

# Thinking Beyond Lean

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cusumano and nobeoka the bestselling coauthors of microsoft secrets reveal how toyota and

other leading automobile makers achieve remarkable savings and growth by using shared technology and organisational capabilities across multiple projects thinking beyond lean explains how to manage product development more strategically and efficiently focusing on a concept the authors call multi project management in contrast most books on product development deal with how to manage products one at a time the basic idea of multi product management is to create new products that share key components but to utilise separate development teams that ensure each product will differ enough to attract different customers taking up where the machine that changed the world left off thinking beyond lean will change the way leaders do business now and in the future

it is estimated that u s manufacturers are currently operating at only 65 percent effectiveness in implementing lean production covering the fundamentals needed to be competitive in today s marketplace beyond lean production emphasizing speed and innovation to beat the competition provides readers with the tools to help their organizations achieve 100 percent effectiveness in lean production explaining that overseas factories can t compete with u s factories in speed of delivery to domestic customers the book provides the understanding required to add speed and urgency in all that you do in the office and the factory it explains how to eliminate waste so you can meet and even exceed your customers expectations regarding service quality and cost the book is organized into two phases the first phase holding actions covers the fundamentals needed to hold your position against the competition until you can implement the methods described in phase ii of the book it presents 12 little known tools and strategic weapons that you can immediately put to use to improve on your current competitive position phase ii the business command center presents unique and powerful concepts that can be used with the fundamentals covered in phase i explaining how to use speed as a competitive weapon the book will help you to remove the obstacles that interfere with continuous flow manufacturing it presents the concept of circulatory management that can put a stop to the ever increasing

layers of management with decreasing ownership by implementing the holding action and the business command center described in this book you can significantly improve your odds of beating the competition at home and overseas

three practicing managers with years of experience improving production facilities around the world explain why lean methodology on its own often fails to deliver productivity gains and how a holistic package incorporating safety employee development business planning capital spending performance management quality and lean work can together to deliver results improving productivity is the holy grail of every site manager but while three decades of initiatives from kaizen through tqm to lean six sigma have all had an impact the fact remains that a few companies outperform the others this is often because individual change initiatives address only one aspect of a much more complex problem what is needed is a holistic productivity system that addresses every aspect of production to implement a productivity system in practice you need more than tqm more than lean based on their experience managing and improving production facilities around the world the authors show how there are seven key elements that combine to create a sustainable productivity system leading beyond lean explains how these seven elements work together and how you can set up your own bespoke productivity system like they did as practising managers Østbø Wetherill and Cattermole have used these techniques and procedures to deliver improvements in both in safety and productivity helping their sites to become more economically viable evolving from problem sites with uncertain futures into vibrant sites that attract reinvestment and growth they become cleaner safer and better organised and therefore more attractive places to work in this book will help any company any site manager and any production director understand what is needed to set up a lasting productivity system not in theory but in practice and to deliver outstanding results

this book by Peter Béndek presents a strong case against the current practice of business

operations improvement based on numerous studies from the business world as well as insights from the most prestigious authors of the last fifty years the author contests the applicability and indeed the relevance of the toyota production system and its spin offs to the western context claiming that a revised approach is much better suited to taking our specific cultural conditions into account while also combining increased transparency speed and sustainability of change with a robust value creating capability dr béndek argues that this approach can have a far reaching impact on corporate cultures by offering an all encompassing learning system one that provides a more coherent and actionable continuous improvement strategy than conventional approaches the book offers an important guide to rethinking operations management both in academia and business practice

all too many business books focus on grand concepts that are appealing but not practical beyond goals beyond lean on the other hand provides clear hard hitting real world business advice that executives can use fred conforti knows how to build a business and he shares his years of experience in the trenches in this remarkable book tim calkins clinical professor of marketing northwestern university kellogg school of management the object of managing a business is to serve customers in the best ways possible in order to maximize results for employees and owners this guidebook is for executives who want to go beyond the traditional approach of relying on lean manufacturing principles or mbos to achieve their goals using the prescribed games method one company went from insolvency to profitability in six months and then beyond to become the largest supplier of residential smoke detectors another company went from the brink of closing to the top brand in the fire controls business in twelve years time after time companies have used the games method to execute dramatic improvements and turnarounds executives at these companies empowered coworkers and created self motivated cultures and thriving enterprises you can do the same learn how to assess the condition of your company gather feedback from customers conduct a swot analysis develop a plan and move

