

Toyota Way Per La Lean Leadership Raggiungere E Mantenere Leccellenza In Azienda

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Toyota Way per la Lean Leadership - Jeffrey K. Liker

2015-11-06T00:00:00+01:00

Edizione arricchita con casi di aziende italiane che hanno applicato i principi della Lean Leadership. La produzione Lean è alla base di alcune fra le maggiori storie di successo del business odierno. Ma perché limitarsi al solo aspetto della produzione quando si può estendere il Lean a tutta l'azienda? L'ingrediente non troppo segreto è la Lean Leadership. In questo nuovo e importante titolo della serie "Toyota Way", gli autori spiegano in che modo è possibile che i dipendenti siano sempre attenti a seguire la mission aziendale. Toyota Way per la Lean Leadership è il testo ideale se volete raggiungere l'eccellenza operativa e mantenere lo slancio per rimanere sempre davanti alla concorrenza sul lungo periodo. TOYOTA. Il nome è sinonimo di eccellenza: auto di classe e business thinking in grado di cambiare completamente le regole del gioco. Uno dei fondamenti del successo senza precedenti di Toyota è il suo celeberrimo sistema di produzione e il suo meno noto programma di sviluppo dei prodotti. Entrambe queste strategie tengono sempre presente, in ogni momento, l'utente finale e sono divenute il modello di tutto il movimento globale del business Lean. Fin troppo spesso le

aziende che adottano il Lean dimenticano di adottarne l'ingrediente più critico: la Lean Leadership. Toyota fa enormi investimenti per selezionare con attenzione e formare leader che si adattino perfettamente alla propria filosofia e cultura. In questo modo è riuscita a ottenere: crescita costante, aumento dei profitti per 58 anni consecutivi, rallentando solamente quando ha dovuto affrontare le difficoltà finanziarie del 2008, la crisi dei richiami e il peggior terremoto giapponese del secolo; creatività inarrestabile, l'approccio al pensiero e al problem solving innovativi ha portato a un rating aziendale molto elevato e a un'incredibile customer satisfaction, consentendole di superare le tre crisi presentatesi in rapida successione e di uscirne rafforzata; branding forte e rispetto, la reputazione del brand è stata fondamentale per fare in modo che l'azienda riuscisse a riprendersi rapidamente dalla crisi dei richiami del 2010, una vera e propria tempesta mediatica. E quale tempesta! Ma quella che sembrava una nave in procinto di affondare naviga oggi nuovamente a tutto vapore. Forse la cultura Toyota ne era risultata indebolita, ma la Lean Leadership è stata il faro che ha mostrato quale fosse la via giusta per tornare agli splendori di un tempo.

Lean Production for Competitive Advantage - John Nicholas 2018-03-15
Lean Production for Competitive Advantage: A Comprehensive Guide to Lean Methodologies and Management Practices, Second Edition introduces Lean philosophy and illustrates the effective application of Lean tools with real-world case studies. From fundamental concepts to integrated planning and control in pull production and the supply chain, the text provides a complete introduction to Lean production. Coverage includes small batch production, setup reduction, pull production, preventive maintenance, standard work, as well as synchronizing and scheduling Lean operations. Detailing the key principles and practices of Lean production, the text also: Illustrates effective implementation techniques with case studies from a range of industries. Includes questions and completed problems in each chapter. Explains how to effectively partner with suppliers and employees to achieve productivity goals Designed for students who have a basic foundation in production and operations management, the text provides a thorough understanding of the principles of Lean. It also offers practical know-how for implementing a culture of continuous improvement on the shop floor and in the office, creating a heightened sense of responsibility in all stakeholders, and enhancing productivity and efficiency to improve the bottom line. In this second edition, the author addresses management's role in Lean production. Early observers of Japanese methods focused on the shop floor to see amazing things unlike anything practiced elsewhere. And the thinking was, if the "methods" could be adopted by companies elsewhere, those companies would experience the success of the Japanese. What the early observers hadn't considered were dramatic differences in the way those companies were managed, both daily and strategically. The "management side" of Lean production is addressed in two new chapters, one devoted to daily management, the other to strategy deployment. Additionally, there is a new chapter that addresses breakthrough improvement and an approach to achieving it called Production Preparation Process. Every chapter has been revised and expanded to better tell the story of Lean production—its history, applications, practices, and methods.

Yves Saint Laurent Rive Gauche Colouring Book - Walker Books Staff 2011-10-01

Ready-to-wear, ready to colour! A unique colouring book of previously unpublished sketches from Yves Saint Laurent's Rive Gauche collections.

Developing Lean Leaders at All Levels - Jeffrey K. Liker 2014-08-14
In *Developing Lean Leaders at all Levels* we build on the theory in the original book, *The Toyota Way to Lean Leadership*, and answer the questions: How can I apply this in my organization? What concrete actions can I take to begin the journey of becoming a lean leader? How can I spread this learning to all parts of the organization? What critical tools are needed to turn the theory to practice? This book adds examples from over twenty years of experience by Dr. Liker in working with companies outside of Toyota. The book treats you as a student who will be actively engaged in developing lean leader skills as you read. It acts as a tutorial for beginning the journey.

