
Read PDF Just In Time For Operators The Shopfloor Series

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KEY=TIME - BURNETT POWERS

Just-in-Time for Operators

Productivity Press Are you ready to implement a just-in-time (JIT) manufacturing program but need some help orienting employees to the power of JIT? Here is a concise and practical guide to introduce equipment operators, assembly workers, and other frontline employees to the basic concepts, techniques, and benefits of JIT practices. Like all Shop Floor Series books, Just-in-Time for Operators presents concepts and tools in simple and accessible language. The book includes ample illustrations and examples to explain basic JIT concepts and some of the changes people may encounter in a JIT implementation. Key definitions Elimination of process waste Leveled production, kanban, and standard work U-shaped cells and automation JIT support techniques The JIT approach is simple and universal -- it works in companies all over the world. Educating employees ensures their full participation and allows them to share their experiences and ideas more effectively.

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Just-in-time for Operators

A Leader's Guide

A discussion of Just In Time (JIT) or Kanban manufacturing processes.

Just-in-Time for Operators Learning Package

Productivity Press Are you ready to implement Just-in-Time, but unsure how to teach your operators about the power of JIT? To assist you in this effort, we've developed the Just-In-Time for Operators Learning Package, which introduces equipment operators, assembly workers, and other frontline employees to basic JIT concepts and techniques. Think of it as an orientation to prepare your employees for JIT before you launch actual implementation. Giving operators the necessary education enables them to participate and share their experience and ideas more effectively. Learning Package introduces equipment operators, assembly workers, and other frontline employees to basic JIT concepts and techniques. 5 copies of JIT for Operators, 1 copy of Kanban and JIT at Toyota, a CD filled with additional presentation materials, and a Leader's Guide. This package is an excellent, cost-effective way to introduce your team to Just-in-Time.

Kanban for the Shopfloor

Productivity Press Kanban is the name given to the inventory control card used in a pull system. The primary benefit of kanban is to reduce overproduction, the worst of the seven deadly wastes. A true kanban system produces exactly what is ordered, when it is ordered, and in the quantities ordered. It is essentially a dynamic work order that moves with the material. Each kanban identifies the part or subassembly unit and indicates where each one came from and where each is going. Used this way, kanban acts as a system of information that integrates your plant, connects all processes one to another, and connects the entire value stream to customer demand. Kanban for the Shopfloor provides a working manual for those seeking to implement this method of production control in any operation. It defines the various terms and methods employed in kanbans, and illustrates how when adhered to, kanban is an element of continuous improvement that ultimately leads to the ideal of one-piece flow." In addition to reducing the waste of overproduction, kanban will help your company increase flexibility to respond to customer demand, coordinate production of small lots and wide product variety, and simplify the procurement process. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful illustrations are used throughout. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular Manufacturing

Kaizen for the Shop Floor

A Zero-Waste Environment with Process Automation

CRC Press The philosophy of kaizen, which simply means continuous improvement, needs to be adopted by any organization seeking to implement lean improvements that go beyond cost cutting. Kaizen events are opportunities to make focused changes in the workplace. Kaizen for the Shopfloor takes readers through the critical steps for conducting a very effective kaizen event: one that is well planned, well implemented, and well documented. As the newest addition to the Shingo Prize Winning Shopfloor Series, Kaizen for the Shopfloor distills the complexities of jump starting lean processes into an easily accessible format for those frontline employees who make lean possible. About the Shopfloor Series: Put proven improvement tools in the hands of your entire workforce! Progressive shopfloor improvement techniques are imperative for manufacturers who want to stay competitive and to achieve world class excellence. And it's the comprehensive education of all shopfloor workers that ensures full participation and success when implementing new programs. The Shopfloor Series books make practical information accessible to everyone by presenting major concepts and tools in simple, clear language and at a reading level that has been adjusted for operators by skilled instructional designers. One main idea is presented every two to four pages so that the book can be picked up and put down easily. Each chapter begins with an overview and ends with a summary section. Helpful

illustrations are used throughout.

