

1. Record Nr.	UNINA9910457325003321
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Titolo	Selecting the right manufacturing improvement tools [[electronic resource] ] : what tool? when? // Ron Moore
Pubbl/distr/stampa	Amsterdam ; ; Boston, : Elsevier Butterworth-Heinemann, c2007
ISBN	1-280-74745-5 9786610747450 0-08-046819-5
Descrizione fisica	1 online resource (413 p.)
Disciplina	658.514 660.284245
Soggetti	Manufacturing industries - Management Manufactures - Quality control Production management Manufacturing processes Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Front Cover; Selecting the Right Manufacturing Improvement Tools: What Tool? When?; Copyright Page; Contents; Dedication; Acknowledgments; Preface; Chapter 1: Introduction; The Scene; The Response; The Tools; Lean Manufacturing; Cost Cutting-Does it Work?; Why Do Executives Persist in Cost Cutting?; Kaizen; Total Productive Maintenance; Six Sigma; Supply Chain Management; Reliability-Centered Maintenance; Predictive Maintenance; Root Cause Analysis; Other Tools; Summary; References; Chapter 2: Aligning the Organization; Why We Must Align the Organization; Aligning for Manufacturing Excellence Developing and Using an Asset Management Strategy as an Alignment Tool CEO Compensation: Mis-Aligning the Organization; Internal Equability; CEO Compensation and Internal Equity; External Competitiveness; CEO Compensation and External Competitiveness; Initiative Overload: A Mis-Alignment Issue; Summary; References; Chapter 3: Innovation; Introduction; Cost Cutting vs. Creating an

Innovative Environment; Getting Lower Costs Through "Little Innovation"; Creating Expectations; Outsourcing/Offshoring: The Loss of Innovation; Two Scenarios; Human Capital: The Heart of Innovation and Value Creation

Other Human Asset Valuation Methods Summary; References; Chapter 4: Leadership and Teams; Introduction; Leaders vs. Managers; Vision, Reality, Courage, and Ethics; Personal Humility and Professional Resolve; Building Character Through Principles; Leadership: Aligning the Organization; Five Practices of Exemplary Leadership; The 21 Irrefutable Laws of Leadership; Inspiring Ordinary People to Extraordinary Performance; Summary: Common Traits of Leadership; Teams and Teamwork; Self-Managed Teams: Caution; Organizational Context; Expert Team Coaching; Team Leader Execution Skills Corporate Level Observations The Dysfunctions of Teams; Summary; References; Chapter 5: Managing Change; Introduction; Articulate a Compelling Reason for Change; Apply Leadership and Management Principles; Communicate the Strategy and Goals; Facilitate Employee Implementation of the Change Process; Measure the Results: Reward Good Behavior, Challenge Bad Behavior; Stabilize the Organization in the New Order; Succession Planning and Management; Beta's Omega Division; Better Succession Management; Selecting the Right Managers; Sustaining Improvement; Summary; References

Chapter 6: Business Level Failure Models and Effects Analysis: Selecting the Right Improvement Projects and Tools The Manufacturing Plant as a Business System; Business-Level Failure Modes and Effects Analysis (FMEA); Typical Results; Selecting the Right Tools; Beta's Allen Central Plant; Beta's Swampton Plant; Beta's Martin Plant; Beta's Leets Plant; Beta's Van Lear Plant; Beta's Blany Plant; Beta's Ivel Plant; Summary; Reference; Chapter 7: Lean Manufacturing; Lean Manufacturing: A Very Brief History; Lean Characteristics; The Toyota Way; Philosophy: Long-Term Thinking  
Processes: Eliminate Waste

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## Sommario/riassunto

Selecting the Right Manufacturing Improvement Tools offers an easy-to-read and comprehensive review of the most important current industrial improvement tools that every manufacturing or industrial executive, operational manager or engineer needs to know, including which tool to use for a particular type of manufacturing situation. But his book goes beyond a simple comparison of improvement tools to show how these tools can be implemented and supported. Instead, it offers a broader strategic explanation of how they relate to one another, and their relative strengths and weaknesses in

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