Lean Manufacturing 4.0 - Sebastian J. Brau 2017-05-17

A new book from the Lean Manufacturing Expert Sebastian Brau, presenting techniques, software, procedures and tricks to get the maximum performance from your Lean project by the use of current available technologies in factories. You will learn how to: 1.- Implement the 'Active Inventory' methodology to prevent your factory from having any stockout ever again. 2.- Use 'lean markers' to detect productivity deviations in your operations more easily. 3.- Merge Kaizen and Pareto to complete your 'continuous improvement' cycles faster and cheaper. 4.- Transform the quality controls in your factory into plant sensors to build a 'digital nervous system'. 5.- Use simple plant records to automatically feed your ERP. 6.- Implement a Material Traceability control that does not jeopardize your operation's productivity with unnecessary costs. 7.- Use SMED video guides to reduce the need to train your staff and the global time for the Lean project to be implemented. 8.- Implement a time control for your staff without offending susceptibilities in the factory. 9.- Know how the new North American Law 'FSMA' can affect your operation if you do not anticipate its effects. A different Lean book written by a Robotics and Artificial Intelligence Software Engineer with

more than 20 years' experience in implementing Lean Manufacturing and structured with the different technological viewpoint that his specialized profile allows, in the form of "Practical guide on the correct use of Technology in a Lean Project"

The Toyota Way, Second Edition: 14 Management Principles from the World's Greatest Manufacturer - Jeffrey K. Liker 2020-10-27

The bestselling guide to Toyota's legendary philosophy and production system—updated with important new frameworks for driving innovation and quality in your business One of the most impactful business guides published in the 21st Century, The Toyota Way played an outsized role in launching the continuous-improvement movement that continues unabated today. Multiple Shingo Award-winning management and operations expert Jeffrey K. Liker provides a deep dive into Toyota's world-changing processes, showing how you can learn from it to develop your own improvement program that fits your conditions. Thanks in large part to this book, managers across the globe are creating workforces and systems that produce the highest-quality products and services, establish and retain customer loyalty, and drive business profitability and sustainability. Now, Liker has thoroughly updated his classic guide to include: Completely revised data and updated information about Toyota's approach to competitiveness in the new world of mobility and smart technology Illustrative examples from manufacturing and service organizations that have learned and improved from the Toyota Way A fresh approach to leadership models The brain science and skills for learning to think scientifically How Toyota applies Hoshin Kanri, a planning process that aligns objectives at all levels and marries them to business strategy Organized into thematic sections covering the various aspects of the Toyota Way—including Philosophy, Processes, People, and Problem Solving—this unparalleled guide details the 14 key principles for building the foundation of a powerful improvement system and managing it for ultimate competitive advantage. With The Toyota Way, you have an inspiration and a model of how to set a direction, continuously improve and learn at all levels, continually "flow" value to satisfy customers, improve your leadership, and get quality right the first time.

The Toyota Way to Continuous Improvement: Linking Strategy and Operational Excellence to Achieve Superior Performance - Jeffrey K. Liker 2011-04-15

Building upon the international bestselling Toyota Way series of books by Jeffrey Liker, The Toyota Way to Continuous Improvement looks critically at lean deployments and identifies the root causes of why most of them fail. The book is organized into three major sections outlining: Why it is critical to go beyond implementing lean tools and, instead, build a culture of continuous improvement that connects operational excellence to business strategy Case studies from seven unique industries written from the perspective of the sensei (teacher) who led the lean transformation Lessons about transforming your own vision of an ideal organization into reality Section One: Using the Plan-Do-Check-Adjust (PDCA) methodology, Liker and Franz contrast true PDCA thinking to that of the popular, superficial approach of copying "lean solutions." They describe the importance of developing people and show how the Toyota Way principles support and drive continuous improvement. Explaining how lean systems and processes start with a purpose that provides a true north direction for all activities, they wrap up this section by examining the glaring differences between building a system of people, processes, and problem-solving that is truly lean versus that of simply trying to "lean out" a process. Section Two: This section brings together seven case studies as told by the sensei who led the transformation efforts. The companies range from traditional manufacturers, overhaul and maintenance of submarines, nuclear fuel rod production, health care providers, pathology labs, and product development. Each of these industries is different but the approaches used were remarkably similar. Section Three: Beginning with a composite story describing a company in its early days of lean implementation, this section describes what went right and wrong during the initial implementation efforts. The authors bring to light some of the difficulties the sensei faces, such as bureaucracies, closed-minded mechanical thinking, and the challenges of developing lean coaches who can facilitate real change. They address the question: Which is better,

slow and deep organic deployment or fast and broad mechanistic deployment? The answer may surprise you. The book ends with a discussion on how to make continuous improvement a way of life at your company and the role of leadership in any lean transformation. The Toyota Way to Continuous Improvement is required reading for anyone seeking to transcend his or her tools-based approach and truly embrace a culture of continuous improvement.

Gemba Kaizen: A Commonsense, Low-Cost Approach to Management - Masaaki Imai 1997-03-22

When it comes to making your business more profitable and successful, don't look to re-engineering for answers. A better way is to apply the concept of kaizen, which mean making simple, common-sense improvements and refinements to critical business processes. The result: greater productivity, quality, and profits achieved with minimal cost, time, and effort invested. In this book, you discover how to maximize the results of kaizen by applying it to gemba--business processes involved in the manufacture of products and the rendering of services--the areas of your business where, as the author puts it, the "real action" takes place.

Lean Supply Chain - Productivity Press 2019-02-13

Applying lean to the supply chain is a hot topic. While lean operations can produce significant benefits to an organization, the greatest benefits will not be realized unless lean is extended beyond the organization to involve both suppliers and customers. Lean Supply Chain: Collected Practices and Cases provides a variety of case studies ta

Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business - James M. Morgan 2018-10-26

How companies are using lean development to revolutionize their product and service offerings—vital lessons any business leader can use as an engine of innovation How did Ford Motors use Lean Development to pull off one of the most impressive corporate turnarounds in history? Largely by avoiding the mistakes that so many companies make when in a death spiral. They looked beyond manufacturing efficiency to change the very fundamentals of how they developed vehicles. In Designing the

Future, Lean product development expert James Morgan and world-renowned Lean guru Jeffrey K. Liker reveal why so many companies have achieved only moderate success with Lean in operations, with a limited impact on their overall business. They take you through the process of bringing the best of Lean management to your enterprise—in order to link your business strategy to superior value designed for customers. The authors provide an actionable approach to building a better future for your business fueled by an iterative, integrated process that relies on simultaneous engineering, linking strategy and vision. They illustrate how to empower skilled and talented people to make collaboration and innovation a habit—hour to hour and day to day. It's the secret of full implementation of Lean—and this groundbreaking guide takes you through every step of the process. The best way to predict the future is to create it. With Designing the Future, you have everything you need to create a flexible, iterative business-transformation process that takes you from strategic vision to value stream creation for maximum customer value delivery.

