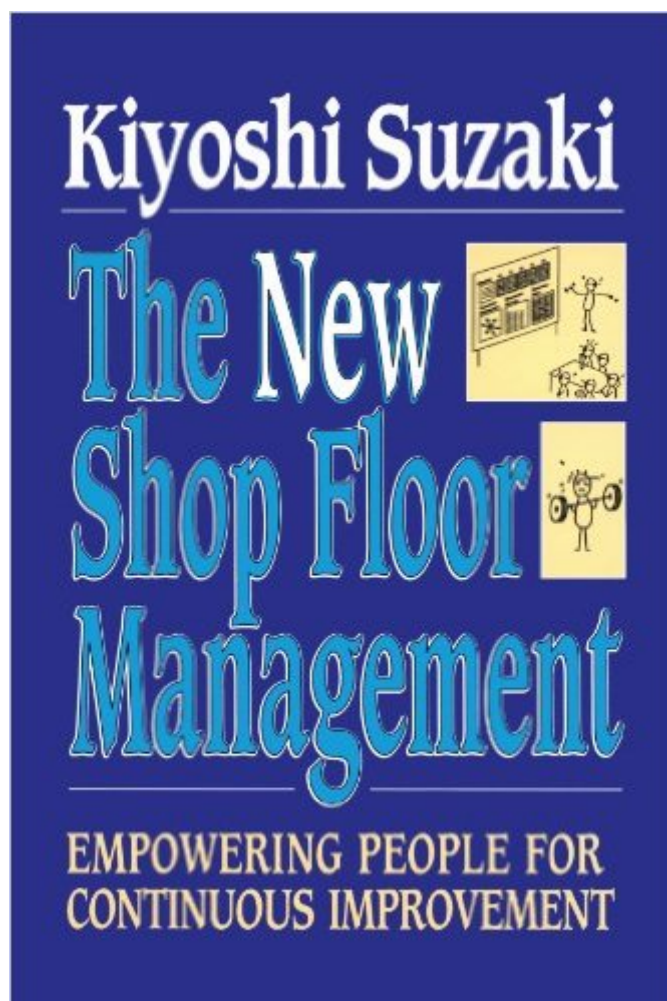


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# New Shop Floor Management: Empowering People For Continuous Improvement



## Synopsis

In this first comprehensive departure from the time-and-motion dictums of Frederick Taylor's Shop Management that have influenced management practices for most of this century, Kiyoshi Suzuki offers a framework for successfully conducting business at its most crucial point-the shop floor. Drawing on the principles of holistic management, where organizational boundaries are smashed and co-destiny is created, Suzuki demonstrates how modern shop floor management techniques -- focusing maximum energy on the front line -- can lead to dramatic improvements in productivity and value-added-to-services. The role of management today, Suzuki argues, is to eliminate its own responsibilities by thinking of the organization from the genba, or shop floor, point of view. In this challenge, Suzuki claims, organizations need to collect the wisdom of people by practicing "Glass Wall Management," where organizations become transparent, enabling employees to contribute maximum creativity as opposed to blocking their potential with what he calls "Brick Wall Management." Further, to empower individuals to selfmanage their work and satisfy their customers, Suzuki asserts that they all should learn to manage their own "mini-company," where everybody is considered president of his or her area of responsibility. Front-line supervisors, Suzuki shows, must develop a mission and goals and share them both up and downstream. He cites examples of the "shop floor point of view" -- McDonald's Corporation's legal staff learning how to sell hamburgers and fix milkshake machines; Honda's human resource staff training on the assembly line -- that narrow the gap between top management and the shop floor. By upgrading people's skills, focusing on empowerment, and streamlining processes, Suzuki illustrates that an organization will realize concrete improvements in quality, cost, delivery, safety, morale, and ultimately, its competitive position.

## Book Information

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## **Customer Reviews**

I had a copy of this book for years and lost it recently. Although I remember so much of it by heart I bought another copy as it is one of the most timeless, relevant and clearly written books on deploying visual production controls. I thought that was testimony enough to the value of the book.

The title to this review should be enough for you to understand. This book is more than what shop floor management is about, it goes deep into why and how with illustrative examples, explanations, checklists, guides, etc. A great, great book. I use the appendices often to prep and refresh my memory prior to doing a genba walk. Everything in this book is very, very relevant to almost any situation I can think of. I have bought multiple copies and given them away to those that I think will use it.

It may sound unlikely, but ... I worked in the company which had implemented the NSFM! Unfortunately:1. NSFM has deteriorated now, and it is never more the NSFM company.2. I understand what NSFM is all about after 3 years since I left this NSFM company. Now I try to implement NSFM based on this book. The book is very helpful unless to change people mind is long-term work (for years not months, esp. when you are mid-manager, so you have to work in both direction - towards top exec. and down).Worth reading, understanding and implementing.... (together with lean manufacturing).

This book covers many of the philosophical underpinnings of lean and describes how to establish lean in a company. While it was first published in 1993 (and received many excellent reviews at the time), I found there to be a lot of timeless wisdom in the book. This is even after I have read three of the Liker books and numerous other lean books. Mr. Suzaki puts things in a way that is both straightforward and deep.Whether you have already read a number of lean books or are just starting off, this book provides excellent direction and food for thought.

Read it from cover to cover and passed it to my other team members at work. Invaluable information and insights for anyone looking to really get a handle on the "genba" and apply effort where is most

needed. The front lines, better known as "the shop floor".Excellent book.

With at least 25 Lean and TOC books under my belt and over 4 years of experience in taking my own company Lean. This book is another level up in bringing solutions for long term sustainability of Lean company's.

In times like today, it is very important to utilize all recourses in your company to make progress. The empowerment and involvement of all levels including shop floor is the key to be successful. I had the opportunity to join a journey like described in the book 3 times and I had the joy to lead 2 of these processes.If people take ownership and the processes are transparent, you can manage and lead people in the right direction and they will you lead in the right direction.I think this book is a must for everybody who is involved in a change process.Markus VockLean specialist

I've spent countless hours studying lean and all things manufacturing. This book is a 100%er and has meat and potatoes I've long searched for.

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