Standard Work for the Shopfloor

Productivity Press Standard work is an agreed upon set of work procedures that effectively combines people, materials, and machines to maintain quality, efficiency, safety, and predictability. Work is described precisely in terms of cycle time, work in process, sequence, time, layout, and the inventory needed to conduct the activity. Standard work begins as an improvement baseline and evolves into a reliable method. It establishes the best activities and sequence steps to maximize performance and minimize waste. In this book you will learn about: The characteristics of standards Key benefits and applications of standardization Standard work concepts and calculations Standard work steps and documentation Using standard work manuals, charts, and worksheets Cell staffing (line balancing and full work) Productivity's Shopfloor Seriesbooks offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Seriesbooks, Standard Work for the Shopfloorincludes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production techniques in the hands of your entire workforce. Productivity's Shopfloor Seriesbooks offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Like all our Shopfloor Seriesbooks, Standard Work for the Shopfloorincludes innovative instructional features that are the signature of the Shopfloor Series. The goal: to place powerful and proven improvement tools such as pull production techniques in the hands of your entire workforce.

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El Sistema de Produccion Toyota

Mas alla de la produccion a gran escala

Routledge Si usted quiere entender como se origino el sistema de produccion Toyota y por que tiene exito, debe leer este libro. Aqui encontrara una introduccion avanzada del justo a tiempo. El mundo le debe mucho a Taiichi Ohno. Nos ha demostrado como fabricar con mayor eficacia, como reducir costos, como producir una mayor calidad, y a examinar atentamente como nosotros, en nuestra calidad de seres humanos, trabajamos en una fabrica. El relato que Ohno cuenta en este libro es brillante. Deberia ser leido por todos los gerentes. No es solo un relato acerca de la fabricacion; sino tambien sobre como dirigir exitosamente una empresa.

Cellular Manufacturing

One-Piece Flow for Workteams

Routledge Cellular Manufacturing: One-Piece Flow for Workteams introduces production teams to basic cellular manufacturing and teamwork concepts and orients them for participating in the design of a new production cell. Use this book to get everyone on board to reduce lead time, work-in-process inventory, and other profit-draining wastes. Each chapter includes an overview and a summary to reinforce concepts, as well as reflection questions, which can be used to encourage group discussions. This volume is part of Productivity Press' Shopfloor Series, which offers a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics

Easier, Simpler, Faster

Systems Strategy for Lean IT

CRC Press To enhance and sustain its Lean journey, a company must implement information systems that fully support and enhance the Lean initiative. In Easier, Simpler, Faster: Systems Strategy for Lean IT, Jean Cunningham and Duane Jones introduce the case study of an actual Lean implementation involving the IT system of a mid-size manufacturer, highlighting the IT challenges that the manufacturer faced during the Lean transformation. Winner of a Shingo Prize, this book will provide you with a broader vision as well as a path to what a Lean system environment will look like for your company.

Kanban for the Supply Chain

Fundamental Practices for Manufacturing Management, Second Edition

CRC Press Following in the footsteps of its popular predecessor, the second edition of this workbook explains how to apply kanban replenishment systems to improve material flow. Kanban for the Supply Chain: Fundamental Practices for Manufacturing Management, Second Edition provides readers with a detailed roadmap for achieving a successful and sustainable kanban implementation. Detailing the steps required for each stage of the manufacturing and supply chain management process, this updated edition focuses on creating an environment for success. It addresses internal mechanisms, including leveling production schedules, as well as external elements, such as conducting a thorough analysis of customer demand. Numerous techniques are presented for setting up kanban that consider a wide array of material types, dimensions, and storage media. This edition presents a wealth of new tools and techniques useful across the broad spectrum of manufacturing environments, including: A statistical data cleansing technique to remove questionable or irrelevant data from kanban calculations Correlation analysis based on simple Excel techniques to guide the decisions around which part numbers "qualify" for kanban An alternative "stair-step analysis" approach for those who are unable to generate correlation data and prefer to use more readily available monthly demand history An approach to analyze supplier performance data vs. lead time and lot size expectations, with risk mitigation strategies for poor performing suppliers This book is for those who are ready to stop thinking about a conversion from materials requirements planning push techniques to kanban pull techniques and want to make it happen now. Stephen Cimorelli provides actionable advice for installing

fundamental kanban concepts that can immediately help you increase manufacturing productivity and profitability. The book includes team-based exercises that reinforce key principles as well as a CD with helpful outlines, charts, figures, and diagrams.

