Meetings don't need to be terrible. They can be the best place for us to connect with the people we work with and do great things. This book presents the Lean Coffee method which has since its inception in 2009 spread across the globe to radically shift the way people meet with each other.

WILLOW LOVES RAINBOWS. SHE AND HER FRIENDS RUN TO CLIMB THE RAINBOW AND SEE HOW ITS COLORS ARE REFLECTED BELOW.

ANGER MANAGEMENT: How to Deal With Your Anger, Frustration, and Temper to Avoid Anger Management Classes This book is intended to be an exceptionally delicate yet exhaustive manual for issues discussed in numerous anger management care
groups, direct sessions hung on a coordinated premise, and other treatment focuses. This book is particularly written to manage anger in children, youngsters, grown-ups both men and ladies, couples, families and any individual who pretty much needs to adequately control their anger sessions. Anger management online can be utilized adequately as a part of any circumstance for anybody and that is the reason this anger management book is composed i.e. to suit diverse sorts of individuals. When you finish reading this book, you will have a strong comprehension of how to deal with anger and you will be OK with the hidden secrets and essential tips, e.g. Yoga, that are expected to help manage your anger and that of your loved ones. Here is just a glimpse of what is contained in this book: - Discovering anger management - How to manage anger and behavioral issues in children - How to take care of your anger issues and those of your loved ones, and - Many other anger management secrets which you will discover while reading the book. Anger issues in grown-ups are not the same as that of adolescents and children. Children don't confront nor do they comprehend circumstances and difficulties which grown-ups face regarding the matter of managing feelings like anger in day by day life. Grown-ups can profit by perusing about anger management arrangements offered online in anger management books, particularly this one. Couples too could incredibly benefit by reading this anger management book. Do you suspect you have or know someone with anger management issues? Are you thinking of taking or enrolling someone you know in anger management classes? Then this book is designed for someone like you who is looking for answers on how to deal with your anger, frustration and temper to avoid anger management classes. Thanks for downloading this book, I hope you enjoy it!

Like all Shopfloor Series books, Identifying Waste on the Shopfloor presents concepts and tools in simple and accessible language. The book includes many illustrations and examples to explain basic concepts and some of the challenges that are encountered when looking for and eliminating waste. Identifying Waste on the Shopfloor is the ideal compliment to 5S, TPM, and other tools for building a lean manufacturing operation. Productivity's Shopfloor Series books offer a simple, cost-effective approach for building basic knowledge about key manufacturing improvement topics. Identifying Waste on the Shopfloor and all our Shopfloor Series books include innovative instructional features that are the signature of the series. The goal: to place powerful and proven improvement tools in the hands of your entire workforce.

Trust and Power on the Shop Floor examines the shop floor processes of modern factories through two case studies. Maarten Verkerk draws on ethnography, organizational theory, and philosophy to offer an insightful analysis of how high-trust and high-power relations between management and labor are the keys to successful organizations. Verkerk ultimately offers a masterful study of the dynamics of the modern industrial organization.
This book explains how to sustain lean, or, continuous improvement practices. It introduces the BASICS® lean leadership development path, combining the "human aspect" with published BASICS® lean tools. It lays out the methodology to empower, lead, and drive ongoing improvements in your business. The book includes engaging stories and case studies to demonstrate the effectiveness of shop floor management tactics, including visual management tools, gemba walks, standard work, time analysis, kanban, 5S, and more.

21 privately-owned company owners share stories of how they leveraged advisory boards to help them build valuable, sustainable companies.