Lean thinking per le aziende di processo - Peter L. King
2017-01-20T00:00:00+01:00

Rispetto alla diffusa adozione in quasi tutte le aree della produzione, l'approccio Lean stenta a prendere il volo nell'industria di trasformazione. Sebbene negli ultimi due decenni diversi innovatori siano riusciti ad applicarne in questo settore i principi, la maggior parte di questi tentativi pionieristici non sono stati registrati e non possono quindi essere d'aiuto ad altri. Basandosi su quarant'anni di esperienza nell'applicazione di questi principi presso uno dei produttori più importanti al mondo nel settore chimico, Peter King pone rimedio a questo vuoto e offre la prima risorsa completa scritta esplicitamente per gli agenti del cambiamento delle industrie di trasformazione. Questo volume si concentra sulle aree in cui la necessità di migliorare i processi dell'industria di trasformazione prevede strategie diverse rispetto a quella dell'assemblaggio. Ecco i punti principali che vengono affrontati: gli sprechi descritti nella letteratura sul Lean e in che modo si manifestano nelle operazioni di trasformazione; come adottare la

mappatura del flusso del valore per le operazioni di trasformazione; come identificare le cause reali dei colli di bottiglia ed eliminarle sistematicamente; quali sono le modifiche che possono migliorare la produzione a celle, il livellamento della produzione Heijunka e i sistemi di rifornimento pull dal punto di vista dell'industria di produzione; il ruolo della gestione delle operazioni di trasformazione nell'ottica di una strategia Lean. L'edizione italiana, a cura di Festo Consulting, è arricchita con alcune testimonianze di manager su progetti di lean transformation realizzati da aziende di processo operanti in Italia.

Business intelligence per l'azienda snella. Sviluppo e governo del business - Roberto Minella 2010-02-28T00:00:00+01:00

366.47

The Toyota Way to Service Excellence: Lean Transformation in Service Organizations - Jeffrey K. Liker 2016-09-23

The world's bestselling Lean expert shows service-based organizations how to go Lean, gain value, and get results—The Toyota Way. A must-read for service professionals of every level, this essential book takes the proven Lean principles of the bestselling Toyota Way series and applies them directly to the industries where quality of service is crucial for success. Jeff Liker and Karyn Ross show you how to develop Lean practices throughout your organization using the famous 4P model. Whether you are an executive, manager, consultant, or frontline worker who deals with customers every day, you'll learn how take advantage of all Lean has to offer. With this book as your guide, you'll gain a clear understanding of Lean and discover the principles, practices and tools needed to develop people and processes that surprise and delight each of your customers. These ground-tested techniques are designed to help you make continuous improvements in your services, streamline your operations, and add ever-increasing value to your customers. Fascinating case studies of Lean-driven success in a range of service industries, including healthcare, insurance, financial services, and telecommunications, illustrate that Lean principles and practices work as well in services as they do in manufacturing. Drawn from original research and real-world examples, The Toyota Way to Service Excellence

will help you make the leap to Lean.

Toyota Culture: The Heart and Soul of the Toyota Way - Jeffrey K. Liker 2008-01-10

Winner of the Shingo Prize for Research and Professional Publication, 2009 The international bestseller The Toyota Way explained the company's success by introducing a revolutionary 4P model for organizational excellence-Philosophy, People, Process, and Problem Solving. Now, in Toyota Culture, preeminent Toyota authorities Jeffrey Liker and Michael Hoseus reveal how Toyota selects, develops, and motivates its people to become committed to building high-quality products-and how you can do the same for your company. Toyota Culture examines the "human systems" that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world. Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company's four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire. Drawing upon numerous examples from Liker's decades of research as well as Hoseus' insider access as a Toyota manager, Toyota Culture gives you the tools you need to: Find competent, able, and willing employees Start training and socializing your people as you hire them Establish and communicate key business performance indicators at every level of your organization Train your people to solve problems and continuously improve processes in their daily work Develop leaders who live and teach your company's philosophy Reward top performance-and offer help to those who are struggling Fascinating vignettes of Toyota's innovative culture highlight the nuances of translating and recreating a people-centric culture in factories and offices across the globe. These exclusive, behind-the-scenes details are just what your company needs to successfully learn from The Toyota Culture.

[The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development](#) - Jeffrey K. Liker 2011-11-21