Shop Floor Control Systems

From design to implementation

Springer Science & Business Media In recent years there has been a tremendous upsurge of interest in manufacturing systems design and analysis. Large industrial companies have realized that their manufacturing facilities can be a source of tremendous opportunity if managed well or a huge corporate liability if managed poorly. In particular industrial managers have realized the potential of well designed and installed production planning and control systems. Manufacturing, in an environment of short product life cycles and increasing product diversity, looks to techniques such as manufacturing resource planning, Just In Time (JIT) and total quality control among others to meet the challenge. Customers are demanding high quality products and very fast turn around on orders. Manufacturing personnel are aware of the lead time from receipt of order to delivery of completed orders at the customer's premises. It is clear that this production lead time is, for the majority of manufacturing firms, greatly in excess of the actual processing or manufacturing time. There are many reasons for this, among them poor coordination between the sales and manufacturing function. Some are within the control of the manufacturing function. Others are not.

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Putting the Just-In-Time Philosophy into Practice

A Strategy for Production Managers

Springer Science & Business Media This book describes both the essential features of Just-In-Time (JIT) how JIT can be successfully approached to manufacturing and implemented. JIT marks a significant departure from previous western approaches to manufacturing management, and aims to improve quality levels and customer service while decreasing lead times and inventory levels. The use of simple though effective methods can, with proper management, lead to continual improvements in the manufacturing operation. A number of companies have now implemented JIT and some of these implementations have been very successful. However, what is becoming increasingly clear is that there is a significant number of JIT implementations that fail to achieve the potential benefits of JIT. It is not an easy task, and there are a number of pitfalls that await the unwary manager. My motivation for writing this book has been my experience of working with companies that have been successful in JIT and of seeing what needs to be done and how the implementing most common pitfalls can be avoided. The book is oriented towards batch manufacturing since this accounts for a large proportion of manufacturing in most western countries. Other types (including process, mass and jobbing) can also profitably use many of the JIT techniques to improve their operation.

Fix Your Supply Chain

How to Create a Sustainable Lean Improvement Roadmap

CRC Press Written by business leaders for business leaders, this book explores successful supply chain improvement requirements and improvement methodologies, along with their strengths and limitations. It covers the use of these techniques in a story about Twin City Manufacturing, a fictitious company based on the authors' actual experiences. The principles put forth in this volume show how to enable and sustain long-term change. Whether you are intimately familiar with the supply chain discipline or have limited experience, the authors provide a valuable roadmap that can be applied to supply chain improvement. Drawing from their combined 70 years of experience with supply chain-related functions, they explore seven factors that can help a company become one of the few that truly achieve and maintain operational excellence. 1. Top company leadership 2. Improvement methodology 3. Continuous improvement strategy 4. The cause and the vision 5. The Sustainable Improvement Roadmap 6. Enablement of sustainability 7. Constancy of purpose Operational excellence is required to make any winning business strategy sustainable, but it is only achieved and sustained through continuous improvement, and these improvements must be real. This book will arm you with the knowledge and methods needed to identify needed change and the tools to implement them, and perhaps most importantly, give you the confidence needed to become an effective change agent.

Quick Changeover for Operators

The Smed System

Productivity Press The powerful knowledge contained in this book can make your workplace more productive, your job simpler, and everything more satisfying. It's about how to do equipment or product changeovers in record time--often in less than 10 minutes. The method you'll learn here is called SMED, short for "Single-Minute Exchange of Die" (the "single" here means a single-digit number of minutes). Developed from a longer book, A Revolution in Manufacturing: The SMED System (cat no. PP9903), written for managers, this book is written for frontline production and assembly associates. It presents an overview of the reasons why SMED is important for companies and employees, sets out the three basic stages of SMED, and then devotes a separate chapter to each of these stages. The first chapter of the book is like an "owner's manual" that tells you how to get the most out of your reading time by using the margin assists, summaries, and other features of the book to help pull out exactly what you need. One of the most effective ways to use this book is to read and discuss it with other employees. The authors planned the book so that it can be used this way, organizing the book into chunks of information that can be covered in a series of short sessions. Each chapter includes reflection questions to stimulate group discussion. A Learning Package is also available (catalog no. PP7126), which includes a leader's guide, overhead transparencies to summarize major points, and color slides showing examples of SMED applications in different kinds of companies. s of the book to help pull out exactly what you need. One of the most effective ways to use this book is to read and discuss it with other employees. The authors planned the book so that it can be used this way, organizing the book into chunks of information that can be covered in a series of short sessions. Each chapter includes reflection questions to stimulate group discussion. A Learning Package is also available (catalog no. PP7126), which includes a leader's guide, overhead transparencies to summarize major points, and color slides showing examples of SMED applications in different kinds of companies.