Are there any constraints known that bear on the ability to perform Agile Management for Software Engineering work? How is the team addressing them? In a project to restructure Agile Management for Software Engineering outcomes, which stakeholders would you involve? How much are sponsors, customers, partners, stakeholders involved in Agile Management for Software Engineering? In other words, what are the risks, if Agile Management for Software Engineering does not deliver successfully? How does the organization define, manage, and improve its Agile Management for Software Engineering processes? What are the business goals Agile Management for Software Engineering is aiming to achieve? Defining, designing, creating, and implementing a process to solve a business challenge or meet a business objective is the most valuable role in EVERY company, organization and department. Unless you are talking a one-time, single-use project within a business, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' For more than twenty years, The Art of Service's Self-Assessments empower people who can do just that - whether their title is marketer, entrepreneur, manager, salesperson, consultant, business process manager, executive assistant, IT Manager, CxO etc - they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better. This book is for managers, advisors, consultants, specialists, professionals and anyone interested in Agile Management for Software Engineering assessment. All the tools you need to an in-depth Agile Management for Software Engineering Self-Assessment. Featuring 616 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Agile Management for Software Engineering improvements can be made. In using the questions you will be better able to: - diagnose Agile Management for Software Engineering projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with
overall goals - integrate recent advances in Agile Management for Software Engineering and process design strategies into practice according to best practice guidelines. Using a Self-Assessment tool known as the Agile Management for Software Engineering Scorecard, you will develop a clear picture of which Agile Management for Software Engineering areas need attention. Included with your purchase of the book is the Agile Management for Software Engineering Self-Assessment downloadable resource, which contains all questions and Self-Assessment areas of this book in a ready to use Excel dashboard, including the self-assessment, graphic insights, and project planning automation - all with examples to get you started with the assessment right away. Access instructions can be found in the book. You are free to use the Self-Assessment contents in your presentations and materials for customers without asking us - we are here to help.

Production Systems Engineering (PSE) is an emerging branch of Engineering intended to uncover fundamental principles of production systems and utilize them for analysis, continuous improvement, and design. This volume is the first ever textbook devoted exclusively to PSE. It is intended for senior undergraduate and first year graduate students interested in manufacturing. The development is first principle-based rather than recipe-based. The only prerequisite is elementary Probability Theory; however, all necessary probability facts are reviewed in an introductory chapter. Using a system-theoretic approach, this textbook provides analytical solutions for the following problems: mathematical modeling of production systems, performance analysis, constrained improvability, bottleneck identification and elimination, lean buffer design, product quality, customer demand satisfaction, transient behavior, and system-theoretic properties. Numerous case studies are presented. In addition, the so-called PSE Toolbox, which implements the algorithms developed, is described. The volume includes numerous case studies and problems for homework assignment.

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

Discusses management techniques that focus maximum energy on the most crucial point of a business--the shop floor--and empower individuals to self-manage their work.

You've developed a top-notch business plan. Now what? It's time to execute. The aim of The Triangle Strategy is to demystify the complexities of the performance process. Though leadership works hard to develop smart, comprehensive strategies, it often
doesn't pay enough attention to the discipline and focus required for day-to-day execution. In response, this book introduces the Triangle Performance Model, a practical, easily applied framework that provides managers-and the people who work for them-a clear understanding of what it takes to create a high-performance workplace. The Triangle Strategy reinforces an interactive approach for managing and leading. It provides managers and their teams with a powerful collaborative tool that focuses a team's attention on the most critical performance elements, fosters an open flow of ideas, and provides a framework for organizing these thoughts into effective action plans.