The Missing Link to Toyota-Style Success—LEAN LEADERSHIP Winner of the 2012 Shingo Research and Professional Publications Award “This great book reveals the secret ingredient to lean success: lean leadership. Not only is it a pleasure to read, but it is also deep and enlightening. This book is an absolute must-read for anyone interested in lean: it’s both an eye opener and a game changer.” —Michael Ballé, Ph.D., coauthor of The Gold Mine and The Lean Manager “This will immediately be recognized as the most important book ever published to understand and guide ‘True North Lean’ and the goal of perpetual business excellence.” —Ross E. Robson, President and CEO, DnR Lean, LLC, and the original Director of The Shingo Prize “An excellent book that will shape leadership development for decades to come.” —Karen Martin, Principal, Karen Martin & Associates, and author of The Kaizen Event Planner About the Book: TOYOTA. The name signifies greatness— world-class cars and game-changing business thinking. One key to the Toyota Motor Company’s unprecedented success is its famous production system and its lesser-known product development program. These strategies consider the end user at every turn and have become the model for the global lean business movement. All too often, organizations adopting lean miss the most critical ingredient—lean leadership. Toyota makes enormous investments in carefully selecting and intensively developing leaders who fit its unique philosophy and culture. Thanks to the company’s lean leadership approach, explains Toyota Way author Jeffrey Liker and former Toyota executive Gary Convis, the celebrated carmaker has set into motion a drive for continuous improvement at all levels of its business. This has allowed for: Constant growth: Toyota increased profitability for 58 consecutive years—slowing down only in the face of 2008’s worldwide financial difficulties, the recall crisis, and the worst Japanese earthquake of the century. Unstoppable inventiveness: Toyota’s approach to innovative thinking and problem solving has resulted in top industry ratings and incredible customer satisfaction, while allowing the company to weather these three crises in rapid succession and to come out stronger. Strong branding and respect: Toyota’s reputation was instrumental in the company’s ability to withstand the recalls-driven

media storm of 2010. But what looked to some to be a sinking ship is once again running under a full head of steam. Perhaps the Toyota culture had weakened, but lean leadership was the beacon that showed the way back. In fact, writes Liker, the company is “as good and perhaps a better model for lean leadership than it ever has been.” of innovation and growth. Yet, Industry Week reports that just 2 percent of companies using lean processes can likewise claim to have had long-term success. What the other 98 percent lack is unified leadership with a common method and philosophy. If you want to get lean, you have to take it to the leadership level. The Toyota Way to Lean Leadership shows you how.

The Flow System - John Turner 2020-11-30

"The Flow System shows how to generate and nurture self-organizing teams that mobilize the full talents of those doing the work to cope with dizzying change and complexity, while also drawing on the contributions of those for whom the work is being done--the customers."--Steve Denning, author of The Age of Agile "Organizations that pull off this triple helix trick of thinking about the complexity of their systems and the environment in which they're operating, distributed leadership to engage the collective intelligence and creativity of the organization, and building teams of teams so the whole is greater than the sum of the parts, have a good chance of keeping up and staying ahead."--Steve Spear, MIT Sloan School senior lecturer, author of The High Velocity Edge "The Flow System's Triple Helix provides many of the tools and ways of thinking we will need to do that; it is agile without being doctrinaire about Agile."-- David Snowden, creator of the Cynefin Framework, Chief Scientific Officer of Cognitive Edge

Allineamento per il successo. Come creare una trasformazione lean sostenibile - Andrea Furlan 2018-10-04

L'azienda è un sistema complesso, composto metaforicamente da molte parti che, in un mondo ideale, dovrebbero incastrarsi alla perfezione, supportandosi l'una con l'altra. Tuttavia, proprio a causa di questa complessità, esistono diversi possibili disallineamenti tra le varie parti che portano inevitabilmente a crisi organizzative. I principi del lean management e dell'operational excellence agiscono sui vari allineamenti:

tra strategia e settore con la lean strategy, tra mercato e offerta dell'impresa attraverso l'approccio lean alle vendite e al marketing, tra funzioni mediante l'organizzazione per value stream, tra tecnologie e processi snellendo i processi prima dell'introduzione delle tecnologie, tra le persone grazie ai due principi del Toyota Way: «continuous improvement» e «respect for people». Il libro spiega come, applicando gli strumenti e i principi lean, l'organizzazione può raggiungere l'allineamento assicurando una trasformazione sostenibile nel tempo. Emerge così da queste pagine la natura sistemica del lean: non un semplice insieme di strumenti e tecniche ma un vero e proprio sistema di management dell'intera azienda. p.p1 {margin: 0.0px 0.0px 0.0px 0.0px; font: 8.0px Helvetica}

Riduzione degli sprechi e miglioramento dei servizi nella pubblica amministrazione - Giuseppe Perrella 2009-03-30T00:00:00+02:00 1065.27

Obeya. Un nuovo modello di leadership per guidare team e aziende verso il successo - Tim Wiegel 2021-12-03

Immaginate una grande stanza, luminosa, spaziosa, alle cui pareti sono appesi fogli e pannelli contenenti grafici e schemi ma anche post-it, annotazioni e domande. Immaginate ora questa stanza come il cuore di un'azienda che faccia della trasparenza e dell'allineamento efficace tra ogni componente dell'organizzazione il punto fondamentale della propria strategia. Inverosimile? Invece è accaduto e accade, dapprima in Giappone negli anni Novanta del secolo scorso, ora, ai nostri giorni, all'interno di aziende di tutte le dimensioni (da piccole start-up a colossi come Apple e Nike) e di tutto il mondo, dall'America all'Olanda, dall'Inghilterra all'Italia. È il metodo Obeya (in giapponese: grande stanza), inventato in Toyota durante lo sviluppo della Prius, prima auto ibrida e grande caso di successo di project management Lean. Da allora un numero sempre maggiore di aziende e di team hanno compreso i vantaggi di sfruttare l'Obeya, non solo nella produzione industriale ma anche nei servizi, in settori diversi come la finanza e l'IT, la politica e le telecomunicazioni. Applicare l'Obeya non solo a un progetto ma alla guida delle organizzazioni è lo step successivo. Questo libro - il primo

