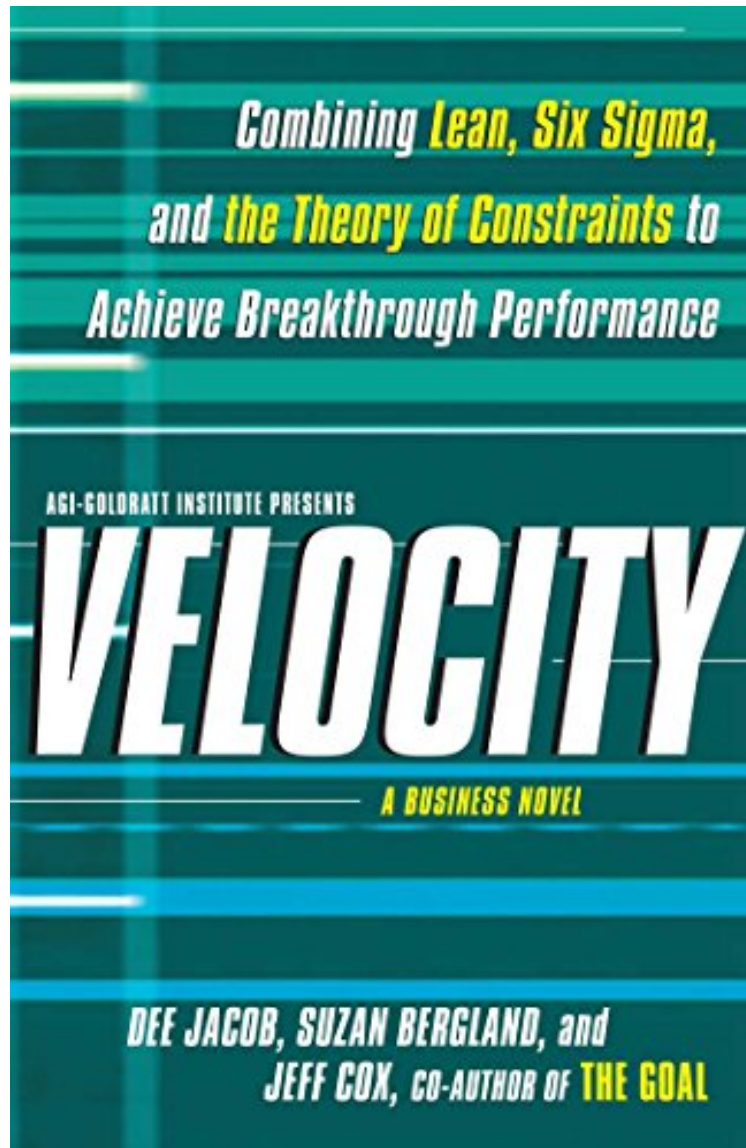



[Download] Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance - A Business Novel

Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance - A Business Novel

Dee Jacob, Suzan Bergland, Jeff Cox
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Dee Jacob, Suzan Bergland, Jeff Cox : Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance - A Business Novel before purchasing it in order to gage whether or not it would be worth my time, and all praised Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance - A Business Novel:

20 of 20 people found the following review helpful. Fixing GodzillaBy K. NewcomerVelocity is similar to the goal as they write about Theory of Constraints, but become more contemporary by combining lean and six sigma. Albeit, the book is mostly about Theory of Constraints as I don't recommend buying this if you just want to learn about six sigma techniques. The story was a touch dry, but I still found it interested and wanted to see what the ultimate solution would be for the company Hi-T. The main character Amy is likeable and you end up rooting for her. They of course introduce another character similar to Jonah from The Goal who provides clear thought (in this book Tom Dawson). The other managers are split on how they want to fix the problems and embracing the change that is needed. The book takes you through at a high level some of these disciplines: Lean - Creating value for customers by way of products and services with minimum waste at optimal speed in perfect balance with market demand. Six Sigma - Identifying and eliminating defects, errors, and anything quantifiable that is unwanted by customers. Value Stream - Laying out the stages of a process or a project. Diagramming the flow and the various branches of input. Takt Time - Time available to work divided by demand - the time available to make the product divided by the units needed. Theory of Constraints - Holds that every system - business system or manufacturing system - is made up of resources that each have varying limits. Performance of the total system is constrained by whatever resource is most limited or the bottleneck of the system. While other concepts are discussed in various detail the book explains throughput well. This is the rate at which inventory is converted into completed sales, or cash. This is the language every company knows and needs to understand. This concept can be translated to service or manufacturing (and retail even). Overall, I enjoyed reading about how this company fixed the problems they were having and embraced (reluctantly to start) some new ideas and some changes to how they have worked for years. Good read with a lot of takeaways about lead, six sigma and Theory of Constraints. 4 of 4 people found the following review helpful. VelocityBy gacleader1Velocity is a must read for anyone practicing Lean Six Sigma. As a newly trained Lean Six Sigma Black Belt, I have been very excited about my new found knowledge, only to find that many people from various organizations are less than thrilled with the Lean Six Sigma approach. After reading this book, I now understand what it is that has caused so many problems for companies which endorse these tools, and how these tools are misused. Rather than attack Lean Six Sigma, the authors instead have written a novel about the implementation of these tools into a business, speaking about the positive and the negative during the growth process. What the book makes clear is that it is not Lean Six Sigma that causes the problem, rather the attempt of a company to create a culture in which Lean Six Sigma is used in every corner of a business, essentially creating islands of excellence within various workgroups. Through reading, we understand that removing waste and variation within different areas of a company does not necessarily affect throughput in a positive way; we must concentrate our efforts where they are most needed, not arbitrarily to every facet of an organization. Velocity makes it clear that a perfectly balanced system is not only rare, but also not necessarily in the best interest of throughput. Velocity teaches us the importance of having a constraint within a system, rather than the accepted idea of removing constraints. It also teaches us how to optimize the constraint while still maintaining it, to achieve the best possible flow through the process. 11 of 12 people found the following review helpful. Close enough for Rock RollBy Jeff Ski KinseyThis is an entertaining book, as are most of the TOC business novels. I was pleased to see Jeff Cox return to the scene (so to speak). BTW, Dee was my instructor at AGI in 1998 for Project Management (where I met Dr. Meeks -- Hi Howard!), and I know her to be an exceptional educator. Susan I have met briefly at various times at TOC events and know her to be passionate about the subject. So, I was pleased to learn of this effort. I read it in about six hours on my iPod touch (Kindle app) within a span of 24 hours. So, when I say it was a page turner, trust me! One con: all kindle books should sell for \$9.99 or less IMNSHO, so if I did not have a free gift card, I would not have bought it yet. Also, the diagrams are not readable on the iPhone/iTouch. If you are excited about TOC, then this is a must own title. As one reviewer pointed out (Vishal), it really lacks any depth for Six Sigma folks. It offers a lot more for the Lean (TPS) crowd. Which describes me, so I might like it better than the slide rule crowd. Would I give this book to a Lean practitioner? Yes. As a conversation starter. It won't do your job of convincing Lean folks to take you seriously, but you should not expect it to. I love how Dr Lisa promotes the opening of a Mafia Offer, in that you should ask the prospect if this data is relevant to the challenges they are facing (paraphrased, of course). Same for this book. Ask your Lean friends to look it over, and ask them where they agree and where they disagree. This might be the key to getting them to read "The Goal" if they haven't already. Or "Critical Chain." Or, for those in Supply Chain roles, "Necessary But Not Sufficient" (NBNS). Or "Purple Curve Effect" for folks trying to make a difference "right where they are!" But I digress... One final negative branch, again, as others have suggested, the Thinking Processes as documented are a little weak. As I have moved on to Dettmer's 3rd Generation (now called "The Logical Thinking Process" and the title of his best work yet, and a chapter in the new TOC Handbook), that is not an issue. When NBNS came out, Goldratt said he did not realize how many people would read it that had not read "The Goal" first, therefore, it caused some confusion. That a concern here too. Bottom line: I like it. It adds value to the conversation. The authors deserve all the praise that gets sent their direction.