This comprehensive book presents a methodology for continuous process improvement in a structured, logical, and easily understandable framework based on industry accepted tools, techniques, and practices. It begins by explaining the conditions necessary for establishing a stable and capable process and the actions required to maintain process control, while setting the stage for sustainable efficiency improvements driven by waste elimination and process flow enhancement. This structured approach makes a clear connection between the need for a quality process to serve as the foundation for incremental efficiency improvements. This book moves beyond talking about the value contribution of tools and techniques for process control and continuous improvement by focusing on the daily work routines necessary to maintain and sustain these activities as part of a lean process and management mindset. Part 1 discusses process quality improvement with an understanding of variation and its impact on process performance. It continues by stressing the importance of standardizing a process to achieve process stability. Once process stability is reflected in a consistent and predictable output, attention is turned to ensuring the process is capable of consistently meeting customer requirements. This series of activities sets the foundation for process control and the sustainable pursuit of efficiency improvements. Part 2 focuses on efficiency improvement by eliminating waste while improving process flow using proven tools and methods. Although there is a clear relationship between waste elimination and process flow, these activities are discussed separately to allow those more interested in waste elimination to work independently from those looking to optimize value stream flow. Part 3 explores the principles, practices, systems, and behaviors required to maintain process control while creating a mindset of continuous incremental improvement. It considers the role organizational structure, discipline, and accountability play as essential components for long term operational success. This book will: Provide readers with a clear roadmap for establishing, achieving, and maintaining process control as the foundation upon which to pursue efficiency improvements. Establish direction and methods for continuous and sustainable process improvement Define the practices, systems, and behaviors required to realize desired results and develop a culture of process control and continuous improvement along the road to operational excellence.
If you're currently an engineer and have been offered a management job at a startup, this book is for you! If you're an engineer wondering what your manager is supposed to do for you, this book is for you as well! Drawing from the author's experience as an engineer and manager, this book explains: When to consider doing management work. How to put together a team. What to consider when interacting with engineers. How to hire top engineers for your startup. How to pick engineering leaders. How to define processes and a process cookbook. When you don't need a process. How to report to your managers. How compensation systems and promotion systems work, and when they fail. Foreword by Harper Reed. This kind of books are nowhere to be found as an engineer probing in the dark for "what's next" I have looked very hard for career guidance for the past few years, and yours are the only books to give enlightenment. --- Cindy Zhou Whether experienced or aspiring, this book will be a great manual to help understand and be successful at this mysterious craft. --- Harper Reed, from the Foreword.

On the Shop Floor: Two Studies of Workshop Organization and Output is an empirical study of the social factors influencing output in factories. The book investigates the correlation between worker social behavior and production output levels. The text presents a firsthand account of the social behavior of workers in two separate and unrelated workshops. Technological and administrative controls, social structure, and resolution of conflicts in the workshops are analyzed. The book also considers output performance of individual workers involving case studies of factors influencing performance. The general conclusion provides hypotheses to explain the differences in behavior between the two workshops. Managers, human resource practitioners, sociologists, industrial engineers, researchers, and business students will find the book invaluable.

Dan Krier reviews Chipotle's current business strategies and vision. He then uses that information to make strategic recommendations for the company's future.

These Lessons Will Put You On The Path to Success! When I first earned a promotion to a leadership position, I received no training to develop my skills. The unwritten rule seemed to be that if you received the promotion you must know what you are doing, so now go do it! Sound familiar? Unfortunately, I have talked with thousands of newly promoted leaders over the years that have had the same experience. If you have been thrust into a position of leadership with little or no training, this book contains the lessons you need to jump-start your new role and get you on the path to become the leader you want to be. If you are serious about making the move from “manager to leader”, or if your job is to help others make the move, this book is for you! Your lessons will include: • Key behaviors that will cause you to be immediately recognized as an effective leader. • The power of perception: how to look, think and act like a leader. • The truths of our human connection and how to use these truths to strengthen your team.
Building an extraordinary team through selection, orientation, training and development. Simple leader-led processes to solve problems, create action plans, and develop team members. Dealing with change, preparing for the unexpected, resources for the future and much more!

Industrial engineering is the profession dedicated to making collective systems function better with less waste, better quality, and fewer resources, to serve the needs of society more efficiently and more effectively. This book uses a story-telling approach to advocate and elaborate the fundamental principles of industrial engineering in a simple, interesting, and engaging format. It will stimulate interest in industrial engineering by exploring how the tools and techniques of the discipline can be relevant to a broad spectrum of applications in business, industry, engineering, education, government, and the military. Features Covers the origin of industrial engineering Discusses the early pioneers and profiles the evolution of the profession Presents offshoot branches of industrial engineering Illustrates specific areas of performance measurement and human factors Links industrial engineering to the emergence of digital engineering Uses the author’s personal experience to illustrate his advocacy and interest in the profession