interamente dedicato al metodo Obeya, ai suoi punti di forza e alla sua applicazione (anche online) - lo spiega con efficacia e chiarezza, interpretando in modo nuovo l'allineamento tra management e team operativi, fino a trasformare in profondità lo stile stesso di leadership. Seguendo le importanti lezioni del pensiero Lean, ma anche i suggerimenti più concreti dei recenti filoni Agile. Obeya offre uno strumento potente ai leader delle aziende italiane. Come scrive Mariacristina Galgano, curatrice dell'edizione, dietro l'apparente semplicità di una grande stanza in cui sono appesi grafici e altri strumenti di visual management, in grado di tradurre la strategia in concrete ed efficaci attività quotidiane, vi è un modo totalmente diverso e innovativo di esercitare la leadership e guidare team di successo. Immaginate una grande stanza, luminosa, spaziosa, alle cui pareti sono appesi fogli e pannelli contenenti grafici e schemi ma anche post-it, annotazioni e domande. Immaginate ora questa stanza come il cuore di un'azienda che faccia della trasparenza e dell'allineamento efficace tra ogni componente dell'organizzazione il punto fondamentale della propria strategia. Inverosimile? Invece è accaduto e accade, dapprima in Giappone negli anni Novanta del secolo scorso, ora, ai nostri giorni, all'interno di aziende di tutte le dimensioni (da piccole start-up a colossi come Apple e Nike) e di tutto il mondo, dall'America all'Olanda, dall'Inghilterra all'Italia. È il metodo Obeya (in giapponese: grande stanza), inventato in Toyota durante lo sviluppo della Prius, prima auto ibrida e grande caso di successo di project management Lean. Da allora un numero sempre maggiore di aziende e di team hanno compreso i vantaggi di sfruttare l'Obeya, non solo nella produzione industriale ma anche nei servizi, in settori diversi come la finanza e l'IT, la politica e le telecomunicazioni. Applicare l'Obeya non solo a un progetto ma alla guida delle organizzazioni è lo step successivo. Questo libro - il primo interamente dedicato al metodo Obeya, ai suoi punti di forza e alla sua applicazione (anche online) - lo spiega con efficacia e chiarezza, interpretando in modo nuovo l'allineamento tra management e team operativi, fino a trasformare in profondità lo stile stesso di leadership. Seguendo le importanti lezioni del pensiero Lean, ma anche i

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Engineered in Japan - Jeffrey K. Liker 1995

Engineered in Japan presents a unique and comprehensive examination of technology management in the most successful Japanese companies: unique in that all chapters go beyond superficial descriptions of stylized practices to look in depth at particular issues, often contradicting or qualifying the conventional wisdom; comprehensive in that it covers the entire technology life cycle from basic R&D, to development engineering, to manufacturing processes, to learning from the Japanese. Each chapter is based on original research by noted scholars in the field, and identifies technology management practices that have become a major source of competitive advantage for highly successful Japanese companies.

Engineered in Japan documents the best practices from such companies as Toyota, Hitachi, Toshiba, and Nippondenso, and discusses how these technology management practices can be usefully adopted in other cultural contexts. Going beyond past observations, the authors all delve below the surface of Japanese management approaches. They look more closely than has been done before at how particular methods are applied, and they identify some new practices that have not yet been highlighted in books on Japanese methods. Presenting recent data that contradict some conventional thinking about U.S.-Japanese differences, they look at old techniques from a new perspective. "U.S. managers can perhaps learn more from the process of creation in Japan and the organizational structures that support innovation," say the editors in their introduction, "than from the particular approaches, tools, and technologies created." A running theme throughout the book is that Japanese managers and engineers tend to think in terms of systems, focusing not just on the parts but on the connections between them. Engineered in Japan is must

reading for technology managers and engineers, along with anyone interested in Japanese business, engineering, and management.

Becoming Lean - Jeffrey K. Liker 1997-11-12

What is Lean? Pure and simple, lean is reducing the time from customer order to manufacturing by eliminating non-value-added waste in the production stream. The ideal of a lean system is one-piece flow, because a lean manufacturer is continuously improving. Most other books on lean management focus on technical methods and offer a picture of how a lean system should look like. Other books provide snapshots of companies before and after lean was implemented. This is the first book to provide technical descriptions of successful solutions and performance improvements. It's also the first book to go beyond snapshots and includes powerful first-hand accounts of the complete process of change; its impact on the entire organization; and the rewards and benefits of becoming lean. At the heart of *Becoming Lean* are the stories of American manufacturers that have successfully implemented lean methods. The writers offer personalized accounts of their organization's lean transformation. You have a unique opportunity to go inside the implementation process and see what worked, what didn't, and why.

Innovazione Lean - Luciano Attolico 2012-06-01T00:00:00+02:00

Il tema dell'innovazione è di grande attualità per ogni azienda, uno dei punti chiave per il successo in questa difficile situazione economica. La focalizzazione di aziende e professionisti sul loro cuore pulsante, cioè l'insieme dei prodotti e dei servizi offerti sul mercato, permette di recuperare risorse preziose e dedicarle a ciò che può fare la differenza nel tempo. Riuscire ad applicare i principi del Lean Thinking, ossia la cultura del massimo risultato con il minor sforzo, nei processi dove si gioca l'innovazione in azienda, può diventare oggi l'arma più potente al costo più competitivo. Ecco il perché di un libro che si prefigge di trasferire una metodologia che lega prodotti, processi, persone e strumenti attraverso un sistema applicabile in qualsiasi contesto aziendale e avvalendosi degli esempi di numerosi casi di successo, tra cui Lamborghini, Peugeot-Citroen, Telecom, Laika, Sacmi, Ethos e molti altri.

