

Errata for Implementing Standardized Work: Measuring Operators' Performance

First printing

Chapter 2

Page 4, last line: change "Lean / Six Sigma" to "Lean Six Sigma"

Page 6, last paragraph, seventh line from the bottom: change "local plant workers" to "staff"

Chapter 3

Page 10, second paragraph, seventh sentence: change "person who doesn't understand procrastination" to "person who didn't understand procrastination"

Chapter 4

Page 13, second paragraph, third sentence: "They also picked " should be "They picked"

Page 13, last paragraph, fourth sentence: change "he will post" to "he would post"

Page 14, line 9 from the bottom: change "flowchart" to "flipchart"

Page 15, line 7 from the bottom: change "for the workshop got another nice idea for the QCO and proposed" to "for the workshop gets another nice idea for the QCO and proposes"

Page 16, line 4, second sentence: "Daniel broke the silence with" should be "Daniel broke the silence"

Page 19, Figure 4.3, fourth column, third row: remove "the" before "activities"

Page 24, first sentence: add "(Figure 4.6, Figure 4.7)" after "the wall"

Page 24, third paragraph, third sentence: change "(Figure 4.6)" to "(Figure 4.7)"

Page 27, third paragraph, first sentence: replace "Thomas, who is a very practical person" by "Thomas, who was a very practical person"

Page 27, third paragraph, line 2: remove "(Figure 4.8)"

Page 27, third paragraph, line 4: change "below" to "above (Figure 4.8)"

Page 28, first paragraph, first line: change "the following" to "another" and add "(Figure 4.9)" after "drawing"

Page 29, last paragraph: the box on bottom should be removed. The text within quotation marks should be "in your example, human factors disruptions tend to be shorter than breakdowns. Therefore, the highest peaks tend to be special cause variations like breakdowns or periodical stoppages. The distinctive feature of the latter is that they appear cyclically. The beauty of the chart in front of your eyes (Figure 4.7) is that you can retrospectively link the peaks of those charts to special cause variation; for instance, the time you needed to remove the tape from t-shirt bundles. This is how you would 'see and touch' the variation in your plant. Because you can obtain plenty of information about the process simply by analyzing the 'top part,' we call it the 'voice of the process.'

Chapter 5

Page 31, first paragraph, seventh sentence: remove "operation" after "Human"

Page 31, footnote, third line: change "footnote 1" by "previous footnote"

Chapter 6

Page 35, last paragraph: the fifth line from the bottom should be moved up on the sixth line, right after "said Daniel"

Page 36, Figure 6.1, fourth row: change "mediane" to "median"

Change "Same number of sample left and right" to "Order and take the number in the middle"

Chapter 7

Page 41, line 9 from the bottom: change " $21/37 = 56\%$ " to " $21/37 = 57\%$ "

Page 42, Figure 7.1, fifth row: change "Mode Ratio" to "Variability Index"

Page 43, Figure 7.2:

- "Mode Ratio" should be replaced by "Variability Index"
- Change "56%" to "57%"
- The bar representing "66-70" should be on "8" instead of "9"

Page 44, first paragraph, line 3: change "cycle time" to "circle times"

Page 45, Figure 7.3: the result of the Variability Index for Operator 2 is "57%" instead of "56%"

Page 45, last line: change "Figure 7.5" to "Figure 7.6"

Page 46, Figure 7.4: the x-axis is for "Time" and the y-axis is for "Count"

Chapter 8

Page 49, first paragraph, last sentence: change "59%" to "57%"

Page 49, second paragraph, last sentence: change "Figure 5.1" to "Figure 8.1"

Page 49, footnote: change "the ranking use" by "the ranking used"

Page 50, line 10 from the bottom: change "MC75 16" to "MC75"

Chapter 9

Page 55, third sentence: change "determinate" by "determinant"

Page 58, the caption under Figure 9.4: "The plant 4 x 8 shift pattern - 4 shifts and one shift every 8 hours" should be "The plant 4 x 8 shift pattern - 4 shifts in total and one shift every 8 hours"

Page 59, fourth paragraph, second sentence: "Daniel said" should be "Daniel concluded"

Page 60,

- third paragraph, first sentence: remove the "" after "The group delivered Figure 9.5"
- footnote: remove "such automation"

Chapter 10

Page 65, footnote: in "This session gives an overview of the five steps of standardized Work deployment," replace "five" by "four"

Page 66,

- first sentence: "Thomas displayed" should be replaced by "Daniel displayed"
- line 10: remove "main"

Page 67: last sentence: "all the changes made during the improvement step" should be removed and replaced by "improvements"

Page 68,

- line 17: "What does 'frequently' mean?" should be replaced by "Now what does 'periodical' OPM mean?"
- line 19: "Now" should be replaced by "But"
- line 23 : add "To sum up" before "Besides"

Chapter 11

Page 71, third paragraph, line 7: "then we conducted capacity analysis" should be replaced by "then we conducted process analysis"

Page 74, third paragraph, line 6: "Standardized Work's five steps" should be "Standardized Work's four steps"

Page 77, line 5 (step 4 of OPM): "s" should be removed from "histograms"