5S for Operators

5 Pillars of the Visual Workplace

Productivity Press Hiroyuki Hirano's five pillars of the visual workplace: sort, set in order, shine, standardize and sustain are the most fundamental and often overlooked aspects in continuous improvement initiatives. Together, these concepts form the framework of the 5S System, a set of principles whose simplicity often betrays its powerful impact on the workplace. So much of the 5S System seems like common sense, that it is astonishing how often such seemingly simple practices are absent in manufacturing operations. That is why Productivity Press is proud to bring you 5S for Operators: 5 Pillars of the Visual Workplace, a hands-on book that explains the principles, rationale and implementation details of the 5S System. Easy-to-read and apply, each section of the text is loaded with questions, outlines, summaries, diagrams and illustrations. Most importantly, 5S for Operators provides the foundational knowledge that is essential for implementing not just the 5S System, but overall manufacturing improvements like shorter equipment changeovers, just-in-time inventory, total quality management and total productive maintenance. Since its publication in 1996, 5S for Operators has been and continues to be hugely popular, consistently ranking among Productivity's list of top-sellers, and its popularity is not hard to understand. 5S has proven its worth in one company after another, consistently reducing waste, guaranteeing product quality, ensuring safety and increasing the bottom line. With 5S for Operators, the 5S System can have the same profound effect on your operations. To introduce the 5S system and sell its use to executives as well as workers, consider purchasing— 5S System: An Introduction DVD Catalog no. PP5934, Adhering to the principle of efficiency that defines this revolutionary and proven system, this video succinctly explains what is involved, who should participate, and what it will take to get started.

Value Stream Management

Eight Steps to Planning, Mapping, and Sustaining Lean Improvements

CRC Press The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation. The storyboard brings together people, tools, metrics, and reporting into one visual document. The authors stress the importance of reaching beyond single-point kaizens to ensure a sustainable lean implementation process. Many people use the value stream map as an individual tool, but not within the context of a proven overall system. Value Stream Management: Eight Steps to Planning, Mapping, and Sustaining Lean Improvements shows you how to use mapping as part of a complete system for lean implementation. The final outcome of Value Stream Management is the creation of a complete, visual plan for lean transformation - and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it! **BONUS CD!** Along with this book you receive a CD containing a lean assessment tool, a storyboard template, useful charts, a team charter, forms, reports, and worksheets. **DVD Package** (see Catalog No. PP7338) A training aid to implement those principles taught in the book, a training video is available that teaches managers how to train lean teams. It starts with an overview of value stream management and the basics of lean. Subsequent lessons teach how to map current and future states; how to create action plans for implementation and follow-through; and how to develop a storyboard that communicates the entire process. Finally, a computer-generated "virtual factory" shows how the system comes together and how lean actually works. Viewers will see value stream management in action at four major companies. The package includes a facilitator's guide that provides information on how to use the package and an overview of each training module, and a participant guide,

Lean Manufacturing

Taking Lean to the Next Level

Abstract: The purpose of this project is to review and make recommendations to improve the delivery system of materials at the Clyde Division of Whirlpool Corporation. The solution will develop, improve, and maintain a system for delivering materials that will benefit the customers, operators, and company. In the past and the current state, material has been delivered in bulks or totes to the assembly lines by forklift drivers, creating excessive material on the shop floor.[.] Operators retrieve their parts out of the totes, requiring them to reach, turn, twist, or bend while retrieving the parts from the totes. The problem with excessive material on the shop floor gives the stock handler and the operators a greater opportunity of using the wrong parts. The parts are labeled, but the stockhandler could still read the part label wrong or grab the wrong box. When the wrong parts are used it creates held units, quality issues, downtime, and loss of productivity. These issues can cause critical impact on the customers and the Corporation. The customer could purchase a defected unit causing the Corporation to lose a loyal customer. Two objectives have been developed based on these problems. They include reducing the number of held units and rejects by 50% and reducing the inventory of material on the shop floor by 50%. This will be completed after the first year of implementation. The intervention plans consists [sic] of implementing a just-in-time delivery system by using leans tools. Reducing the amount of space will be accomplished by delivering parts in the right size contain [sic] with the right amount at the right time, eliminating non-value activities and waste. This should also result in decreased held units and downtime. It is recommended that the delivery system be implemented should the data results prove to be favorable.

