean value stream for each product family. In 1998 John teamed with Mike Rother of the University of Michigan to write 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 of 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 and with detailed drawings, this workbook explains everything you will need to know to create accurate current-state and future-state maps for each of your product families and then to 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 of 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 of how to draw a future-state map.
- A second practice case permitting you to draw a future-state map, with "the answer" provided in the appendix.
- Guidance on how to designate a manager for each value stream.
- Advice on breaking implementation into easy steps.
- An explanation of how to use the yearly value stream plan to guide each product family through successive future states.

More than 50,000 copies of *Learning to See* have been sold in the past two years. Readers from across the world report that value stream mapping has been an invaluable tool to start their lean transformation and to make the best use of kaizen events.

Book Information

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Customer Reviews

This is the best book to use to learn value stream mapping, and you can honestly use the insight gained by working through it to improve factory processes. Really. I worked through the book myself over a hotel weekend, and then tried it out, and then read it again. I have honestly used Value Stream Mapping to take \$5 million + (probably WAY+) worth of stupid out of the processes at my part of a factory that does about \$30M per month in sales. The bad: The book comes with a CD. It's worthless. If you buy a used copy without the CD, don't worry about it. Update: OK, so this was interesting to come across a few years down the road... I bought this book and wrote the preceding review about 5 years ago. I got some very good results out the improvements that eventually came from mapping current state processes, and then mapping the future state, and then getting to work on the differences (lean mfg.). Over the entire factory, the benefit turned out to be a little shy of 10 million dollars. Fast forward five years, and now I've got my own operation to run. Obviously, everyone here has read this book. The factory supervisors and the lead men write the current state, and say what needs fixing. The engineers write the future state, and a Project manager figures out how to get there and prioritizes which problems to work in what order. So far, we've been able to take 5% out of cost in six months, and that's only because we don't have much practice.

If you want to get fast into lean management in your company, this Handbook is a very good, easy step by step tool, to create your own value stream. I worked with it for a bachelor thesis and shows exactly how to describe, optimize and improve the door to door value stream. Not every detail is included in this book, but with this tool you know what you need to research to improve your internal company logistics!

I saw this book referenced in several other books on the subject of Lean. I thought it was just an explanation of how to draw a value-stream map. Actually, Learning To See is a real workbook. Most of its content explains how to draw a future-state map, step by step. And then how to link to policy

deployment. Very useful for a practitioner desiring to (1) write a diagnostic, (2) write an appropriate remedy, (3) make it obvious why the remedy is far superior to the current situation, and (4) formalize application of the remedy.

I teach value stream mapping as part of an overall masters level operations management class. I use this text as the primary document on VSM. It's an excellent text that one can learn the basics from. The text would be further enhanced if it included an enclosed DVD/video (or access to such via the web) that further explained the content with examples. I believe a 1 hour (maybe less) video would significantly enhance the learning of the material, with very little increase in unit cost.

This book really deserve your attention. If you read "Lean Thinking" the book by Womack and Jones and you enjoyed it, you can't miss "Learning to see" as it goes deeply into the details of chapters 2 and 3 of the Womack-Jones work helping the reader to understand that an industry is not a no profit organization but an organization that need to make -and/or possibly not wasting - money. In my experience almost every improvement acitivity must begin with a material-value flow analysis. In this standpoint this book has been for me illuminating. I give to it 5 star because it has a strong practical touch and is rich of informations and hints -"draw the flow with a pencil, focus on the process not on how well you use the computer"...

Excellent book if you are learning how to value stream map processes with your organization. Provided a nice example to apply the learnings.

I have used this book for over 11 years and keep getting wonderful results. The language is easy to understand. It makes one see the process and to document important data. A must have for anyone developing a VSM or looking to refresh themselves on the concepts of Lean Manufacturing.

The best read on the subject. If you buy only one book on this topic...buy this one.

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