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Nota di contenuto	1. Nothing lasts forever -- 1.1 A series of steps -- 1.2 The life cycle of a process -- 1.3 Improve or disappear -- 1.4 Why is change so hard? -- 1.5 It's all about the culture -- 1.6 Key points -- 2. Assumptions, beliefs, and values -- 2.1 Assumptions: stated and unstated -- 2.2 The leadership challenges of culture -- 2.3 The leader's role in culture setting -- 2.4 Key points -- 3. Driving the Cadillac -- 3.1 Driving a successful culture: leader attributes and behaviors -- 3.2 Attributes of a continuous improvement leader -- 3.3 The leader as coach -- 3.4 Key points -- 4. Organizational subsystems: observing culture in action -- 4.1 Production subsystem -- 4.2 Supportive subsystem -- 4.3 Maintenance subsystem -- 4.4 Adaptive subsystem -- 4.5 Leadership subsystem -- 4.6 Key points -- 5. Final thoughts -- References -- Index.
Sommario/riassunto	In an increasingly turbulent and competitive world, organizations are constantly working to improve. Many organizations look to one of many continuous process improvement methodologies available today. Leaders who have been able to reap the benefits of continuous improvement behave in very specific ways. Their behaviors are centered on imbedding specific values, assumptions and beliefs that support

continuous improvement into the way their organization executes the processes necessary to produce goods and services. To improve, leaders must first understand what culture is and how it impacts everything the organization does. We describe the key values, assumptions, beliefs and leadership behaviors we have found to be effective in organizations working to constantly improve the way work is done.
