

this is lean niklas modig

****This is Lean Niklas Modig: The Man Behind Modern Lean Thinking****

this is lean niklas modig, a name that resonates deeply within the world of lean management and operational excellence. If you've ever wondered who's behind some of the most insightful perspectives on lean thinking in today's business environment, Niklas Modig is a figure you should know. From transforming traditional manufacturing concepts to reshaping service industries, Modig's work has brought fresh clarity and practical application to lean methodologies.

Niklas Modig is not just an author or consultant; he is a thought leader who combines academic rigor with real-world experience. His contributions have helped organizations around the globe understand what lean truly means beyond just cutting waste. So, let's dive into who Niklas Modig is, what "this is lean Niklas Modig" really represents, and why his insights matter in the constantly evolving landscape of business efficiency.

Who is Niklas Modig?

Niklas Modig is a Swedish researcher, author, and consultant specializing in lean management and operational excellence. He is well-known for his deep exploration into the principles of lean thinking, particularly focusing on how lean can be adapted and applied within service sectors — a field traditionally dominated by manufacturing examples.

Modig's academic background is rooted in business administration and industrial engineering, which provides him with a strong foundation to analyze both theoretical and practical aspects of lean. He has collaborated with leading institutions and organizations worldwide, bringing a unique perspective that bridges the gap between lean theory and practice.

Early Career and Academic Contributions

Modig's early work focused heavily on understanding the core principles of lean production, particularly how companies can improve flow and reduce lead times without sacrificing quality. His research challenged some common misconceptions, emphasizing the importance of value creation and the customer's perspective.

His academic contributions include numerous papers and case studies, but perhaps his most influential work has been in redefining lean beyond manufacturing. This has led to a broader adoption of lean principles across various industries like healthcare, logistics, and even public services.

Understanding "This is Lean Niklas Modig"

When people say "this is lean Niklas Modig," they're often referring to his distinctive approach to lean thinking — one that focuses on value and flow from the customer's point of view. Unlike traditional

lean approaches that sometimes focus excessively on cost-cutting or eliminating waste internally, Modig's perspective is more holistic and customer-centric.

The Essence of Lean According to Modig

At its core, Modig's version of lean is about creating value through better flow. He argues that organizations should not just look at reducing waste but should strive to optimize how work flows through the system, ensuring that value is delivered efficiently and reliably.

This means understanding the difference between "value-adding" and "non-value-adding" activities from the customer's standpoint and designing processes that minimize delays, bottlenecks, and unnecessary complexity.

Lean in Services: A Game Changer

One of Modig's standout contributions is his research on applying lean principles in service industries. Services, by nature, are intangible and often involve direct interaction with customers, making lean implementation more challenging compared to manufacturing.

Modig's insights help service organizations identify waste in processes such as waiting times, unnecessary steps, or poor communication. By applying lean thinking to services, companies can enhance customer satisfaction, reduce costs, and improve employee engagement.

Key Concepts in Modig's Lean Philosophy

Several key ideas define the "this is lean Niklas Modig" mindset, and understanding these can help organizations adopt lean more effectively.

Value Stream Mapping with a Twist

While value stream mapping is a classic lean tool, Modig emphasizes doing it from the customer's perspective. This means mapping the process flow as experienced by the customer rather than just the internal workflow. This shift helps identify true value-adding steps and exposes hidden wastes that traditional approaches might miss.

Flow Efficiency

Flow efficiency is another central concept in Modig's work. It's about measuring how smoothly work moves through the system rather than just focusing on resource utilization. A process with high flow efficiency minimizes waiting times and interruptions, which ultimately leads to faster delivery and happier customers.

Lean Leadership and Culture

Modig also highlights the importance of leadership and culture in sustaining lean transformations. Lean is not just a set of tools but a mindset that needs to be embedded throughout the organization. Leaders play a critical role in fostering a culture of continuous improvement and empowering employees to identify and solve problems.

Books and Publications by Niklas Modig

If you want to dive deeper into this is lean Niklas Modig's approach, his books are an excellent starting point. One of his most popular works, co-authored with Pär Åhlström, is:

- **This is Lean: Resolving the Efficiency Paradox** – This book explores why traditional efficiency metrics often contradict lean principles and explains how focusing on flow and value can resolve this paradox. It's highly accessible and packed with real-world examples.