Containing fully updated and beautifully illustrated need-to-know info, this revised second edition of the bestselling textbook on fashion buying contains everything today’s fashion management student needs to give them a clear head-start in this lucrative but highly competitive industry. Fashion Buying uniquely looks at what fashion buying entails in terms of the activities, processes and people involved - from the perspective of the fashion buyer. The book breaks down the five key areas of buying activity for those wishing to pursue a career in the industry, crucially exploring the role of the fashion buyer, sources of buying inspiration, sourcing and communication, merchandise planning and trends in fashion buying. Featuring completely revised content on retail typology (including need-to-know info on demographics, price points and markets), and selecting and buying garments (line sheets, purchase orders and lookbooks), Fashion Buying now includes valuable new sections on customer profiling, merchandise pricing (mark-ups, markdowns and how pricing is calculated for profit), and trends. Also included in this practical handbook are insightful interviews with both established and emergent fashion creatives. Business case studies put the contents of each chapter into professional context and provide insider perspective; while industry-focused exercises and activities enable readers to practise applying their new skills and so gain a competitive advantage in both their studies and buying careers. Written by industry experts, Fashion Buying is an invaluable go-to resource and leading textbook for fashion design, marketing, buying and merchandising students.

Shop floor control and namely the problem of job shop scheduling have been fields of research for a long time. However, until now
no comprehensive framework on the various aspects exists. This book will provide a systems perspective towards shop floor control by stressing its sociotechnical and cybernetical nature. It focuses on the behavioral aspects of control activities and sees the shop floor as the center of value-adding manufacturing activities within an enterprise. The book enables the reader to understand the interaction of organization, information technology and human resources. This eventually allows to achieve holistic and agile solutions and facilitates profound organizational change. The book will therefore provide a welcome addition to several standard textbooks on the issue.

She emerged as innocent as any newborn. The party of starbursts and sparkles came to a standstill. In awe, millions of heavenly beings paused. Shine Star, Princess of the Universe, was the most precious and rare of all creations. As an expression of perfect happiness, thus was the king's daughter born. A magical love story unfolds in Vikrant Malhotra's wondrous debut, The Stories of Goom'pa: Book One. Meet Goom'pa. He is a Poofy, a small furry creature who resides on Earth in a place called Palidon, on the edge of the Miron National Forest. His world is a quiet one—until he spies Shine Star, a glorious star in the sky and the daughter of Prime Ray, the king of the universe. Enchanted by her elegance, Goom'pa knows he is willing to do anything to win the love of this celestial beauty. As the two meet and fall in love, Shine Star's father worries about his only daughter. Exploiting that concern is the Star Lord, Rath, who wants nothing more than to wrestle control of the universe away from Prime Ray. Will Goom'pa and Shine Star find a way to be together? Or will Rath's evil plan doom them all?

The philosophy of kaizen, which simply means continuous improvement, needs to 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 jumpstarting 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. Other topics in the Shopfloor Series: Kanban, 5S, Quick Changeover, Mistake-Proofing, Just-in-Time, TPM, Cellular Manufacturing

Sometime in the present, corporate tyranny reigns supreme. To stop this madness, what can one person do? What can anybody do? Impassioned environmental activist and nightclub saxophonist Michael Quinn, and his techie guru sidekick, Simon, the mischievous circus clown, believe they, and the ubiquitous Wasteful Management team, have the answer for one day several multinational corporation chief executive officers (CEOs), infamously renowned for their egregious actions, are mysteriously disappearing across the globe. They are "removed" from society in ways that illustrate poetic justice, as exampled by the CEO of big agribusiness Tyrannex Inc. who is trampled by a giant GMO tomato in a remote part of India. Michael and Simon realize their window of opportunity is narrow, as Harry Potter and Bilbo's nemeses pale in comparison to real life's Multinational CEO sociopaths, whom Michael and Simon must overcome to save the day and the planet! Jim Hightower says, "Wasteful Management is a refreshing combination of intrigue, humor, camp and serious politics, fusing the gravitas of a Noam Chomsky or a Bill Moyer with the edgy, stinging social commentary of a Jon Stewart or a Stephen Colbert, into a satirical mystery romp." Are you ready for the challenge? Bring your popcorn and come prepared to "boo, hiss" the villain and "cheer!" for the hero; sit back, and enjoy the ride!

