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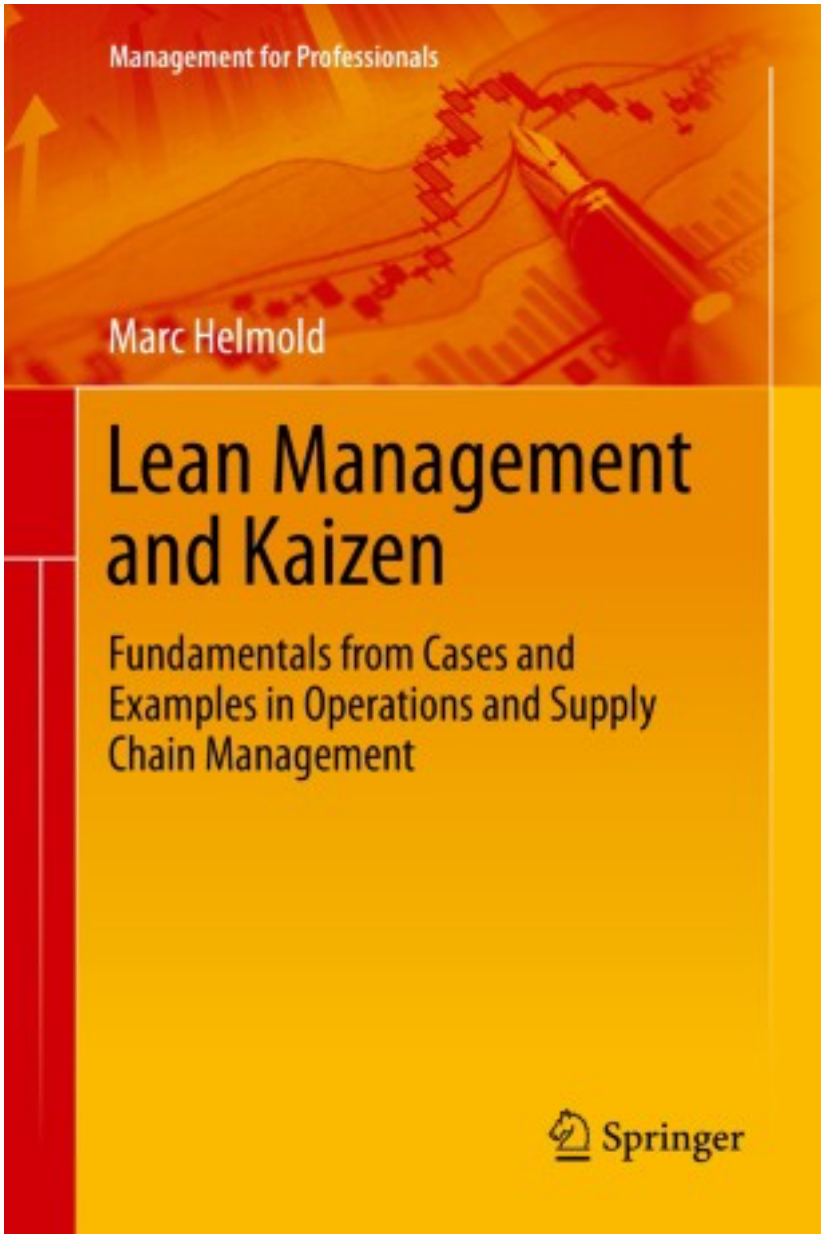
المدرسة الوطنية العليا للذكاء الاصطناعي

Lean Mgt and Kaizen

Marc Helmold

Springer - 2020

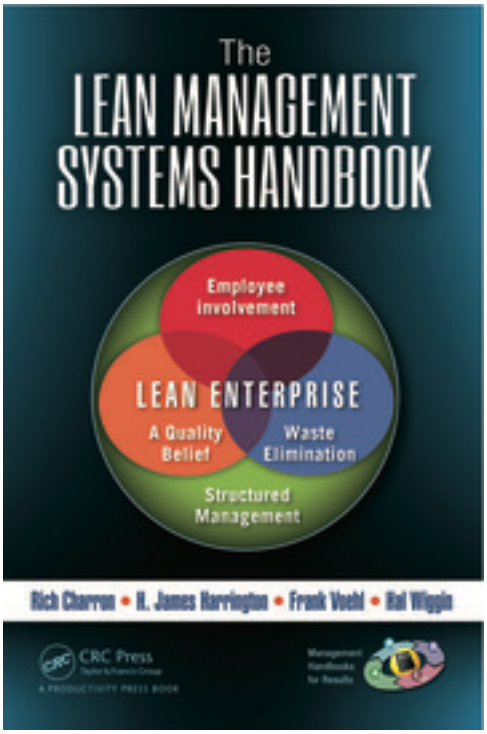


Content

The Lean Management Systems Handbook

Rich Charron, H. James Harrington, Frank Voehl, Hal Wiggin

1st Edition - 2015



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Asset Management
Resource Management
    Cellular Manufacturing
Risk Management
Lean Management System Deployment Model
    Lean Performance Management
    Lean Workers Cross-Training
    Change Management for Senior Management Teams
    In-House Lean Deployment Projects
        Toyota Lean Management System Explained
        Lean Management and Green Revolution
Summary
References