Aside from this, Modig has published numerous articles and case studies that explore lean in healthcare, public sector, and knowledge work, expanding the reach of lean thinking far beyond its original manufacturing roots.

Practical Tips Inspired by This is Lean Niklas Modig

If you're inspired by Niklas Modig's lean philosophy and want to apply some of his principles in your organization, here are a few tips that can help you get started:

1. **Focus on Customer Value:** Always start by understanding what your customer truly values. Map processes from their perspective to identify unnecessary steps.
2. **Measure Flow Efficiency:** Instead of only tracking resource utilization, look at how smoothly work flows through your system and where delays occur.
3. **Empower Employees:** Lean thrives when everyone is involved in identifying waste and suggesting improvements. Encourage a culture of continuous learning and problem-solving.
4. **Adapt Lean to Your Context:** Remember that lean principles are universal, but applications vary. Whether you're in healthcare, software development, or retail, tailor lean tools to fit your environment.
5. **Lead by Example:** Leadership commitment to lean values is essential. Leaders should actively participate in lean initiatives and support their teams throughout the journey.

The Impact of Niklas Modig on Modern Lean Thinking

Niklas Modig's work has significantly influenced how organizations perceive and implement lean. By shifting the focus from internal efficiency metrics to customer value and flow, he has helped businesses achieve sustainable improvements instead of short-term cost-cutting.

His contributions have also broadened the applicability of lean, encouraging sectors that were previously skeptical or unfamiliar with lean to embrace its principles. From hospitals reducing patient wait times to banks streamlining customer onboarding, Modig's ideas have proven adaptable and impactful.

Moreover, the emphasis on leadership and culture underscores that lean is not just about processes but people — a perspective that makes lean more human-centered and effective in today's complex business environments.

Understanding "this is lean Niklas Modig" means appreciating lean as a dynamic, customer-focused, and flow-centric philosophy. Whether you are a manager, a consultant, or simply curious about lean, exploring Modig's work offers valuable insights into how organizations can truly become more efficient and responsive in a competitive world.

Frequently Asked Questions

Who is Niklas Modig?

Niklas Modig is a Swedish researcher, author, and expert in lean management and Lean thinking, known for his work on flow efficiency and productivity.

What is the main concept of 'This is Lean' by Niklas Modig?

The main concept of 'This is Lean' is to differentiate between flow efficiency and resource efficiency, emphasizing that true lean focuses on maximizing value through flow rather than just minimizing resources.

How does Niklas Modig define Lean in 'This is Lean'?

Niklas Modig defines Lean as a systematic approach to create more value for customers with fewer resources by optimizing the flow of products and services.

What is the difference between flow efficiency and resource efficiency in 'This is Lean'?

Flow efficiency measures how quickly work flows through a process, focusing on speed and reducing delays, while resource efficiency focuses on maximizing the utilization of resources, potentially causing longer lead times.

Why does Niklas Modig emphasize flow efficiency over resource efficiency?

Niklas Modig emphasizes flow efficiency because improving flow leads to faster delivery, higher customer satisfaction, and better overall productivity, whereas focusing solely on resource efficiency can create bottlenecks and delays.

How can organizations apply the principles of 'This is Lean'?

Organizations can apply 'This is Lean' principles by identifying value-adding steps, reducing waste, improving process flow, and balancing resources to enhance flow efficiency rather than just resource utilization.

What industries benefit from the concepts in 'This is Lean'?

The concepts in 'This is Lean' benefit a wide range of industries including manufacturing, healthcare, software development, service industries, and any sector aiming to improve process flow and customer value.

Are there any practical tools or frameworks in 'This is Lean' by Niklas Modig?

'This is Lean' includes practical tools such as value stream mapping, flow efficiency metrics, and examples of balancing flow and resources to help organizations implement lean thinking effectively.

