

1. Record Nr.	UNINA9910788186703321
Autore	Koenigsaecker George
Titolo	Leading the Lean Enterprise Transformation, Second Edition
Pubbl/distr/stampa	London : , : Taylor and Francis, , 2016
ISBN	1-4665-8119-0 0-429-24859-8 1-4398-5987-6 1-4398-5988-4
Edizione	[Second edition.]
Descrizione fisica	1 online resource (261 pages) : illustrations
Disciplina	658.4/013
Soggetti	Total quality management Industrial efficiency Industrial productivity
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	"A Productivity Press Book."
Nota di contenuto	My Journey of Lean Learning: Eleven Corporate Transformations -- Deere and Company -- Rockwell International -- Jake Brake (Danaher) -- HON Company -- Summary -- What Is Lean? -- What Toyota Does -- Two Pillars -- Identifying and Removing Waste -- A Problem-Identifying and Problem-Solving System -- Six Sigma or Lean...or Both? -- Summary -- Notes -- Measurement Can Be Easy -- Understanding Financial Measures: Personal Examples -- Toyota's True North Metrics -- How High Is High? -- The Four True North Metrics In Detail -- Quality Improvement -- Delivery/Lead Time/Flow Improvement -- Cost/Productivity Improvement -- Human Development -- Linking the True North Metrics with Financial Measures -- Summary -- Notes -- Value Stream Analysis Provides the Improvement -- Plan—And Kaizen Events Make It Happen -- Taking a Walk to Create an Initial-State VSA -- Initial-State VSA and the True North Metrics -- Helping You See the Waste -- Brainstorming to Create an Ideal-State Value Stream -- Creating a Future-State Value Stream -- Improvement Goals -- Work Plan and Responsibilities -- The Rule of 5x -- A Model Value Stream -- The Power of Weeklong Kaizen Events -- Summary -- Notes -- Tactical Organizational Practices -- The -- n/10 Rule -- Designing

Improvement Teams -- Key Event Failure Mode -- The 3 Percent Guideline -- Selecting People for the Full-Time Improvement Team -- Selecting the Leader for the Dedicated Lean Team -- The Watlow 3 Percent Experience -- Administrative Teams -- Redeployment -- Other Lean Training -- Summary -- Strategic Organizational Practices -- Understanding Governance -- Immersion -- Guiding Coalition -- Communication -- Lean Simulation -- Strategy Deployment -- Antibodies -- Lean Year by Year -- Year One -- Year Two -- Year Three -- Year Four -- Summary -- Building a Lean Culture -- Defining Culture -- The Building Blocks of Lean/Toyota Culture -- Serve the Customer -- Seek What's Right, Regardless -- Decide Carefully, Implement Quickly -- Candidly Admit Imperfections -- Speak Honestly and with Deep Respect -- Go See and Listen to Learn (Genchi Gembutsu) -- Deliver on Meaningful Challenges -- Be a Mentor and a Role Model -- The Action Plan -- Giving Your Leadership Team Personal Experience -- Daily Improvement -- Challenging Your Team to Build Knowledge -- Summary -- A Final Thought -- Author's Note -- Note -- Appendices: -- A Lean Tutorial -- Building a Sustainable Lean Culture—The Watlow Way -- Watlow's Enterprise Visual Management System—Mission Control -- The Origin of Simpler's Transformation ContinuumSM -- Red River Army Depot—Accelerating Lean through Leadership Immersion -- A New Product Design System That Uses Lean Principles -- Autoliv—Empowered to Solve Problems.

Sommario/riassunto

"Updated with new information, illustrations, and leadership tools, *Leading the Lean Enterprise Transformation, Second Edition* describes how the metrics used by Toyota drive every line item in a financial statement in the right direction. Rather than focus on Lean tools and principles, the new edition of this bestselling reference focuses on what may be the least understood and most critical aspect of a Lean transformation: the building of a Lean culture. In addition to new appendices with background information and insightful stories on Lean leadership and implementation, it includes new information on tactical organization practices, strategy deployment, and Lean culture. A. inducte. t. IndustryWeek's Hall of Fame. George Koenigsaecker illustrates successful strategies and valuable lessons learned with case histories of U.S. leaders who have been instrumental in bringing Lean to the forefront. He explains the use of value stream analysis at the leadership level and describes how to structure kaizen events that can improve the value stream. Organized in the chronological sequence that a leader embarking on a Lean journey would experience, the book discusses the methods used by the author during the Hon Company's successful Lean conversion, which doubled productivity, tripled revenues, and led IndustryWeek to recognize Hon as one of the "World's 100 Best Managed Firms." The book not only introduces powerful leadership tools—including strategy deployment, transformation value stream analysis, and transformation plan of care—but also arms potential change agents with the soft skills needed to define, develop, and communicate their vision. Detailing the steps required to sustain improvements, it supplies time-tested guidance for effective leadership throughout a Lean transformation in any organization."--Provided by publisher.
