

<<流程改进的敏捷性研究>>

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内容概要

John Sharp is a professor of Organisational Excellence, the founder and director of Centre of Organisational Excellence (CORE) at Salford Business School, the University of Salford in the UK, a chartered mechanical engineer (C. Eng. M. I. Mech. E.) and a qualified assessor for the EFQM (European Foundation Quality Model) which is being used by businesses and public sector organisations as a business excellence model for the future. In the past 10 years, Prof Sharp has received more than £ 2 million of research grants from EPSRC and European organisations, and published over 50 papers and books. He also has rich industrial experience, such as working as an engineer at Rolls—Royce Aero Engine for 8 years. Bing Deng is a research assistant in this project and is currently working as an editor of Hubei Provincial Science and Technology Press. She has helped organise research events and activities, collect and input data for the research analysis and discussion.

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作者简介

Xueyuan Liu is the director of the Research Centre of Business Excellence, an associate professor of International Business and Operations Management in the Economics and Management School of Wuhan University, and a visiting researcher at the Business School of Manchester Metropolitan University, UK. He is also a member of the Academy of Management (AOM), the Academy of International Business (AIB) and the Production and Operations Management Society (POMS). He holds an MBA in International Business and PhD in Operations Management from Salford Business School, the University of Salford in the UK. His PhD thesis, on which this book is much based, had won the 2nd prize in the prestigious IQA (now known as CQI—Chartered Quality Institute since 2007) National Award 2006 (UK). He has also attended many international conferences worldwide and delivered and published several papers on operations and cross-cultural management in the international context. Besides his academic achievement, he had more than 12 years' experience in managerial and consulting practices in China, USA and the UK. He has travelled more than 20 countries in Asia, North and South America, Europe and Africa, and visited many companies such as Philips, IKEA, Nissan, Toyota, Jaguar, Bentley and Textron at their different locations. Quality, efficiency and innovation are what he thinks to be the most basic and important factors for any business to survive and prosper in the long run.

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章节摘录

插图：Generally, CI is regarded as a culture of sustained improvement targeting the elimination of waste in all systems and processes of an organisation, and it involves everyone working together to make improvements without necessarily making huge capital investments (Bhuiyan & Baghel, 2005). CI can occur through evolutionary improvement, in which case improvements are incremental, or through radical changes that take place as a result of an innovative idea or new technology and often, major improvements take place over time as a result of numerous incremental improvements (Hamel, 2000; Bhuiyan & Baghel, 2005). Improvement achieved through the use of a number of tools and techniques dedicated to searching for sources of problems, waste, and variation and finding ways to minimise them, with the best known methodologies as: LM, Six Sigma, BSC, lean Six Sigma. CI is also known as Kaizen (Imai, 1986), a Japanese term for CI, and is promoted in three types:

management-, group- and individual-oriented as discussed in section 2. Management-oriented kaizen is considered to be the most important one as it focuses on the company strategy and involves everyone in the company. Group-oriented kaizen is best represented by quality circles, which require employees to form a team or a circle with the goal of finding and solving problems faced during their day-to-day work without any interference from management. Individual-oriented kaizen is derived from the Concept of bottom-up design, in which the worker makes a recommendation to the problem faced. This has been very successful in the Japanese industry since it is the worker who is on the shop floor and typically knows the best solution to an existing problem. Certain industries even have incentive programs where, depending on the problem and the solution provided, the worker is rewarded, thus encouraging the workers to concentrate on problem areas and find the best solution (Bhuiyan & Baghel, 2005). Internal communication is vital to the effective implementation of organisational change, as it is not only a crucial variable in relation to achieving organisational success, but also a precursor for organisational existence, because organisation would not exist without communication (Harshman and Harshman, 1999; Kitchen & Dale 2002; Elving, 2005). Resistance to change may come from many sources: fear of status, fear of failure, and lack of perceived benefits, or people simply resist being treated as pawns, particularly when organisational reshuffle is involved, but poorly managed change communication is regarded as a key driver of negative feelings among the employees, and results in rumours and resistance to change, exaggerating the negative aspects of the change (Proctor & Doukakis, 2003; Elving, 2005).

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