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Nota di contenuto	BEST PRACTICES IN LEAN SIX SIGMA PROCESS IMPROVEMENT; Contents; Preface; Part I: Hyper-competition; Chapter 1: Magnitude Advances in Competitive Standards and Technologies; HOW ARE WE DOING?; FLAWED AMERICAN SYSTEM; MUTUALLY BENEFICIAL PRACTICES; Chapter 2: Global Leanness: An Unstable Phenomenon; INVENTORY: A TELLING METRIC; ARE COMPANIES IMPROVING?; NO LEAN, FLASHES OF LEAN, SUSTAINED LEAN; CYCLICITY; WHY DOESN'T LEAN LAST?; Chapter 3: Big Question: Does Lean Beget Financial Success?; MOOT MATTER; MULTIPLE EFFECTS, COMPOUNDED OVER TIME Chapter 4: Ultimate Trend: Improving the Rate of ImprovementCONCAVE UPWARD TREND; STRONGLY LEAN; EQUIVOCAL; Part II: Improvement Gone Wrong-and Made Right; Chapter 5: Waste

Elimination, Kaizen, and Continuous Improvement: Misdefined, Misunderstood; CUSTOMERS TO THE FORE: WASTE ELIMINATION AS AN ENABLER; THE KAIZEN TRAP: DIS-CONTINUOUSIMPROVEMENT; INTENSIVE OBSERVATION AT THE GEMBA-BUT WHO ARE THE OBSERVERS?; THE CONTINUOUS SIDE OF IMPROVEMENT: FULL ENGAGEMENT; Chapter 6: The Metrics Trap; FROM UNLEAN TO ULTRA-LEAN ACCOUNTING; FEWEST CONTROLS AND CONTROLLERS; PRICING FOR SPEED  
 DATA SUPERSEDING METRICSFRUSTRATION RELIEF; THREE MISUNDERSTOOD MEASURES OF PERFORMANCE; Chapter 7: The Case Against (Much of) Management Goal Setting; GOAL REVERSAL; GOAL BACKLASH; VISUAL DRIVERS; EXPANDED VISION; OVERACTIVE DASHBOARDS; LEAN OVERSIGHT; Part III: Building a Competitive Fortress; Chapter 8: Fortress by Culture; NORDSTROM: CUSTOMER SERVICE IS OUR BUSINESS; 3M: CLOSET INNOVATION; SAVING LIVES AS COMPANY CULTURE: THE MEDTRONIC EXAMPLE; THE "HP WAY"; Chapter 9: Vengeful Numbers; WHERE THE NUMBERS COME FROM AND TAKE YOU; CONTINUITY AND PREDICTABILITY VERSUS MAGNITUDE EMERSON ELECTRIC: FORTY-THREE YEARS UPWARDBEYOND THE FORTY-THREE YEARS; WHEN FINANCIAL ANALYSTS SEE BEYOND THE FINANCIALS; Chapter 10: Process Improvement: Stretching Company Capabilities; BEST PRACTICES: SOME FOR STUDY, SOME TO DO, SOME FOR TRAINING; DROWNING IN THE BASICS; Chapter 11: Unique Business Models (Big Ideas); INNOVATIVE BUSINESS MODELS; DELL-DIRECT; WAL-MART AND EDLP; THE BASICS VERSUS UNIQUE BUSINESS MODELS; Part IV: What Goes Wrong: Impressive Companies and Their Weak Spots; Chapter 12: Does Rapid Growth Put the Brakes on Lean? FOUR COMPANIES IN TWO PAIRS: TOYOTA/HARLEY AND DANAHER/ILLINOIS TOOLWHAT THE FINDINGS SHOW; IBM AND TOYOTA: WILL HISTORY REPEAT?; GRACO: IN A GROWTH SPURT; Chapter 13: Losing Their Way-or Not; DISCONTINUITY IN THE EXECUTIVE SUITE; CHRONIC CAPACITY STARVATION IN THE FACE OF UNPREDICTABLE DEMAND; KNOWLEDGE MISMANAGEMENT; Part V: Leanness: A Changing Landscape; Chapter 14: Global Lean Champions: Passing the Torch; WHERE LEAN COUNTS MOST: TIGHTENING THE CHAINS; TOYOTA: MIXED MESSAGES; THE LONG AND THE SHORT OF TOYOTA; Chapter 15: How Overweight Companies Get Lean IMPORTING/EXPORTING LEAN EXPERTISE THROUGH ACQUISITIONS AND MERGERS

## Sommario/riassunto

Best Practices in Lean Six Sigma Process Improvement reveals how to refocus lean/six sigma processes on what author Richard Schonberger-world-renowned process improvement pioneer-calls ""the Golden Goals"": better quality, quicker response, greater flexibility, and higher value. This manual shows you how it can be done, employing success stories of over 100 companies including Apple, Illinois Tool Works, Dell, Inc., and Wal-Mart, all of which have established themselves as the new, global ""Kings of Lean,"" surpassing even Toyota in long-term improvement.