Additional Resources

****This Is Lean Niklas Modig: Redefining Lean Management for the Modern Era****

this is lean niklas modig, a phrase that resonates through the corridors of contemporary business management and operational excellence. Niklas Modig, a prominent Swedish researcher and author, has emerged as a pivotal figure in the lean management landscape, challenging traditional perceptions and offering a fresh perspective on what it truly means to be lean. His work extends beyond manufacturing lines to influence service industries, healthcare, and organizational culture, marking a significant evolution in lean thinking.

Understanding the Essence of Lean According to Niklas Modig

Lean management, historically rooted in the Toyota Production System, focuses on eliminating waste and optimizing processes to deliver value efficiently. However, Niklas Modig's interpretation, encapsulated in his acclaimed book **"This is Lean: Resolving the Efficiency Paradox"**, shifts the narrative from merely cutting costs and reducing waste to maximizing value and flow.

Modig emphasizes that lean is not just a set of tools or techniques but a fundamental way of thinking

and managing work. According to him, lean is about creating flow and delivering value to the customer as smoothly and quickly as possible. This perspective reframes lean from a cost-cutting exercise to a customer-centric philosophy, making it more adaptable across industries.

The Efficiency Paradox Explained

One of Modig's key contributions is the concept of the "efficiency paradox." Traditional management often equates efficiency with resource utilization, where maximizing the use of equipment or personnel is seen as optimal. However, Modig argues that this approach can actually degrade overall system performance by creating bottlenecks and delays.

In his framework, Modig distinguishes between two types of efficiency:

- **Resource Efficiency:** How well an individual resource is utilized.
- **Flow Efficiency:** How quickly and smoothly work moves through the system.

The paradox arises because focusing solely on resource efficiency often reduces flow efficiency. For example, keeping machines running at full capacity might lead to inventory buildup and longer lead times, which ultimately frustrates customers. Modig's lean approach prioritizes flow efficiency, ensuring that value creation is not hindered by internal silos or overburdened resources.

Applying Niklas Modig's Lean Principles Across Industries

Niklas Modig's lean philosophy is versatile, extending beyond traditional manufacturing into services, healthcare, and administration. By focusing on flow and value, organizations can identify bottlenecks and redesign processes, leading to significant improvements in delivery times and customer satisfaction.

Lean in Healthcare

Healthcare systems worldwide face challenges related to patient wait times, procedural inefficiencies, and rising costs. Modig's lean principles have been increasingly adopted to address these issues. By mapping patient flows and identifying non-value-adding steps, hospitals can reduce delays and improve the quality of care.

For instance, clinics that apply the flow efficiency mindset reduce patient waiting times by streamlining admissions and discharge processes. This not only enhances patient experience but also optimizes staff workload, leading to better resource allocation.

Lean in Service Industries

Service organizations, from banking to IT, often struggle with intangible processes that are harder to quantify and optimize. Modig's approach helps these sectors by emphasizing customer value and continuous flow over rigid, resource-centered metrics. This shift enables service providers to redesign workflows that minimize delays and improve responsiveness.

Critical Features of Niklas Modig's Lean Approach

Several distinct features differentiate Modig's lean framework from conventional methodologies:

1. **Customer-Centric Focus:** Lean is measured by the value delivered to the customer rather than internal efficiencies alone.
2. **Flow Optimization:** Emphasis on reducing lead time and ensuring smooth transitions between process steps.
3. **System Thinking:** Viewing the organization as an interconnected system rather than isolated functions.
4. **Continuous Improvement:** Encouraging ongoing experimentation and learning to enhance processes.

These features collectively contribute to a more holistic and sustainable lean implementation, fostering a culture that values adaptability and responsiveness to customer needs.

Comparing Modig's Lean with Traditional Lean Practices

While traditional lean focuses extensively on waste elimination and process standardization, Modig's interpretation introduces a nuanced balance between speed and utilization. This approach avoids the pitfall of overloading resources for the sake of apparent efficiency, which can cause delays and frustration downstream.

Moreover, Modig's lean encourages leadership to manage for flow, which requires transparency, cross-functional collaboration, and empowerment of front-line workers to identify and solve problems in real-time. This contrasts with some older lean implementations that emphasize top-down control and rigid adherence to standardized work.