Millions of readers remember The Goal, the landmark business novel that sets forth by way of story the essential principles of Eliyahu Goldratt's innovative methods of production. Now, from the AGI-Goldratt Institute and Jeff Cox,

the same creative writer who co-authored *The Goal*, comes *VELOCITY*, the book that reveals how to achieve outstanding bottom-line results by integrating the world's three most powerful continuous improvement disciplines: Lean, Six Sigma, and Goldratt's Theory of Constraints. Used by the United States Navy and United States Marine Corps to dramatically improve some of the most complex, logistically vast supply chains in the world, the *VELOCITY APPROACH* draws on the strengths of all three disciplines to deliver breakthrough performance gains. In physics, speed with direction is velocity; in business, the application of *VELOCITY* means your organization can achieve operational speed with strategic direction to outmaneuver competitors, gain loyalty with customers, and rapidly build sustainable earnings growth -- in as little as one or two business quarters. Dee Jacob and Suzan Bergland, two principals of AGI, have been teaching the concepts, techniques, and tools of *VELOCITY* to major corporations, including Procter Gamble, ITT, and Northrop Grumman, for years. Now they unlock the door for you to see how to apply their insights and methods to your organization -- be it business, not-for-profit, manufacturing, or service based -- in order to shorten lead times, slash inventories, reduce production variability, and increase sales. Writer Jeff Cox returns with the vivid, realistic style that made *The Goal* so readable yet so edifying. Thrust into the presidency of the subsidiary company where she has managed sales and marketing, Amy Cieolara is mandated by her corporate superiors to implement Lean Six Sigma (LSS) in order to appease a key customer. Assigned to help her is LSS Master Black Belt Wayne Reese, installed as her operations manager. But as time goes on and corporate pressure mounts, Amy finds she has to start thinking for herself -- and learning from everyone around her -- and she arrives at the series of steps that form the core of the *VELOCITY APPROACH*. *VELOCITY* offers keen insight into the human and organizational factors that so often derail growth while teaching you proven, practical techniques for restarting and revving up the internal engines of your company to reach new levels of success. Colorful characters, believable situations, and everything from dice games to AGI's "reality tree" techniques make this business novel a vital resource for everyone seeking to deliver business improvement in these challenging economic times -- and far into the future.

From Publishers WeeklyCox (*The Goal*) and consultants Jacob and Bergland collaborate for this unholy marriage of business strategy and fiction. Amy Ceolara is distressed when it's announced that her company, Hi-T Components, is becoming a subsidiary of the competitive corporate monster Winner Inc. For the flimsiest of reasons, Amy is named interim president and is responsible for turning the flailing company around through a mix of three quality management and improvement programs: (1) Six Sigma, which calls for reduction in variation and thus the elimination of errors and defects, (2) Lean, which produces a reduction in waste and (3) the Theory of Constraints, which claims that every system is made up of resources that each have varying limits, and the performance of the total system is constrained by whatever resource is the most limited. Though her team initially struggles, victory is eventually hers. Terrible puns (characters are named Peter Winn and Dr. Viktor) and frequent complimentary reference/product placement of the authors' previous book *The Goal* team up with dry writing to create a truly stultifying experience. (Jan.) Copyright copy; Reed Business Information, a division of Reed Elsevier Inc. All rights reserved. "As we transformed the entire Naval Aviation logistics system, our leadership team decided that 'AIRSpeed,' our continuous process improvement program, would combine best business practices -- Lean, Six Sigma, and Theory of Constraints. This strategy not only enabled Naval Aviation to reduce turnaround times 40 percent and work in process nearly 50 percent in areas applied, but enhanced the quality of life of our sailors and marines." -- VADM Walter B. Massenburg, USN (Ret.), former Commander, Naval Air Systems Command; Architect and Chief Operating Officer of Naval Aviation EnterpriseAbout the AuthorDee Jacob is the president of AGI--Goldratt Institute, which is based in New Haven, CT. She is a key innovator in the development of the Theory of Constraints and of the velocity approach. nbsp;Jacob teaches at the AGI Jonah Program and Thinking Process courses. Before joining AGI, Jacob was a manager with Procter Gamble where she integrated TOC and LSS techniques.Suzan Bergland is a partner of AGI and president of its North American Group. She is an expert in the velocity approach integrating TOC and LSS. She is a founder and member of The Theory of Constraints International Certification Organization (TOCICO), and also holds membership to the Association for Operations Management and the American Society for Quality.Jeff Cox is the co-author or author of seven works of business fiction, which include *The Goal*, *Zapp*, *The Quadrant Solution*, *Heroz*, *The Venture*, *Selling the Wheel* and *The Cure*. Both *Zapp* and *The Goal* ranked first and second, respectively, on a list of bestselling business books from the 1990s. Jeff and his family live near Pittsburgh, PA.