TPM for the Lean Factory

Innovative Methods and Worksheets for Equipment Management

CRC Press Lean manufacturing cannot happen in a factory that lacks dependable, effective equipment. Breakdowns and processing defects translate into excess work-in-process and finished inventory, kept on hand "just in case." Recurring minor stoppages force employees to watch automated equipment that should run by itself. TPM gives a framework for addressing such problems, but many companies implement TPM at a superficial level, and the resulting productivity gains fall short of their potential. If your TPM implementation has resulted in posters and logos rather than a rise of productivity, how are you addressing this halt of progress? In TPM for the Lean Factory, authors Sekine and Arai teach you to identify and attack the key equipment-related problems and misunderstandings that make plants miss their lean manufacturing goals. Written for companies with a basic TPM framework already in place, you'll learn three powerful approaches for cutting this waste: The new 5Ss: focusing on standard locations and labeling through the first 2Ss Instant maintenance: mastering quick repairs of minor equipment failures Improved setup operations: organizing the preparation to save time and prevent errors Chapters on cell design, product and process quality factor testing, and daily equipment inspection give you additional weapons for fighting waste and low productivity. For practical application, an implementation overview summarizes the steps for each topic, keyed to a set of 50 adaptable worksheets and examples. A practical and supportive resource, TPM for the Lean Factory extends a fresh vision and focus to help you get top results from your TPM efforts.

Toyota Production System

Beyond Large-Scale Production

CRC Press In this classic text, Taiichi Ohno--inventor of the Toyota Production System and Lean manufacturing--shares the genius that sets him apart as one of the most disciplined and creative thinkers of our time. Combining his candid insights with a rigorous analysis of Toyota's attempts at Lean production, Ohno's book explains how Lean principles can improve any production endeavor. A historical and philosophical description of just-in-time and Lean manufacturing, this work is a must read for all students of human progress. On a more practical level, it continues to provide inspiration and

instruction for those seeking to improve efficiency through the elimination of waste.

The Unshackled Organization

Facing the Challenge of Unpredictability Through Spontaneous Reorganization

CRC Press dtPublisher's MessageddIn a time when managers are scrambling to find methods to maneuver through the madness of a completely unpredictable business environment, Jeffrey Goldstein's answers are surprising, challenging, and sometimes controversial. But when applied, they reveal the key to highly refined organization functioning. In *The Unshackled Organization*, consultant and management professor Jeffrey Goldstein examines new territory with his exploration into how change happens within an organization. Utilizing leading-edge scientific and social theories about change, including non-linear, far-from-equilibrium, chaos theory, and system dynamics, Goldstein shows that only through "self-organization" can natural, lasting change occur. The theory behind "self-organization" arises from the idea of allowing and even amplifying unpredictable fluctuation rather than abolishing or controlling it. In other words, don't fight it! Change imposed from above often is not accepted with open arms by employees. But out of the chaos of change that emerges from within the organization will come long-lasting, structural improvements instead of short-term, Band-Aid solutions. This is a dramatic new way of looking at change, one that means rethinking how change happens within an organization and how you can encourage the process. This book is a pragmatic guide for managers, executives, consultants, and other change agents. More than an academic discourse on a new theory of change, it is filled with real-world examples about diverse types of change in a variety of business and service organizations. This is information you can start using today to support true change within your organization. Contents Publisher's Message Preface Chapter One: New Wine Skins Chapter Two: Growth in Nonlinear Systems Chapter Three: The Dynamics of Self-Organization Chapter Four: From Resistance to Attraction Chapter Five: The Equilibrium Effect of Self-Fulfilling Prophecies Chapter Six: Generating Far-From-Equilibrium Conditions Chapter Seven: Working With Boundaries Chapter Eight: Differences That Make A Difference Chapter Nine: The Cauldron of Change Chapter Ten: The Magic Theatre Epilogue Notes About the Author Index