beyond traditional business practices charts images and key summaries make it easy to follow the strategies so you can eliminate problems energize employees and move beyond goals beyond lean

a wise person once told me you are either moving forward or you are falling behind this quote is so true in today's highly competitive world of manufacturing if you are seeking knowledge on how to transform your business into a lean profit generating machine beyond lean will provide you with a common sense approach to that end however i would caution you to remember that common sense is not always common practice as you will see in the story written in a fictional setting with fictional characters beyond lean is the story of a young man named leon a continuous improvement manager at hardwood floor systems who accepts the responsibility of leading an organizational change process called lean manufacturing as leon struggles with obtaining support from others he discovers that there is more to implementing lean manufacturing than meets the eye leon turns to his grandfather for advice during a daylong fishing trip and collectively they discover powerful lessons in leading organizational change i invite you to join in as leon's story will take you through the do's and the don'ts of a lean transformation about the author specializing in mixed model value streams and with clients in the upper mid west and western united states darrell bender is a lean enterprise business consultant who possesses both high performance work systems implementation and lean enterprise transformation experience prior to starting his own business darrell was the continuous improvement lean manufacturing manager for a privately owned corporation whose multiple manufacturing plants had annual sales revenue that exceeded 100 million darrell has also held several management positions within a publicly traded fortune 100 corporation over the past 10 years darrell has led numerous organizational improvement teams from small focused problem solving teams up to and including complex multi functional strategic planning and manufacturing redesign teams

this book discusses how in a practical way to overcome the limitations of the lean approach to transforming manufacturing systems as well as related in plant plant to plant and plant to customer logistics the primary tools in this regard are algebra based mathematical models and computer based systems simulation as well as the integration of these two concepts methods and application studies related to designing and operating such systems are presented emphasis is on learning how to effectively make design planning and operations decisions by using a model based analysis and synthesis process this process places equal emphasis on building models and performing analyses this first part of the book discusses this process as well as the methods required for performing each of its steps the beyond lean approach is introduced in chapter one and illustrated with an industrial application one proven process for performing a beyond lean study is presented some principles that guide such studies are discussed methods are considered in chapters two through five model building the computations needed to simulate a model and experimentation with models as well as modeling time delays and other random quantities the basic logic used in simulation models is discussed a process by which a distribution function can be selected to represent a random quantity in the presence or absence of data is given an overview of the internal operations of a simulation engine is presented chapter 2 describes the most basic ways in which systems are represented in simulation models these basic ways provide a foundation for the models that are presented in the application study chapters the modeling of common system components arrivals operations routing batching and inventories is discussed chapter 3 presents a discussion of how to choose a distribution function to characterize the time between arrivals processing times and other system components that are modeled as random variables a computer based interactive procedure for fitting a distribution function to data is emphasized a discussion of selecting a distribution function in the absence of data is presented chapter 4 presents the design and analysis of simulation experiments model and experiment verification and validation are included an approach to specifying simulation experiments is discussed methods including statistical

analyses for examining simulation results are included an overview of animation is given chapter 5 discusses the unseen work of a simulation engine in performing the computations necessary to simulate a model on a computer topics include the following random number stream generation random sampling from probability distribution functions performance measure computation event and entity list management and state event detection

this book introduces the look forward approach to continuous improvement ci look forward is a management approach to ci that fosters an environment that infuses ci into the very fabric of the organisation as a result improvement is not an initiative or a project but rather a naturally occurring event that is anticipated expected and prevalent look forward is not a substitute for six sigma lean or theory of constraints toc but rather is a necessary complement to each of these in order to assure self perpetuating improvement that is ingrained in the corporate culture any business serious about improvement is going to consider these methodologies in the overall scope of their operations and the unique benefits they bring to the table this book shows that for unbeatable sustained improvement they need to be intertwined with the look forward methodology

the author of workplace 2000 explains how the company of the future will have to become highly innovative and must thrive on chaos and continuous change producing highly customized products and services on the spur of the moment using examples from actual companies boyett provides a blueprint for the company of tomorrow

the lean extended enterprise moving beyond the four walls to value stream excellence provides executives managers and educators with a comprehensive implementation plan for implementing enterprise wide lean it illustrates how to integrate lean six sigma kaizen and enterprise resources planning into a total business improvement initiative beyond the four walls of an organization

includes transactions of affiliated societies

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