



# Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation

*Karen Martin, Mike Osterling*

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*Value Stream Mapping* is a practical, how-to guide that helps decision-makers improve value stream efficiency in virtually any setting, including construction, energy, financial service, government, healthcare, R&D, retail, and technology. It gives you the tools to address a wider range of important VSM issues than any other such book, including the psychology of change, leadership, creating teams, building consensus, and charter development.

**Karen Martin** is principal consultant for Karen Martin & Associates, LLC, instructor for the University of California, San Diego's Lean Enterprise program, and industry advisor to the University of San Diego's Industrial and Systems Engineering program.

**Mike Osterling** provides support and leadership to manufacturing and non-manufacturing organizations on their Lean Transformation Journey. In a continuous improvement leadership role for six years, Mike played a key role in Square D Company's lean transformation in the 1990s.



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