Pros and Cons of Adopting Modig's Lean Framework

Understanding the strengths and limitations of this lean model is essential for organizations

considering its adoption.

- **Pros:**

- Improved customer satisfaction through faster delivery and higher value.
- Greater organizational agility by focusing on flow rather than resource utilization.
- Applicability across diverse industries, including services and healthcare.
- Promotes a culture of continuous learning and problem-solving.

- **Cons:**

- Requires significant mindset shift, which can face resistance within traditional organizations.
- Initial implementation may disrupt existing workflows and resource planning.
- Measuring flow efficiency can be more complex than tracking resource utilization.

Despite these challenges, many organizations report substantial gains after transitioning to Modig's lean principles, especially where customer experience and speed are critical.

Integrating Technology with Modig's Lean Principles

In today's digital age, the intersection of lean thinking and technology is increasingly relevant. Niklas Modig's emphasis on flow efficiency aligns well with advancements such as process automation, real-time data analytics, and AI-driven decision support.

By leveraging these technologies, companies can gain deeper insights into process bottlenecks, predict disruptions, and optimize workflows dynamically. This synergy enhances the practical implementation of lean, making it more responsive and scalable.

Why “This Is Lean Niklas Modig” Matters in Contemporary Business

As competition intensifies and customer expectations evolve, businesses must rethink how they deliver value. The phrase "this is lean niklas modig" symbolizes a transformative approach that goes beyond superficial cost-cutting to embrace a systemic and human-centric model of operational

excellence.

Modig's work challenges organizations to question entrenched efficiency metrics and adopt a broader, more sustainable perspective on productivity. His influence continues to grow as more companies recognize that true lean is about flow, value, and adaptability rather than rigid efficiency targets.

By understanding and applying the principles articulated by Niklas Modig, leaders and practitioners can drive meaningful change that aligns operational processes with strategic priorities and customer needs, ultimately fostering resilience in an ever-changing marketplace.

This Is Lean Niklas Modig

this is lean niklas modig: This is Lean Niklas Modig, Pär Åhlström, 2012

this is lean niklas modig: SUMMARY Edition Shortcut (author), 1901

this is lean niklas modig: SUMMARY - This Is Lean: Resolving The Efficiency Paradox
By **Modig Niklas** Shortcut Edition, 2021-06-08 * Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. By reading this summary, you will discover how to better define the contours of what Lean is. You will also discover that : a Lean operational strategy must focus on the efficiency of flows; each company context calls for its own specific operational strategy; the transformation of the company towards Lean takes place at several levels; the implementation of Lean is never completely completed. Let's start with the examples of Monique and Pascale. These two women have in common the desire to discover the cause of a lump in their breasts. Monique will follow a classic medical path, alternating doctor's appointments and screening tests in a specialized laboratory. Her journey will last seventeen days. Pascale goes to a facility that promises her a diagnosis in one day, bringing all the steps of the process together in one place. These two examples illustrate two types of organizations, depending on whether they focus on using their resources or whether they focus on customer satisfaction. *Buy now the summary of this book for the modest price of a cup of coffee!

this is lean niklas modig: This is Lean , 2018

this is lean niklas modig: The Lean Mindset Mary B. Poppendieck, Thomas David Poppendieck, 2014 Explores the efficiency of companies when using a lean mindset. Provides advice on energising teams and creating sustainable efficiency to provide better services and products. Looks at organisations with a lean mindset such as Pixar, Spotify, Intel and Ericsson.

this is lean niklas modig: The Lean Engineering Travel Guide Cécile Roche, Luc Delamotte, 2023-10-12 Lean is an essential way of working in a world that is accelerating and becoming more complex. It revalues the human dimension in the company by encouraging individual thinking and initiative and gives meaning to teams that are more and more challenged by competitiveness and innovation. This book is designed as a travel guide. The first part includes all the traditional sections from the 'front end' of a travel guide, including some basic vocabulary, tips, and a historical section about some of the pioneers of Lean in Engineering. The journey begins in the second part, which explains a number of Lean Engineering practices in some detail and the best itineraries to develop better products, discussing the underlying intentions and offering advice for implementation. Numerous concrete cases illustrate this part with case material drawn from the authors' own experiences. Part Three is a brief guide to where and how to get started. Currently, there are no books on Lean Engineering written by practising engineers who have themselves experienced the adjustment of Lean principles to the business and challenges of new product development. The authors describe tools and practices that have already been widely tested and improved by many engineers with different cultures and skills in the Thales Group and other

