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Creating Lean Corporations: Reengineering from the Bottom Up to Eliminate Waste

By Jeffrey Morgan

Taylor & Francis Inc. Hardback. Book Condition: new. BRAND NEW, Creating Lean Corporations: Reengineering from the Bottom Up to Eliminate Waste, Jeffrey Morgan, Many companies applying lean use a top-down approach - a person or small group defines the business process in general terms and progressively expands it into more detailed elements. This method fails when the person or small group defining the process lacks the detailed knowledge of the tasks involved to sequence them correctly. Creating Lean Corporations, by Jeffrey Morgan, however, utilizes a bottom-up approach in which the employees who perform the tasks are empowered to create and manage their own portions of the business process. Each task is defined using a task model that indicates the input-output relationships between tasks -- it dictates the sequence that the tasks should be performed within the business process. This approach is essential for creating and improving business processes that are large and complex but still efficient. The author presents three concepts in applying lean principles to an organization: (1) Hierarchies for managing large, complex systems and processes -- A template for all lean organizations is presented that allows functional (horizontal) and process-oriented (vertical) groups to be integrated into a single...



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