The Toyota Way in Sales and Marketing - Yoshio Ishizaka 2009

The Secretes of Toyota's application of the Toyota Production System in Sales and Marketing is revealed. This book highlights the adaptation of Lean manufacturing principles to a sales organization. It discusses how to use the principles of Lean and Kaizen within the structure and framework of customer service, dealer networks, sales experience concept, and feedback to the manufacturing arm of Toyota. Mr. Ishizaka helped bring Lexus to the United States and led its sales success in America. Many companies are trying to implement Lean in non-traditional environments like service centers, sales organizations, or transactional environments. Mr. Ishizaka provides insight of how to apply Lean operational principles in these dynamic and complicated environments. It is a GROUND BREAKING book that reveals Toyota's Way in Sales and Marketing! "Toyota's strength doesn't come from its production system alone. With this book, I hope people realize that there is also a Toyota Way that strengthens sales!" Fujio Cho, Chairman, Toyota Motor Corporation "Putting customers first is more than a slogan at Toyota. They work hard to ingrain in every engineer, every person in a service parts warehouse, every sales associate who makes contact with customers, and every person building cars that the company exists to serve customers and society." Jeffrey Liker, New York Times Bestselling Author of the Toyota Way. Content of the Book: Includes methods and best practice tools that created the legendary Sales and Marketing Team at Toyota Silver Book: Renowned book of wisdom from Toyota greats. Offsite Meeting: How this informal and candid forum generates dynamic impact. Best Practice Bulletin: The very best practices and solutions from Toyota's operations around the world. Global Knowledge Center: Purpose driven foundation where knowledge is collected and dispersed. Town Hall Meeting: Where opinions from the gembas are heard. Dealer Council: Acknowledging distributors and dealers as integral team members vital for success.

Lean Thinking - James P. Womack 2013-09-26

Lean Thinking was launched in the fall of 1996, just in time for the recession of 1997. It told the story of how American, European, and

Japanese firms applied a simple set of principles called 'lean thinking' to survive the recession of 1991 and grow steadily in sales and profits through 1996. Even though the recession of 1997 never happened, companies were starving for information on how to make themselves leaner and more efficient. Now we are dealing with the recession of 2001 and the financial meltdown of 2002. So what happened to the exemplar firms profiled in Lean Thinking? In the new fully revised edition of this bestselling book those pioneering lean thinkers are brought up to date. Authors James Womack and Daniel Jones offer new guidelines for lean thinking firms and bring their groundbreaking practices to a brand new generation of companies that are looking to stay one step ahead of the competition.

Toyota Culture. Creare una cultura orientata all'eccellenza - Jeffrey K. Liker 2017-07-11

Toyota Culture mostra la cura che questa straordinaria azienda mette per creare persone di elevata qualità e per accrescerne costantemente il valore. È questo uno degli aspetti meno conosciuti del Toyota Production System, ma al contempo il punto chiave per ottenere risultati duraturi nel tempo. Il libro descrive tutte le fasi di gestione del personale, dalla selezione allo sviluppo. Ma descrive anche i meccanismi gestionali quotidiani, attraverso i quali l'azienda ingaggia le persone, le coinvolge e instilla in loro l'«ossessione» per la qualità e la ricerca del miglioramento continuo. Quando Toyota aprì i suoi primi stabilimenti negli Stati Uniti, si trovò a dover creare una cultura orientata all'eccellenza, in un contesto profondamente diverso da quello giapponese. Questo costrinse l'azienda a dover rendere «esplicite» alcune pratiche relative alla gestione delle persone, che fino ad allora erano rimaste tacite. Toyota rispose con successo a questa sfida riuscendo a preservare i propri valori chiave, adattandoli con intelligenza alla situazione molto diversa del mercato del lavoro statunitense. Attraverso la descrizione di quest'esperienza, il libro riesce a svelare aspetti poco conosciuti di uno dei sistemi manageriali più studiati al mondo. La lettura di questo libro consente di comprendere come, per ottenere risultati di eccellenza, sia fondamentale acquisire una conoscenza dei principi del Toyota Production System, uniti ad

un'immensa fiducia nelle infinite potenzialità di ogni essere umano.

The New How [Paperback] - Nilofer Merchant 2014-04-15

What people are saying about The New How "How are you going to get rid of your Air Sandwich if you don't even know what it is? Provocative and practical at the same time." --Seth Godin, author of Linchpin "The New How is informative and provides exciting insights because the suggestions are practical and doable. Merchant gets the new reality-- leadership fails not so much from flawed strategy as it does from failed processes of engagement from those responsible for implementing the strategy. In high-performing organizations, everyone acts like a leader, and they own the strategy and take actions to ensure its success. If you care about making a difference, read this book." --Barry Posner, author of The Leadership Challenge "Collaboration is a powerful, competitive weapon: this book shows you how to use it to win markets." --Mark Interrante, VP Content Products, Yahoo, Inc. "In a world in which the pace of change is ever quickening, collaboration, not control, is the route to a successful organization. This book tells you how to make your organization collaborative. And Nilofer Merchant's writing is a model of clarity." --Barry Schwartz, author of The Paradox of Choice: Why More Is Less "Want to transform your organization into a collaborative enterprise? Nilofer Merchant provides insightful and practical strategies in The New How." --Padmasree Warrior, CTO, Cisco Systems, Inc. "Merchant's book is a practical guide for the journey from strategy to implementation. The collaborative tools described here can help companies reach strategic success--and avoid pitfalls along the way." -- Tom Kelley, General Manager, IDEO, and author of Ten Faces of Innovation Once in a generation, a book comes along that transforms the business landscape. For today's business leaders, The New How redefines the way companies create strategies and win new markets. Management gurus have always said "people matter." But those same gurus still relegate strategy to an elite set of executives who focus on frameworks, long presentations, and hierarchical approaches. Business strategy typically has been planned by corporate chiefs in annual meetings, and then dictated to managers to carry out. The New How

turns that notion on its head. After many years of working with Apple, Adobe, HP, and many other companies, Nilofer Merchant discovered the secret sauce: the best way to create a winning strategy is to include employees at all levels, helping to create strategy they not only believe in, but are also equipped to implement. In The New How, Nilofer shows today's corporate directors, executives, and managers how they can transform their traditional, top-down approach to strategy planning and execution into collaborative "stratecution" that has proven to be significantly more effective. Enhance performance and outcomes by deflating the "air sandwich" between executives in the boardroom and employees Recognize that strategy and execution are thoroughly intertwined Understand how successful strategy is founded in effective idea selection-a pile of good ideas doesn't necessarily build good strategy Create company strategy and link it to targeted execution, using the practical models and techniques provided