companies. Lean Engineering as we describe it has thus been able to demonstrate its effectiveness for several years. In addition, the authors describe new unique practices invented within the framework of their activities and which thus do not exist anywhere else (e.g., causal influence diagram (CID), Pull-Scheduling Board).

this is lean niklas modig: Lean Flow: A quick guide to transform with lean digital Elisa Granha Lira, 2024-02-15 "Lean Flow: A Quick Guide to Transform with Lean Digital" aims to introduce the reader to lean manufacturing and lean digital concepts in a simple and didactic way. These concepts are aimed at significant transformations that start within us and, in sequence, spill over to the organizations in which we work, bringing sustainable productivity gains. But, after all, what is being productive? This is a simple concept that, nevertheless, hides biases and paradigms that demand a deeper critical analysis. Lean digital has the potential to increase productivity through the incorporation of digital technologies that aim to make a given process increasingly lean. However, it is crucial to understand in depth the concepts related to the topic so that these gains are achieved and sustained in a digital transformation.

this is lean niklas modig: THE ART OF STRATEGY Erik Schön, Sun Tzu, John Boyd, Simon Wardley, 2020-04-18 What is strategy? Why do you need it? How do you do it? And, how can you be more certain to succeed? THE ART OF STRATEGY provides timeless answers to these eternal questions. It is a short introduction to strategy through the insights of three successful strategists: Sun Tzu, John Boyd and Simon Wardley. It is a modern reading of Sun Tzu's The Art of War — the strategy classic written in China around 500 BC — using the lenses of Boyd (OODA loop inventor) and Wardley (Wardley Map inventor) who were both influenced by Sun Tzu. Each chapter gently transforms The Art of War into a modern business setting and includes material from Boyd and Wardley in separate sections to complement and clarify Sun Tzu's terse, poetic text. The idea is to serve strategy in 13 short chapters requiring 5-10 minutes of reading time each. An extensive glossary is included since many Chinese concepts are purposefully abstract and ambiguous. You will discover new thinking patterns, e.g. OODA loops and situational awareness, as well as visualization tools like Wardley Maps that will help you and your organization succeed together with your stakeholders. You will also improve your understanding of the — sometimes evil — political gameplays (and counter- measures!) used by Nancy Pelosi, Boris Johnson, Donald Trump, Vladimir Putin and Xi Jinping who are all inspired by Sun Tzu, in some cases indirectly via Boyd. "A great little book with loads of maps in there." Simon Wardley, inventor of Wardley Mapping An excellent fusion of Sun Tzu, Boyd, and Wardley that is beautifully laid out, highly readable and very straightforward in compressing the learning curve on all three! Mark J. McGrath, chief learning officer Erik Schön has created a great example of Boyd's 'snowmobile' — a synthesis across a variety of domains leading to new insights and capabilities. I'm sure every strategist, business, leader, and entrepreneur will find valuable ideas for making their own enterprises more competitive. Chet Richards, author of Certain to Win: The Strategy of John Boyd, Applied to Business The Art of Strategy is condensed knowledge that all managers, agile coaches and other leaders should have. These are three thinkers from very different contexts. But as Erik has put it, with similarities and differences topic by topic, a fourth voice appears. That voice belongs to the interaction between the three narrators and it gives as much value to me as a reader as the other three voices do. Staffan Nöteberg, author of Monotasking THE summary and independent look on modern strategy right now!!! Markus Andrezak, founder and managing partner