Practical TPM

Successful Equipment Management at Agilent Technologies

CRC Press Agilent Technologies, formerly Hewlett-Packard's Test and Measurement Division, operates an integrated circuit fabrication plant in Fort Collins, Colorado. Guided by Masaji Taijiri, the author of *7 Steps to Autonomous Maintenance* (see page 34), author Jim Leflar and his team at Agilent developed a complete TPM program for the complex equipment on their shop floor. Drawn from these experiences, *Practical TPM* is a must read for anyone who wants to begin successful TPM implementation. Part I explains the fundamental concepts of TPM, including the six basic principles of TPM, the goals of TPM, cultural changes resulting from TPM, and the keys to successful implementation. Part II — the heart of the book — describes, in step-by-step detail, the evolution of Agilent's TPM program. Each phase is clearly defined and demonstrated; the working tools and systems developed by the Agilent TPM team in the process are discussed at length. To conclude, Part III focuses on developing a vision and a strategy for your own successful TPM program. Replete with annotated photographs and illustrations documenting Agilent's successful program, *Practical TPM: Successful Equipment Management at Agilent Technologies* offers an invaluable roadmap to TPM implementation. The book covers: A step-by-step TPM program as implemented at a major US corporation The 5-why analysis method Examples of one-point lessons Using visual controls in a TPM program Tools for understanding equipment failures Improving machine productivity Improvement metrics Master checklists and forms Developing activity boards Appendices containing examples of maintenance training materials For a PDF file with the preface and table of contents click [here](#). For a PDF file with the first chapter click [here](#).

A Revolution in Manufacturing

The SMED System

CRC Press Written by the industrial engineer who developed SMED (single-minute exchange of die) for Toyota, *A Revolution in Manufacturing* provides a full overview of this powerful just in time production tool. It offers the most complete and detailed instructions available anywhere for transforming a manufacturing environment in ways that will speed up production and make small lot inventories feasible. The author delves into both the theory and practice of the SMED system, explaining fundamentals as well as techniques for applying SMED. The critically acclaimed text is supported with hundreds of illustrations and photographs, as well as twelve chapter-length case studies.

Non-Stock Production

The Shingo System of Continuous Improvement

CRC Press Shingo, whose work at Toyota provided the foundation for JIT, teaches how to implement non-stock production in your JIT manufacturing operations. The culmination of his extensive writings on efficient production management and continuous improvement, this book is an essential companion volume to his other landmark books on key elements of JIT, including SMED and poka-yoke. It includes: Fundamental flaws in European and American production philosophies. Basic concepts for improving production systems. The "scientific thinking mechanism" -- a new approach to improvement. Implementing a production method in an age of authorized stock production. Development of production functions in the age of non-stock production. Significance of the different production systems.

Zero Quality Control

Source Inspection and the Poka-Yoke System

CRC Press A combination of source inspection and mistake-proofing devices is the only method to get you to zero defects. Shigeo Shingo shows you how this proven system for reducing errors turns out the highest quality products in the shortest period of time. Shingo provides 112 specific examples of poka-yoke development devices on the shop floor, most of them costing less than \$100 to implement. He also discusses inspection systems, quality control circles, and the function of management with regard to inspection.

The Visual Factory

Building Participation Through Shared Information

CRC Press If you're aware of the tremendous improvements achieved in productivity and quality as a result of employee involvement, then you'll appreciate the great value of creating a visual factory. This book explains why conventional work areas, where fragmented information flows from "top to bottom," must be replaced by the "visual workplace," where information flows in every direction. It details how visual management can make the factory a place where workers and supervisors freely communicate so that every employee can take improvement action. The author's year-long worldwide research resulted in an abundance of practical recommendations. The communication techniques he suggests will: Foster cohesion within groups of employees. Turn fault-based into fact based communication. Overcome such problems as absenteeism and high defect rates. Stimulate an unending flow of suggestions from employees. A valuable resource for plant, operations, and human relations managers, this text discusses how successful companies develop meeting and communication areas, communicate work standard production controls such as kanban, and make goals and progress visible. Over 200 diagrams and photos illustrate the numerous visual techniques discussed.