Lean Management: Cose Mai Dette - Andrea Payaro 2017-02-01
Questo libro vuole fornire nuovi strumenti operativi, punti di vista e curiosità sul tema del Lean Management. Sono infatti oltre 25 gli strumenti presentati (non solo Kanban e 5S, ma anche Hoshin Kanri, QFD, VRP, etc.) completati da circa 70 tabelle e 40 immagini. L'autore propone argomenti nuovi come un metodo per definire una priorità ai progetti di miglioramento, un insieme di 10 principali indicatori per misurare le prestazioni degli stessi progetti, una lista ragionata dei più comuni errori che si potrebbero commettere, fornisce un modello innovativo e unico per studiare e migliorare un processo, fondendo Makigami, FMEA e Ishikawa. Tutti i contenuti presentati sono frutto dell'esperienza maturata sul campo nelle aziende in cui si sono portati benefici e raggiunti nuovi obiettivi. L'autore ha voluto inoltre fornire delle informazioni solitamente poco citate o note, come alcuni esempi lean ritrovati in modelli produttivi di oltre cinquecento anni fa o la difficoltà di implementare alcune soluzioni orientali in culture occidentali. Unico rispetto alla letteratura presente, viene proposta la contestualizzazione degli sprechi identificati da Ohno nel marketing e la dimostrazione che l'applicazione della Lean porta al rispetto ambientale

e a un minore impatto sull'ambiente (Lean & Green). I modelli e gli strumenti innovativi presentati sono stati validati sia da pubblicazioni in riviste scientifiche internazionali che da presentazioni in convegni scientifici internazionali.

Remade in America - Jeffrey K. Liker 1999-07-01

Over the last two decades, Japanese firms have challenged U.S. dominance in many manufacturing industries. This challenge has increasingly come in the form of transplant operations, and recognition has spread that their success owes a great deal to superior manufacturing management. Despite the ups and downs of the business cycle in Japan, there remains a core of world-class Japanese companies that have developed manufacturing management systems that companies throughout the world strive to emulate. In this edited volume, a team of eminent scholars uses case studies and large-scale surveys to explain in depth the process of transferring and transforming the best Japanese Management Systems (JMS) by both Japanese- and U.S.-owned firms. While the most successful of the Japanese manufacturing transplants rely, to varying degrees, on home country management techniques, they have had to adapt them to fit U.S. conditions. Similarly, the growing number of U.S. firms that are adopting these techniques to strengthen their own positions face a considerable challenge in transforming them to fit local conditions. A new environment necessarily compels the transformation of JMS. But despite the hurdles firms face, the evidence presented here and elsewhere strongly indicates that key aspects of JMS are remarkably transferable and successful in the United States.

Combining scientific data with clear and engaging prose, *Remade in America* is a rich analytical resource for manufacturing professionals, as well as scholars and students of management and business.

Machine that Changed the World - James P.. Womack 1990

Examines Japan's innovative, highly successful production methods

Lean Development and Innovation - Luciano Attolico 2018-09-06

Using Toyota's principles for product and process development, this book focuses the implementation of the Lean system during the past 10 years in dozens of corporations across various industries. The book highlights

all steps on the journey from common trouble area to remarkable results. As it is written by a manager for other managers, it contains real work discoveries and insights. The author provides case studies from many different fields of application. The reader gains insight on US and European companies that successfully streamlined their innovation and product-development processes. These companies have overcome difficult periods and major challenges thanks to the ability to innovate with new Lean methodologies and, above all, a new workplace culture and mindset. The goal of this book is to help managers successfully apply Lean principles in the innovation and development area of their company while benefitting from the author's lessons learned during his many years of capitalized experience. This book provides a comprehensive framework that supports, step-by-step, the successful application of Lean principles in the innovation and development areas of the company. Readers learn how to drastically reduce the time required to develop products and discover and eliminate hidden costs and critical waste while increasing value for customers.

Lean in a High-Variability Business - Eduardo Lander 2021-12

This clever and highly engaging graphic novel details a story about one organization's Lean journey with inspiration from the Toyota Way.

Toyota Way - Jeffrey K. Liker 2014-04-28T00:00:00+02:00

TOYOTA WAY, IL MODELLO DI MANAGEMENT CHE PUÒ RILANCIARE IL SISTEMA INDUSTRIALE ITALIANO Far crescere un'azienda non vuol dire farla andare più veloce di altre, per poi fermarsi ad ogni turbolenza dei mercati e, nel nostro caso, di fronte alle debolezze del sistema Paese. L'Italia e le sue imprese sono state spesso delle "lepri", innovative e di successo in alcuni casi, ma spesso addormentate, sfiduciate e stanche; e raramente delle "tartarughe", il cui cammino costante è la metafora di come si potrebbe riuscire a costruire una crescita regolare e durevole. In un'epoca segnata dal cinismo sull'etica delle grandi aziende capitalistiche e del loro ruolo nella società, il Toyota Way offre un modello alternativo, capace di realizzare sistemi industriali costituiti di persone, prodotti e processi votati a generare valore per il cliente, la società e l'economia. Questa nuova edizione, per la prima volta

aggiornata nei contenuti e arricchita di numerosi casi di studio italiani, rivela i principi di gestione che stanno dietro la reputazione di Toyota che, a partire dal 1945, ha costruito e sviluppato il suo modello di produzione (il Toyota Production System), ovvero il cosiddetto Lean Thinking, l'approccio alla base dei successi ininterrotti dell'azienda nipponica e di molte altre aziende che hanno raggiunto l'eccellenza nei loro settori.