This book is a complete, up-to-date review of the best practices developed by world-class manufacturers, in the fields of semiconductors, fibers, plastics, films, food and beverage, pharmaceuticals, medical devices, and many others. Among the areas covered plant performance measurement, product quality, customer service, cycle time reduction, cost reduction, and plant execution systems.

The first part is devoted to digital automation platforms, including an introduction to Industry 4.0 and digital automation platforms The second part focuses on the presentation of digital simulation and functionalities The third part provides information about assets and services that boost the adoption of digital automation functionalities

The author of The New Manufacturing Challenge shows managers how to assist workers in discovering and developing their true talents, explaining why employees must believe that their contributions are meaningful and helping individuals at every level control their individual responsibilities. 25,000 first printing.
Tap into solutions for the Top 10 Challenges Every Business Encounters and Learn the Keys to Transform Your Business today. The Profit Pattern by John Mautner: Learn the key solutions to solve the ten proven, repeatable and beatable challenges that every business encounters. Whether you are a startup, restructuring or escalating to a higher level, you can grow your business, improve performance, improve efficiency, starting right now with the help of The Profit Pattern. This is an insider's look at the strategies behind authority business coach and serial entrepreneur John Mautner's formula. The Profit Pattern will help you protect, restore and grow your business, just as Mautner personally has done to help thousands of other businesses. Discover the challenges that every business faces and learn how to make a difference, transform your business, improve efficiency, and impact your company's bottom line. Whether you are facing financial challenges or are seeking greater heights, The Profit Pattern will guide you to improve performance, increase productivity and time management through simple steps so you can accomplish all your goals. Inside The Profit Pattern: The Top 10 Tools To Transform Your Business Drive Performance, Empower Your People, Accelerate Productivity and Profitability you will receive access to many downloadable pdf's, quizzes and tools that will help you along as you implement Mautner's proven formula.

Building on the work of labor historians, industrial relations scholars, and institutional labor economists, this book offers not only a comprehensive analysis of the changing nature of shopfloor labor-management relations in the large manufacturing firms of this century, it also supplies empirical evidence of the effect of these institutional changes on labor productivity growth and injury rates. No other study has dealt with the broad sweep of shopfloor governance during the twentieth century, paid as careful attention to the process by which shopfloor institutional arrangements changed over these years, or offered hard evidence on the relationship between changing shopfloor institutions and changing shopfloor outcomes.

"Toyota Kata gets to the essence of how Toyota manages continuous improvement and human ingenuity, through its improvement kata and coaching kata. Mike Rother explains why typical companies fail to understand the core of lean and make limited progress—and what it takes to make it a real part of your culture." —Jeffrey K. Liker, bestselling author of The Toyota Way

"[Toyota Kata is] one of the stepping stones that will usher in a new era of management thinking." —The Systems Thinker

"How any organization in any industry can progress from old-fashioned management by results to a strikingly different and better way." —James P. Womack, Chairman and Founder, Lean Enterprise Institute

"Practicing the improvement kata is perhaps the best way we've found so far for actualizing PDCA in an organization." —John Shook, Chairman and CEO, Lean Enterprise Institute

This game-changing book puts you behind the curtain at Toyota, providing new insight into the legendary automaker's management practices and offering practical guidance for leading and developing people in a way that makes the best use of their brainpower.
Drawing on six years of research into Toyota's employee-management routines, Toyota Kata examines and elucidates, for the first time, the company's organizational routines--called kata--that power its success with continuous improvement and adaptation. The book also reaches beyond Toyota to explain issues of human behavior in organizations and provide specific answers to questions such as: How can we make improvement and adaptation part of everyday work throughout the organization? How can we develop and utilize the capability of everyone in the organization to repeatedly work toward and achieve new levels of performance? How can we give an organization the power to handle dynamic, unpredictable situations and keep satisfying customers? Mike Rother explains how to improve our prevailing management approach through the use of two kata: Improvement Kata--a repeating routine of establishing challenging target conditions, working step-by-step through obstacles, and always learning from the problems we encounter; and Coaching Kata: a pattern of teaching the improvement kata to employees at every level to ensure it motivates their ways of thinking and acting. With clear detail, an abundance of practical examples, and a cohesive explanation from start to finish, Toyota Kata gives executives and managers at any level actionable routines of thought and behavior that produce superior results and sustained competitive advantage.

