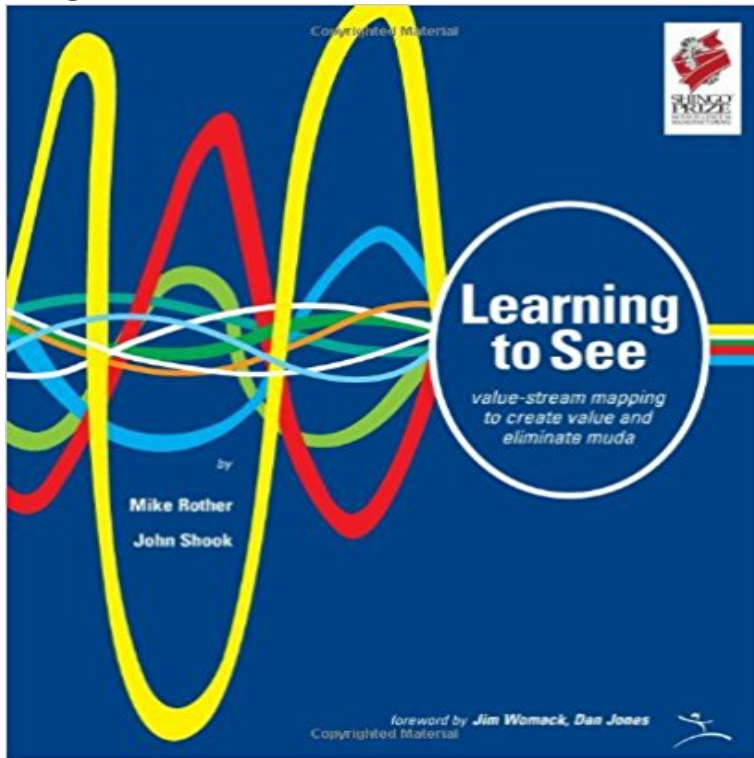


# Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA



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 Toyotas 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. Youll 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



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