Social Media Strategy - Keith A. Quesenberry 2020-09-01

Social Media Strategy: Marketing, Advertising and Public Relations in the Consumer Revolution, Third Edition is a blueprint for the practice of marketing communications, advertising and public relations in a digital world where the consumer holds the power. This new edition presents up-to-date strategies for innovating change, supporting traditional efforts, and leverage consumer influence for the good of the brand. Examples from small businesses, large corporations, and non-profit organizations provide real-world statistics in an accessible and highly practical text. This new and updated edition presents a fuller, integrated approach to the traditional disciplines of marketing, advertising, and public relations. Adopters of the first edition will find the original structure and approach supplemented with updated statistics, features, tactics, and social media platform options. New features include: Expanded discussion of social media careers, ROI, social media plan outline, crisis communication, and content creation Chapter Checklists that challenge students to seek out latest developments in rapidly changing social media Key Concepts sections appear at the end of chapters as an easy study reference Full Glossary of all key concepts, including more than 125 new terms Ethics-focused questions and new brand examples in each chapter Coverage of new developments such as TikTok, AI and messenger chatbots, as well as links to professional certifications from Hootsuite, HubSpot, Facebook, Google, and more Instructor resources may be found at <https://textbooks.rowman.com/Quesenberry3E>. These include: Updated case briefs, chapter outlines, and test banks Revised example assignments and syllabi for undergraduate and graduate courses New

PowerPoint slides for in-person or online lectures Ten downloadable templates and guides to support key strategic tools

The Toyota Way Fieldbook - Jeffrey K. Liker 2005-10-19

The Toyota Way Fieldbook is a companion to the international bestseller *The Toyota Way*. *The Toyota Way Fieldbook* builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. *The Toyota Way Fieldbook* will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

Lean Project Delivery and Integrated Practices in Modern Construction - Lincoln H. Forbes 2020-03-18

Lean Project Delivery and Integrated Practices in Modern Construction is the new and enhanced edition of the pioneering book *Modern Construction* by Lincoln H. Forbes and Syed M. Ahmed. This book provides a multi-faceted approach for applying lean methodologies to improve design and construction processes. Recognizing the wide diversity in the landscape of projects, and encompassing private and

public sector activity, buildings and infrastructure, the book expands upon the detailed coverage of integrated project delivery and new lean tools and techniques to include: Greater emphasis on the importance of creating a lean culture and the initiatives required to transform the industry; Expanded discussions of the foundational writings in lean construction theory; Exploration of the synergies between "lean" and "green" initiatives; Specific procedures for modifying planning and scheduling activities to improve the performance of the project team; Expanded sections on quality, and topics that have become a part of the lean lexicon, such as Choosing by Advantages, "line of balance"/location-based scheduling, virtual design teams, takt time planning and set-based design; Discussion questions for beginners and advanced lean practitioners; and Improved cross-referencing within the text to help the reader navigate the frameworks, techniques and tools to support the application of lean principles. The techniques described here enhance the use of resources, reducing waste, minimizing delays, increasing quality and reducing overall costs. They enable practitioners to improve the quality of the built environment, secure higher levels of customer/owner satisfaction, and simultaneously improve their profitability. This book is essential reading for all those wanting to be at the forefront of construction management and lean thinking.

Il nuovo ospedale è snello. Far funzionare gli ospedali con il Lean Healthcare: consigli pratici e sostenibilità - Francesco Nicosia
2010-09-29T00:00:00+02:00
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What is Lean Six Sigma - Michael L. George 2005-06-05
A quick introduction on how to use Lean Six Sigma to improve your workplace, meet your goals, and better serve your customers. Lean Six Sigma combines the two most important improvement trends of our time: making work better (using Six Sigma) and making work faster (using Lean principles). In this plain-English guide, you'll discover how this remarkable quality improvement method can give you the tools to identify and eliminate waste and quality problems in your own work area. Packed with diagrams, cartoons, and real-life examples, *What is Lean Six*

Sigma? reveals the "four keys" of Lean Six Sigma and how they apply to your own job: Delight your customers with speed and quality Improve your processes Work together for maximum gain Base decisions on data and facts You'll see the big picture of what your company hopes to gain with Lean Six Sigma, how it may affect your work area, and what it can mean to you personally.

Standard Work Combination Sheet - Enna 2017-03-21

The Standard Work Combination Sheet lets participants document the sequence of production steps assigned to a single operator. It is used to illustrate the best combination of worker, machine and process.

Toyota Way: oltre la crisi. Il successo continuo - Stefano Cortiglioni
2017-11-15T00:00:00+01:00

Il volume racconta lo straordinario successo di Toyota in Italia, ovvero il percorso di evoluzione di un'impresa manifatturiera locale in un'organizzazione moderna internazionale per la produzione e commercializzazione di carrelli elevatori: Toyota Material Handling in Italia. Una storia di successo continuo, presentata direttamente dal team dei manager italiani, nato dalla fusione tra la cultura industriale emiliana e l'applicazione innovativa e originale dei valori del Toyota Way e dei sistemi di management del Toyota Production System per la lean leadership. Un testo innovativo per chi vuole disporre di metodi e modelli operativi concreti da applicare direttamente per raggiungere l'eccellenza operativa in ottica Industry 4.0, per lo sviluppo della crescita aziendale e per il raggiungimento della superiorità commerciale e nei processi di networking logistico e di sviluppo della supply chain.

HBR Guide to Project Management (HBR Guide Series) - Harvard Business Review 2013-01-08

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture

lessons learned so future projects go even more smoothly. The HBR
Guide to Project Management will help you: Build a strong, focused team
Break major objectives into manageable tasks Create a schedule that

keeps all the moving parts under control Monitor progress toward your
goals Manage stakeholders' expectations Wrap up your project and
gauge its success