

**JOURNEY TO LEAN: MAKING OPERATIONAL CHANGE  
STICK**

Catherine Cain

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In the current climate attention has refocused on lean production. While books have looked at the principles of lean production and techniques, this book from.

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Takt time is designed to optimise material flow in pursuit of Just-in-Time delivery to the customer. The skills and processes that help to build them are central to the fourth element in the management infrastructure needed to support a lean operating .

This method of production control eliminates the need to second-guess all so Senior managers believed that the machine shop was running out of capacity and acting as a bottleneck in the manufacturing process. Transforming an operation also requires effective project management, and a CI function can support line managers both in overseeing the improvement programme and in structuring the work to maintain the pace of progress. Capital is abundant and global, so it seldom represents a source of competitive advantage, whether in terms of access to finance or manufacturing scale.

The weak points in the operating system turned out to be poor information flow work with the production scheduling team to understand demand changes and agree Takt times on a week-by-week basis. One

well-known consumer goods company is able to have large teams not just because most operators carry out simple, repetitive packing tasks, but also because it employs first-rate and well paid shift managers.