History Of Lean
In a Nutshell
Overview
Lean Techniques
Venetian Arsenal (1104–1800)
Eli Whitney (1792–1805)
Eli Terry (1772–1852)
Frederick W. Taylor (1856–1915)
Frank Gilbreth (1895–1924)
National Cash Register Company (1896)
Henry Ford Sr. (1863–1947)
Charles Bedaux (1887–1944)
Walter L. Shewhart (1891–1967)
Harold F. Dodge (1893–1976) and Henry Romig (1893–1972)
Henry Ford II (1917–1987)
Kaoru Ishikawa (1915–1989)
Armand V. Feigenbaum (1922–Present)
Taiichi Ohno (1912–1990)
Shigeo Shingo (1909–1990)
Phil Crosby (1926–2001)
Process Benchmarking (1947–Present)
Joe Juran (1904–2008)
Yoji Akao (1928–Present)

Ibm's 1980S Approach to Quality Improvement
W. Edwards Deming (1900–1993)
Total Quality Management (1984)
Eliyahu Moshe Goldratt (1948–2011)
Fast Action Solution Technique (1980)
Malcolm Baldrige National Quality Award (1987)
Bill Smith (1929–1993)
Lean Manufacturing (1988)
Michael L. George (2002)
Jeffrey K. Liker (2012)
Lean Management Systems (2014)
Summary

House of Lean (Foundations of a Lean Management System)
In a Nutshell
Introduction
House of Lean Management
- Transition to the House of Lean Management
- Lean Activity Model
- A Framework for Lean Management Implementation
- Inclusion of Lean Management System Indicators and Metrics
- Conditions of a Lean Learning Enterprise
- Lean Socio-Technical System
- Lean Educational System
- Lean Change Management
- Four Pillars of the Lean Management Model
- Summary of the House of Lean Management

Five Foundation Stones of the Lean Management System
- Foundation Stone I: Process Management Excellence
  - Two Approaches to Process Management
- Foundation Stone II: Project Management Excellence
- Foundation Stone III: Change Management Excellence
- Foundation Stone IV: Knowledge Management Excellence
  - What is Knowledge?
- Foundation Stone V: Resource Management Excellence
- Documents Needed for the Lean Management
- System Strategic Vision

- No-Value-Added Activities
- Business-Value-Added Activities
- Waste Identification
- Waste Elimination
- Value Stream
- Value Stream Management
- Continuous Flow
- Pull Systems
- Point of Use Storage
- Quality at the Source
- Just-in-Time
- Kaizen
- 5M's: Materials, Machines, Manpower, Methods, And Measurements
- Key Process Input Variables
- Key Process Output Variables

Lean Tools

- 5S Workplace Organisation and Standardisation
  - Just the Facts
  - 5S Means Action
  - Common Omissions when Implementing 5S
- Overall Equipment Effectiveness
  - Just the Facts
  - How to Use OEE
  - Applying OEE in Non-manufacturing Environments
- Mistake Proofing
  - Just the Facts
  - How to Use Mistake Proofing
- Cellular Manufacturing
  - Just the Facts
  - How to Create Manufacturing Cells
- Kanban
  - Just the Facts
  - How to Use Kanban
- Value Stream Mapping
  - Just the Facts
  - Managing With Maps

Three Faces of Change: Kaizen, Kaikaku, and Kakushin

Activity 3: Compare to Present-Approved-Improvement Plan Projects to Be Sure There Is No Overlap
Activity 4: Present the Results to Top Management
Activity 5: Assign a Project Manager and Project Team
Activity 6: Approve Phase III Budget
Phase III: Develop the Implementation Plan
Activity 1: Develop Vision Statements for Each of The KCFS
Activity 2: Define Desired Behaviours
Activity 3: Prepare Individual Improvement Plans
Activity 4: Combine the Individual Improvement Plans
Activity 5: Prepare a Cost–Benefit Analysis (ROI)
Activity 6: Develop a Set of Performance Goals
Activity 7: Prepare the Lean Management System's Project Plan
Activity 8: Present the Lean Management System's Project Plan to Management
Activity 9: Include the Lean Management System's Project Plan Into the Strategic Improvement Plan and the Organization's Annual Operating Plan
Phase IV: Implement the Lean Management System Plan
Activity 1: Assign Implementation Teams
Activity 2: Define What will Be Done with Surplus People
Activity 3: Assign a Project Manager to All Stand-Alone Projects Starting in the Next 6 Months
Activity 4: Measure and/or Define the As/Is Status
Activity 5: Form and Train the Implementation Project Teams and the Subproject Team Members
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The Need for Facilitation