With continuous improvement (kaizen) and Total Quality Control (TQC) becoming increasingly important to world class companies, there's an urgent need to build quality into every management decision. The tools presented in this book allow you to do just that. They represent the most important advance in quality deployment and project management in recent years. Unlike the seven traditional QC tools, which measure quality problems that already exist and are used by quality circles, these seven new QC tools make it possible for managers to plan wide-ranging and detailed TQC objectives throughout the entire organization. These tools, some borrowed from other disciplines and others developed specifically for quality management, include the relations diagram, the KJ method (affinity diagram), the systematic diagram, the matrix diagram, matrix data analysis, the process decision program chart (PDPC), and the arrow diagram. Together they will help you to: Expand the scope of quality efforts company-wide. Set up and manage the systems necessary to resolve major quality problems. Anticipate potential quality problems and actually eliminate defects before they happen. Never before available in English, Management for Quality Improvement is absolutely essential reading if you are in any area of project management, quality assurance, MIS, or TQC.

This book is for children of all ages. This book explains how things could be the same or different between siblings.

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.

Implement Oracle's Internet-based Manufacturing and Supply Chain Management products using this Oracle authorized resource. This comprehensive guide explains how to implement the planning, engineering, pricing, order fulfillment, and inventory management components of Oracle Manufacturing and Supply Chain--and develop and deliver goods and services faster, cheaper, and more efficiently than your competitors.

"Managerial styles are influenced by habit, familiarity, and workplace culture. It's no wonder that well-intentioned professionals doing their best to be good organizational leaders often repeat unhelpful supervisory practices experienced in their early careers, even if they disliked them at the time. In the DUH! Book of Management and Supervision, the author disagrees with many accepted leadership principles (unabashedly referring to them as myths) and makes new and different approaches easier to imagine. Her challenging and controversial concepts illustrated with poignant stories suggest common-sense and immediately applicable alternatives more suitable in today's workplace"--Back cover.

In this first comprehensive departure from the time-and-motion dictums of Frederick Taylor's Shop Management that have influenced management practices for most of this century, Kiyoshi Suzaki offers a framework for successfully conducting business at its most crucial point-the shop floor. Drawing on the principles of holistic management, where organizational boundaries are smashed and co-destiny is created, Suzaki demonstrates how modern shop floor management techniques -- focusing maximum energy on the front line -- can lead to dramatic improvements in productivity and value-added-to-services. The role of management today, Suzaki argues, is to eliminate its own responsibilities by thinking of the organization from the genba, or shop floor, point of view. In this challenge, Suzaki claims, organizations need to collect the wisdom of people by practicing "Glass
Wall Management," where organizations become transparent, enabling employees to contribute maximum creativity as opposed to blocking their potential with what he calls "Brick Wall Management." Further, to empower individuals to selfmanage their work and satisfy their customers, Suzaki asserts that they all should learn to manage their own "mini-company," where everybody is considered president of his or her area of responsibility. Front-line supervisors, Suzaki shows, must develop a mission and goals and share them both up and downstream. He cites examples of the "shop floor point of view" -- McDonald's Corporation's legal staff learning how to sell hamburgers and fix milkshake machines; Honda's human resource staff training on the assembly line -- that narrow the gap between top management and the shop floor. By upgrading people's skills, focusing on empowerment, and streamlining processes, Suzaki illustrates that an organization will realize concrete improvements in quality, cost, delivery, safety, morale, and ultimately, its competitive position.

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