this is lean niklas modig: The Weekly Aha!: 52 Inspirations for Innovation, Peak Performance & Team Success Arash Arabi, 2024-05-29 52 Aha! moments that have transformed hundreds of teams, inspiring them to move beyond the status quo! The Weekly Aha! is a collection of 52 inspirations developed through years of leading and coaching high-performing teams in large organisations. This book is a treasure trove of insights for professionals seeking to drive change and foster a culture of continuous learning and innovation in their organisations. This unique book offers: - A year's worth of inspiration for new perspectives and innovative thinking - Practical tips and concepts that spark conversations and create a ripple effect of positive change - Insights that

can be applied by anyone, from team members to middle managers, to C-level executives, to transform their approach to work. Each of the 52 inspirations is a catalyst for change, reshaping mindsets, and elevating performance. Open this book on any page and discover a new way of thinking, a new perspective, a new 'Aha!' moment. Share these inspirations with your team, and watch as they transform into a high-performing, innovative force.

this is lean niklas modig: Managing Your Nonprofit for Resilience Ted Bilich, 2022-12-28
A hands-on risk management playbook for nonprofit leaders, funders, and advisors. In *Managing Your Nonprofit for Resilience: Use Lean Risk Management to Improve Performance and Increase Engagement*, experienced nonprofit risk management expert Ted Bilich delivers a comprehensive and engaging exploration of how to keep your nonprofit vibrant, proactive, and out of trouble. In the book, you'll learn how the world's best charitable organizations employ lean risk management to prioritize, mitigate, and eliminate the most significant risks facing nonprofits today. The author teaches you how to develop a risk management cycle and work with risks at the board level, implementing lean risk management tactics incrementally. You'll also discover: Discussions of fundamental risk management elements. Sample compliance checklists, example questions to ask during risk inventories, and common challenges faced by nonprofits in a wide variety of sectors. Strategies for confronting nascent risk and issues with radical candor and taking reasonable steps to address them before they spiral out of control. An engaging and essential resource for the managers and directors of nonprofits of all sizes, *Managing Your Nonprofit for Resilience* belongs on the bookshelves of anyone tasked with shepherding a charitable organization through an increasingly challenging and volatile environment.

this is lean niklas modig: Lean: Manage work as a flow system France Bergeron, Joanne Gaudet, 2022-11-10
Lean is all about flow. This book provides the fundamentals of Lean so that anyone, in any type of work, can be Lean. To better understand why Lean organizations such as Toyota are so innovative every day, the book also delves into the secret sauce of Lean, flow experience. Praise for this book "A wonderful gem! Flow is a fundamental concept in Lean Management and yet few thought leaders have highlighted it in the understandable way that France and Joanne have—and even fewer organizations understand and incorporate the concept with any degree of rigor. Learn about flow and then start achieving it! Your employees and customers alike will thank you." Karen Martin, President of TKMG, Inc. author, *The Outstanding Organization* "France and Joanne put together some valuable thoughts and actions with their book *Lean: Manage work as a flow system*. It discusses all the facets of Flow in Lean thinking, while intertwining the importance of developing and aligning people through cascading goals from macro to micro value streams throughout all levels and roles in an organization. If you want a nicely written summary to help move along your organization, I recommend this book as a resource." Tracey Richardson, Founder of Teaching Lean Inc., Author of *The Toyota Engagement Equation* "A great introduction to lean." Daniel T. Jones, Author of *The Machine that Changed the World and Lean Thinking*, commenting on the 1st edition of this book "The book is an excellent start if you are new to Lean and it is also a good read if you are more experienced as it reminds the reader of the core in Lean and the connection between process and human being. It is a brilliant and easy introduction to Lean. I highly recommend it." Klas Fjärstedt, Deputy Head LACE, Handelsbanken

this is lean niklas modig: This is Lean. Come risolvere il paradosso dell'efficienza Niklas Modig, Pär Åhlström, 2022-06-17
Ogni organizzazione cerca l'efficienza, ma ben poche hanno un'idea di come ottenerla, e ancora meno comprendono davvero in che cosa consiste. Per quanto possa sembrare strano, è proprio così: quando un'azienda si concentra troppo sull'utilizzo efficiente delle risorse, senza raggiungere però un altro genere di efficienza (la cosiddetta efficienza di flusso), solitamente si limita ad aumentare il carico di lavoro diventando ancora più inefficiente di prima. Come risolvere questo paradosso? Lo spiega in modo semplicissimo e ricco di esempi questo libro che sa trasmettere il senso più profondo del pensiero Lean attraverso casi concreti, facili da comprendere per tutti. Dal paradosso dell'efficienza alla definizione del valore, dalla centralità dei processi fino alle radici del Lean Thinking (attraverso la storia del sistema Toyota), *This is Lean*

mostra come le organizzazioni gestite correttamente possano davvero, in modo semplice, fluido e redditizio, generare valore.