TPM for Workshop Leaders

CRC Press Workshop leaders play a central role in your company's efforts to implement TPM. Once your workers have been divided into small groups to learn the fundamentals of TPM, it is the group leader who spearheads ongoing training and implementation activities. With quick-reading, people-oriented practicality, this new book addresses the role of the workshop leader in maximizing the benefits of TPM. A top TPM consultant in Japan, Kunio Shirose: Incorporates cartoons and graphics to convey the hands-on leadership issues of TPM implementation Uses case studies to reinforce his ideas on training and managing equipment operators in the care of their equipment Itemizes specific activities that must be undertaken to search out, correct, and control defects to remedy equipment shortcomings. He also addresses the cooperative relationship necessary between maintenance and production and leaves you with an understanding of the three imperatives for successful TPM implementation to change the quality and functioning of the equipment, the way operators think about equipment, and the workplace. (Originally published by the Japan Management Association.)

Leading the Lean Initiative

Straight Talk on Cultivating Support and Buy-in

CRC Press In his latest offering, John Davis tackles the "human" side of a lean initiative -- cultivating a lean culture and gaining employee buy-in. How managers deal with these issues will ultimately determine their success. *Leading the Lean Initiative: Straight Talk on Cultivating Support and Buy-in* shows you how to lead a lean effort and effectively manage change. It is a practical manual for the new manager. Though directed at plant managers, and specifically those new to their jobs, this book benefits anyone taking on a leadership role. Davis provides complete direction on the crucial first steps and advise on competently responding to the "unknown and unexpected." In addition the book covers how to: Gain the respect and active support of the workforce. Work effectively with unions and customers. Create a culture for change. Actively seek out key people in your organization. Diplomatically buck the system. Extend lean to the entire enterprise. Develop and effectively earmark your plan for operation. Cultivate a winning relationship with your boss. Deal with major setbacks in business conditions. Throughout the text, Davis weaves the story of Jim Warring, a plant manager who is new to the job, detailing his frustrations, challenges, and accomplishments, and how he handles the daily responsibilities of a plant manager. At the end of each chapter, Davis rates Warring on how he performed in his role as plant manager and as a leader of the plant's lean initiative by presenting "The Warring Scorecard." Davis points out where he succeeded, and where he made some serious mistakes. *Leading the Lean Initiative: Straight Talk on Cultivating Support and Buy-in*, is a valuable resource or all managers in any industry. This book will show you how to effectively lead in your organization and how to cultivate a cooperative environment.

Fast Track to Waste-Free Manufacturing

Straight Talk from a Plant Manager

CRC Press Manufacturing in the United States is currently undergoing a major transition, yet large numbers of manufacturers simply do not recognize what it is all about. Many still operate under out dated manufacturing practices and do not see that the enemy is not the competition, but rather their own system of production.

Just-in-time

Implementing the New Strategy

Implementing JIT

How to Cut Out Waste and Delay in Any Manufacturing Operation

Poka-Yoke

Improving Product Quality by Preventing Defects

CRC Press If your goal is 100% zero defects, here is the book for you — a completely illustrated guide to poka-yoke (mistake-proofing) for supervisors and shop-floor workers. Many poka-yoke ideas come from line workers and are implemented with the help of engineering staff or tooling or machine specialists. The result is better product quality and greater participation by workers in efforts to improve your processes, your products, and your company as a whole. The first section of the book uses a simple, illustrated format to summarize many of the concepts and main features of poka-yoke. The second section shows 240 examples of poka-yoke improvements implemented in Japanese plants. The book: Organizes examples according to the broad issue or problem they address. Pinpoints how poka-yoke applies to specific devices, parts and products, categories of improvement methods, and processes. Provides sample improvement forms for you to sketch out your own ideas. Use Poka-yoke in study groups as a model for your improvement efforts. It may be your single most important step toward eliminating defects completely. (For an industrial engineering perspective on how source inspection and poka-yoke can work together to reduce defects to zero, see Shigeo Shingo's Zero Quality Control.)

