

# Table of Contents

<b>Foreword</b>	vii
<b>Introduction: Method and Overview</b>	ix
<b>Chapter 1: Managing Visually</b>	1
Using the Right Metrics	2
Characteristics of Poor Visuals	4
Characteristics of Good Visuals	4
Four Types of Visual Boards	7
Visuals to Emphasize Abnormal Conditions	14
Summary of Key Points	15
Color Examples of Red, Yellow, and Green Visuals from Other Chapters	20
<b>Chapter 2: Management Auditing: Standardized Work for Managers</b>	29
Building an Audit Schedule	29
Looking at an Example	31
Summary of Key Points	33
+ <b>Chapter 3: Associating a Time with All Work</b>	35
Takt Time	36
Estimating Sheet	37
Summary of Key Points	43
+ <b>Chapter 4: Utilizing Day-by-Hour and FIFO Boards</b>	45
The Role of Production Control	46
Day-by-Hour Boards	46
First-In, First-Out Boards	59
Joining the Combined Kanban and Work-Order Board and the FIFO Board	61
Recognizing the Danger of Putting Up Too Many Boards	61
Getting the Required Support	61
Knowing Where to Begin with the First Boards	62
Summary of Key Points	62
<b>Chapter 5: Making Improvements When You're Short of Capacity</b>	65
Changeover Time Reduction: SMED	65
Increasing Machine Feeds and Speeds	71
Bottleneck Analysis	71
Machine Performance (Overall Equipment Effectiveness)	74
Standardized Work	74
Dedicated Material Handlers	77
Team Leaders	78

Outsourcing	80
Summary of Key Points	82
<b>Chapter 6: Making Improvements When You Have Excess Capacity</b>	83
In the Office	84
On the Shop Floor	87
To Reduce the Excess Capacity	92
Summary of Key Points	95
+ <b>Chapter 7: Using Value Stream Mapping in a Low-Volume Environment</b>	97
Getting Started	97
Total Product Cycle Time	98
Value Stream Mapping in Low-Volume Manufacturing	99
Summary of Key Points	105
+ <b>Chapter 8: Becoming Aware of Your Inventory and Using Pull Systems</b>	107
Inventory Awareness and MRP	107
Shortening Lead Time	111
Kanban Defined	111
Short Lead Time Equals Small Inventories	124
Using both MRP and Kanban	129
Moving Materials within Your Plant	129
Summary of Key Points	131
<b>Chapter 9: Making Manpower Improvements</b>	133
5S	134
Standardized Work	135
Operator Balance Wall	142
Day-by-Hour Charts	145
Cross-Trained Team Members	146
Motion Kaizen	146
Teamwork	147
Andon Systems	147
Summary of Key Points	149
<b>Chapter 10: Improving Machine Performance and Plant Layout</b>	151
Overall Equipment Effectiveness	151
Total Productive Maintenance	153
Machine Kaizen	157
Changeover Time and SMED	159
Shift Patterns	159
Layout Kaizen	160
Summary of Key Points	166

<b>Chapter 11: Making Improvements through Office Department Kaizen</b>	167
The Kaizen Method	168
Summary of Key Points	178
<b>Chapter 12: Making Improvements through Office Process Kaizen</b>	179
Where to Start: Inputting an Order	180
Reducing Incomplete and Inaccurate Information	182
Reducing Wait Time	182
Reducing Processing Time	183
Following Up with Action Plans from the Workshop	183
Examples of Opportunities during an Office Process Kaizen	184
Summary of Key Points	185
<b>Chapter 13: Improving Your Product Costing</b>	187
Product Costing As it Applies to High-Mix, Low-Volume Businesses	188
Solutions for Poor Allocations	190
Summary of Key Points	194
<b>Conclusions</b>	197
<b>Glossary</b>	199
<b>Index</b>	201
<b>About the Author</b>	209