this is lean niklas modig: Meeting Ethnography Jen Sandler, Renita Thedvall, 2017-03-27 This volume asks and addresses elusive ontological, epistemological, and methodological questions about meetings. What are meetings? What sort of knowledge, identities, and power relationships are produced, performed, communicated, and legitimized through meetings? How do—and how might—ethnographers study meetings as objects, and how might they best conduct research in meetings as particular elements of their field sites? Through contributions from an international group of ethnographers who have conducted “meeting ethnography” in diverse field sites, this volume offers both theoretical insight and methodological guidance into the study of this most ubiquitous ritual.

this is lean niklas modig: Creating Agile Organizations Cesario Ramos, Illia Pavhlichenko, 2022-08-05 Design Your Organization for Maximum Agile Success at Scale [A] unique view of organizational agility. Cesario and Ilia first describe the [foundational] tools and vocabulary to think about agile enterprise-level change. The second section is a practical approach to adoption. It marries the foundational elements into a people and customer centric approach to change. The book is epic in scope ... but it manages to present a cookbook for agile adoption and change. --From the Foreword by Dave West, CEO, Scrum.org Cesario and Ilia ... understand that a key element of successful change to being adaptive at scale is Organizational Design (OD)--and that OD is something senior managers need to own, master, create, and lead, not delegate. ... [F]ast delivery and learning isn't enough at scale. Without other adaptive OD elements in place, there might not be any concrete change. ... [A] wonderful book from two passionate people with years in the trenches involved in large-scale adaptive development. --From the Foreword by Craig Larman, co-creator, Large-Scale Scrum (LeSS) For Agile to succeed at scale, strategy, structures, processes, reward systems, and people practices must align with and reinforce each other across the entire organization. Creating Agile Organizations is about making that happen. Whether you're a leader, Scrum Master, or trainer, this book will help you use effective Organizational Design (OD) to achieve successful Agile transformation at the enterprise level. Drawing on years of experience scaling Scrum, renowned Large-Scale Scrum (LeSS) experts Cesario Ramos and Ilia Pavlichenko present proven techniques for use with any technology, in any large environment. In the context of a true systems-thinking approach, they provide specific solutions for challenges such as preparing and facilitating large-scale Scrum meetings, honing newly relevant leadership skills, and addressing challenges that cut across the entire organization. This book includes a library of tested tools for effective Agile leadership, including Product Definition Guides for describing any new product and a Feature Heat Map for designing teams and entire organizations. Organizing for adaptability, making strategic optimization choices, and choosing informed tradeoffs Exploring and applying proven OD principles at the leadership level Taking a birds-eye view of the activities most crucial to large-scale adoption Coaching to make Agile transformation successful across your organization Planning, designing, and facilitating Agile workshops that work Preparing and launching highly effective, well-aligned Product Groups Coaching teams and guiding product ownership in large groups

this is lean niklas modig: Making Work Visible Dominica DeGrandis, 2022-03-15 Today's workers are drowning: nonstop requests for time, days filled to the brim with meetings, and endless nights spent heroically fixing the latest problems. This churn and burn is creating a workforce constantly on the edge of burnout. In this updated edition, IT time management expert Dominica DeGrandis reveals the real crime of the century—time theft, one of the most costly factors impacting enterprises in their day-to-day operations. Through simple solutions that make work visible, DeGrandis helps people round up the five thieves of time and take back their lives with time-saving solutions. Chock-full of exercises, takeaways, real-world examples, colorful diagrams, and an easy-going writing style, readers will quickly learn effective practices to create high-performing workflows within an organization. And now, with this updated second edition, readers will get more exercises plus a new afterword from the author featuring new learnings from the past five years. The

technology world—and indeed the whole business world—is moving at a pace faster than ever before, and it shows no signs of slowing down. Instead of consigning ourselves to the pressure cooker of the modern world, it's time to elevate how we work. It's time to level up our game. It's time to make work visible.