5 Pillars of the Visual Workplace

CRC Press Increase Profitability and Decrease Liability with 5S A critically yet often overlooked area in the visual workplace is the concept of continuous improvement. In this important work, JIT expert Hiroyuki Hirano introduces his 5S System: Sort, Set In Order, Shine, Standardize, and Sustain. These steps are designed to improve efficiency, strengthen maintenance, and provide continuous improvement in all facets of a company's operations. Addressing the skepticism of executives who deride the 5S System for its simplicity, the author, revered for his no-nonsense approach, warns of disastrous consequences for companies that fail to recognize its value; if they cannot successfully implement 5S, there is little hope of integrating large-scale changes such as JIT or re-engineering. Presented in a thorough, detailed style, 5 Pillars of the Visual Workplace explains why the 5S's are so important, as well as the nuts- and-bolts of 5S implementation. Filled with numerous case studies, hundreds of graphic illustrations, and training materials, including over forty 5S user forms, this volume is a must-have guide for organizations seeking to thrive. To introduce the 5S system and sell its use to executives as well as workers, consider purchasing— 5S System: An Introduction DVD Catalog no. PP5934, Adhering to the principle of efficiency that defines this revolutionary and proven system, this video succinctly explains what is involved, who should participate, and what it will take to get started.

Just in Time

Gower Publishing, Ltd. The first edition of Just in Time provided a philosophy which could revolutionize industry. The concept - making nothing until it is needed and then producing it to the highest level of quality - sounds simple enough, but can cut a company's costs by up to 60 per cent of sales revenue. At the time of this book's original publication, there were many misconceptions as to both the content and purpose of the concept. Unfortunately, some of these misconceptions can still be seen today. Building on the strengths of the first edition, this book was written with a desire to bring the realization of the potential benefits of JIT to a wider audience. It has been influenced by the growing use of the European Excellence Model as a reference for self-evaluation of business performance and consequently includes a new chapter devoted to this area. A further development has been the growing awareness of the value of Total Productive Maintenance (TPM) and its relevance to JIT. Again, additional material is now included to reflect this change.

The Basics of Self-Balancing Processes

True Lean Continuous Flow

CRC Press Self-Balancing is not just a tweak or change to assembly line balancing, but a completely transformed method for achieving continuous flow. Among the reasons you should try Self-Balancing is that you can expect a productivity improvement of at least 30 percent with improvements of 50-60 percent quite common. Using a well-tested method for successful

Kaizen for Quick Changeover

Going Beyond SMED

CRC Press Changeovers in 3 minutes or less! That is the result of the process described in this book. Picking up where Dr. Shingo's Single Minute Exchange of Die left off, it streamlines the process even further to reduce changeover time and cut staffing requirements in half simultaneously! The book describes how to achieve quick changeover in virtually any type of production environment with: A succinct 8-step process for setup improvement. 9 basic principles for eliminating changeover waste. The book first outlines the tactical principles for improving the three phases of the changeover procedure. Next you'll learn how to improve changeover on a processing line. All of the ideas presented are based on kaizen improvements that require very little, if any, expenditure. Process razing and the implementation of one-piece flow are also examined as means for eliminating wasteful transportation and searching.

New Manufacturing Challenge

Techniques for Continuous Improvement

Simon and Schuster Identifies the most prominent forms of waste in factories, suggests how to combine and simplify operations, and provides practical examples

A Study of the Toyota Production System

From an Industrial Engineering Viewpoint

CRC Press This is the "green book" that started it all -- the first book in English on JIT, written from the engineer's viewpoint. When Omark Industries bought 500 copies and studied it companywide, Omark became the American pioneer in JIT. Here is Dr. Shingo's classic industrial engineering rationale for the priority of process-based over operational improvements in manufacturing. He explains the basic mechanisms of the Toyota production system, examines production as a functional network of processes and operations, and then discusses the mechanism necessary to make JIT possible in any manufacturing plant. Provides original source material on Just-In-Time Demonstrates new ways to think about profit, inventory, waste, and productivity Explains the principles of leveling, standard work procedures, multi-machine handling, supplier relations, and much more If you are a serious student of manufacturing, you will benefit greatly from reading this primary resource on the powerful fundamentals of JIT.