

1. Record Nr.	UNINA9910132410503321
Autore	Leopold Klaus
Titolo	Kanban and change leadership : creating a culture of continuous improvement // Klaus Leopold, Siegfried Kaltenecker
Pubbl/distr/stampa	Hoboken, New Jersey : , : Wiley, , 2015 ©2015
ISBN	1-119-01972-9 1-119-01973-7 1-119-01971-0
Descrizione fisica	1 online resource (313 p.)
Classificazione	COM051430TEC062000
Disciplina	658.5/1
Soggetti	Just-in-time systems Continuous improvement process Transformational leadership Job enrichment
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Title Page; Copyright Page; Contents; Appraisals; Foreword; Preface; Part 1 Kanban; Chapter 1 Introduction; 1.1 What we Care About; 1.2 Who should Read this Book; Chapter 2 Kanban Principles and Core Practices; 2.1 Seeking Productivity; 2.2 kanban and Kanban; 2.3 Evolutionary Change Management; 2.3.1 Knowledge Work: The Problem of Invisibility; 2.4 Kanban Core Practices; 2.4.1 Making the Work Visible; 2.4.2 Limiting the WiP; 2.4.3 Managing the Flow; 2.4.4 Making Policies Explicit; 2.4.5 Implementing Feedback Mechanisms; 2.4.6 Carrying Out Collaborative Improvements 2.5 Implementation of the Core Practices in an OrganizationChapter 3 Visualization; 3.1 First Step: Defining the Extent; 3.2 Second Step: Visualizing the Process; 3.2.1 How Are Work Items Visualized?; 3.2.2 Representation of Parallel Processing; 3.2.3 Representation of Activities Without a Fixed Sequence; 3.3 Determining the Work Item Types; 3.3.1 Visualization of Work Item Types; Chapter 4 WiP Limits; 4.1 The Advantages of WiP Limits; 4.1.1 Making Problems Visible; 4.1.2 Making Bottlenecks Visible; 4.2 Setting WiP Limits; 4.2.1 Size of the Input

Queue

4.2.2 WiP Limits for Various Work Item Types 4.2.3 Consequences of Different WiP Limits; Chapter 5 Classes of Service; 5.1 Cost of Delay and Policies; 5.1.1 The Class of Service "Expedited"; 5.1.2 The Class of Service "Fixed Delivery Date"; 5.1.3 The Class of Service "Standard"; 5.1.4 The Class of Service "Intangible"; 5.2 Capacities of Classes of Service; 5.3 SLAs; Chapter 6 Operation and Coordination; 6.1 Daily Stand-up Meeting; 6.2 Queue Replenishment Meeting; 6.2.1 Backlog Maintenance; 6.3 Release Planning Meetings; 6.3.1 What Is a Good Delivery Cadence?; 6.4 Team Retrospectives
6.5 Operations Reviews Chapter 7 Metrics and Improvements; 7.1 Metrics in Kanban; 7.2 Cumulative Flow Diagram; 7.3 Measuring the Lead Time; 7.3.1 Throughput; 7.4 Rework and Blockers; 7.4.1 Blockers; 7.5 Improvements; 7.5.1 Theory of Constraints; 7.5.2 Reducing Waste; 7.5.3 Reducing Variability; Part 2 Change and Leadership; Chapter 8 Forces of Change; 8.1 Turbulent Times; 8.2 Turbulent Change; Chapter 9 Environments and Systems; 9.1 Organizations Close-up; 9.2 A Roadmap for Change; Chapter 10 Organizational and Personal Change; 10.1 The Iceberg of Change; 10.2 The Change Curve
10.2.1 Fear and Resistance 10.2.2 Rational Insight and Emotional Acceptance; 10.2.3 Applying the New Behaviors; 10.2.4 Learning and Integration; Chapter 11 Emotions in Change Processes; 11.1 Uncertainty, Worry, and Anxiety; 11.2 Anger and Aggression; 11.3 Sadness and Disappointment; 11.4 Enthusiasm, Joy, and Courage; Chapter 12 Corporate Culture and Politics; 12.1 The Power of Corporate Culture; 12.2 Corporate Culture and Micropolitics; Chapter 13 Conclusions for Kanban Change Leadership; 13.1 Mindfulness; 13.1.1 A New Paradigm for Management and Leadership; 13.2 Communication
13.2.1 The Meaning of Joint Reflection

Sommario/riassunto

"This book provides an understanding of what is necessary to properly understand change management with Kanban as well as how to apply it optimally in the workplace"--