this is lean niklas modig: Fast Childcare in Public Preschools Renita Thedvall, 2019-01-14
Fast Childcare in Public Preschools presents an ethnographic examination of the implementation of fast-policy management models and the efforts of teachers to use these to improve their work organization, and the frictions this brings. Using examples from Swedish public preschools, the book focuses on essential areas of the Lean management model in particular, bringing to life concepts relating to the care and education of children. The book draws on international childcare policy and public reforms, exploring the assignments that preschools are set and argues that separating the pedagogical and the organizational as suggested by proponents of management models is not possible. This book considers Jamie Peck and Nik Theodore's work on 'fast policy' and 'model power' and analyzes the tensions between the easy-to-use and difficult-to-use in management models. The model form of Lean's management model rendered it difficult to align with existing childcare policy, pedagogical models, and the organization of a preschool. The book explores the utopian dimension of a modern project in pursuit of efficiency and speed in relation to the Lean model and the preschool teachers' work, by asking, 'what are the wider societal implications of the Lean project in preschools?' Fast Childcare in Public Preschools will be of great interest to cultural anthropologists, qualitative sociologists and political scientists, and organizational researchers interested in the anthropology of policy.

this is lean niklas modig: Kanban in Action Joakim Sunden, Marcus Hammarberg, 2014-02-18
Summary Kanban in Action is a down-to-earth, no-frills, get-to-know-the-ropes introduction to kanban. It's based on the real-world experience and observations from two kanban coaches who have introduced this process to dozens of teams. You'll learn the principles of why kanban works, as well as nitty-gritty details like how to use different color stickies on a kanban board to help you organize and track your work items. About the Book Too much work and too little time? If this is daily life for your team, you need kanban, a lean knowledge-management method designed to involve all team members in continuous improvement of your process. Kanban in Action is a practical introduction to kanban. Written by two kanban coaches who have taught the method to dozens of teams, the book covers techniques for planning and forecasting, establishing meaningful metrics, visualizing queues and bottlenecks, and constructing and using a kanban board. Written for all members of the development team, including leaders, coders, and business stakeholders. No experience with kanban is required. Purchase of the print book includes a free eBook in PDF, Kindle, and ePub formats from Manning Publications. What's Inside How to focus on work in process and finish faster Examples of successful implementations How team members can make informed decisions About the Authors Marcus Hammarberg is a kanban coach and software developer with experience in BDD, TDD, Specification by Example, Scrum, and XP. Joakim Sundén is an agile coach at Spotify who cofounded the first kanban user groups in Europe. Table of Contents PART 1 LEARNING KANBAN Team Kanbaneros gets startedPART 2 UNDERSTANDING KANBAN Kanban principles Visualizing your work Work items Work in process Limiting work in process Managing flow PART 3 ADVANCED KANBAN Classes of service Planning and estimating Process improvement Using metrics to guide improvements Kanban pitfalls Teaching kanban through games

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how real companies are applying these guidelines on real-world projects. End-of-chapter questions help readers quickly review what they've learned, and the online forum allows them to share their insights and ideas with others who either have or are in the process of implementing IPD themselves. Integrating Project Delivery brings together the owners, architect, engineers, and contractors early in the development stage to ensure that problems are caught early, and to address them in a collaborative way. This book describes the parameters of this new, more efficient approach, with expert insight on real-world implementation. Compare traditional procurement with IPD Understand IPD guidelines, and how they're implemented Examine case studies that illustrate everyday applications Communicate with other IPD adherents in the online forum The IPD approach revolutionizes not only the workflow, but the relationships between the stakeholders – the atmosphere turns collaborative, and the team works together toward a shared goal instead of viewing one another as obstructions to progress. Integrated Project Delivery provides a deep exploration of this approach, with practical guidance and expert insight.

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