The "123" working method of enterprise lean management

Wang Mei

Development Planning Department of Inner Mongolia North heavy truck Limited by Share Ltd, Inner Mongolia, Baotou, 014030, China.

Abstract: Aiming at the current situation of lean management is difficult to implement, combined with the Inner Mongolia North heavy auto Limited by Share Ltd lean management experience, elaborated the lean learning theory, lean implementation, the importance and methods of teamwork, and summed up as "123" lean work method. Practice shows that the "123" method, can effectively improve the promotion of enterprise business, promote the sustainable development of lean management, and constantly improve the management level of the enterprise.

Keywords: lean management; learning; action; teamwork

Introduction

Lean management to "eliminate waste, create value, humanism" concept, the pursuit of low cost operation, to maximize the quality and customer value, widely used in business circles, each unit is the foundation management, increase efficiency, an important strategy and effective way to improve the competitiveness.

Lean management is an improvement, the pursuit of excellence, to seek work on continuous improvement or innovation; lean management is also a kind of change, constantly optimize or change the inherent thinking and working habits of the original enterprise management mode and staff for many years, lean management is a long-term and arduous project. Coupled with lean management with the indirect effect, the potential and the accumulation of the lean implementation is difficult to maintain continuous power and lasting enthusiasm, each unit of the implementation of lean hard to become a common phenomenon, so the construction of lean management long-term working mechanism and self innovation for my working method of lean lean implementation is very important.

Inner Mongolia North heavy automobile Limited by Share Ltd (hereinafter referred to as the northern shares) is mine car R & D and production of China leading enterprises, is a large-scale equipment manufacturing enterprises. Through years of lean management practice, worked out a set of effective "123" method, namely "one school, two lines, three collaborative work act, effectively to promote the company to all levels of lean improvement, remarkable results were achieved in all aspects of the operation of the company.

1. "One school"
Lean management, because it is the foundation, improve work, enterprise personnel at all levels pay enough attention. Especially when the production task busy, to grasp the production quality, and will improve things temporarily put aside; and the enterprise "technology innovation, light management, improve the light" the phenomenon of one-sided pursuit of high automation and high production efficiency, without considering the balance of the business process and demand, so it is easy to make the operator short-sighted, lean management consciousness. Therefore, lean forward, lean transformation of consciousness is the key, lean thinking, lean learning method is very important.

The theory of lean management, learning includes the basic idea of lean, lean lean theory and tools. For example: an overview, lean 5S management, visual management, TPM management, a stream of PDCA circulation method, unit production, quick change, error proofing, standard operation and so on, grasp the theory and method of lean, to gradually establish a company personnel at all levels to improve consciousness, then do the top-level design, improvement plan, implementation plan and a series of work[1].

In today's era of knowledge update speed is accelerating, learning has become an organization or keep up with the times. Especially for the implementation of the only way which must be passed without the lean management of the enterprise, should put lean learning as an important task, grasp the advanced management methods and applications, enterprises can develop continuously.

1.1 "Learning" should be the various levels and forms of learning in an enterprise

Lean implementation is an important way of learning, we should start to improve the implementation of lean of personnel at all levels of awareness, the implementation of advanced methods of management, people are the key factors only play the subjective initiative of each person, lean management to be successful. Through the lean theory propaganda to establish leadership and employee confidence training good psychological preparation, enhance awareness of lean production, and to let people understand that the concept and mode of thinking of the revolution, far more than the technology, the software revolution is more important.

Lean way of publicizing, held lectures on the theory of lean, lean lean work conference, newspaper publicity, lean released the results of promotion. Modern enterprises can make full use of information in the office system (for example: Office OA system), company website and other publicity reports in the enterprise, full of good lean publicizing, reports, evaluation and incentive bulletin, published work, stimulate employee enthusiasm, improve establish confidence, create a good atmosphere of lean.

Lean training is an important means of learning. The form of training can be internal trainer training, external expert training, as well as outside training.

A unit of learning, benchmarking learning and so on. Enterprise human resources department should according to the different levels of personnel positions to improve the requirements, formulate detailed plan and implement lean training. In the training content, for enterprises of all levels of staff status should be focused, staff should be more in lean lean technology tools, methods and applications of learning work in the senior leadership personnel shall be based on lean thinking, lean lean theory and strategy study.

Out of training or external experts of people is limited, because of a large number of personnel to study will affect the
production and operation of enterprises, and external experts out of training or training of high cost. In view of the above situation, enterprises adopt "internal trainers working mechanism is an effective training mode. The specific implementation, you can select from the lean enterprise internal trainers, teaching skills training, design lean curriculum system, teaching training incentives such as a series of steps to improve the learning mechanism within the enterprise.

The connotation of lean with the times and constantly enrich and develop, so lean learning is accompanied by a continuous long-term task of enterprise management, continuous learning in order to get new ideas, to update the knowledge structure and information resources, with rich lean theory, mind lean methods, better practice of lean management of human resources. The actual departments should gradually improve and learning mechanism of innovation, combined with the enterprise for example: take the learning oriented occupation career path and so on. In a word, to build a good learning platform for employees, effectively change the staff thought, enhance staff ability, set up the staff in the fierce market competition, the crisis awareness and innovation awareness; Pay attention to improve staff morale, improve team cohesion, and cultivate the enterprise with good knowledge of lean lean pioneer and backbone enterprises to build lean talent, for all aspects of lean improvement to protect human resources Everfount [2].

1.2 Erudition

Grasp, lean thinking requires knowledgeable, lean management is a combination of advanced management technology in western developed countries and China traditional culture, its core ideas from Chinese culture. For example, China in the traditional culture of "small and whom not to be evil, not good for small," "do not want to you," "respect and love" and "altruistic" concept, is the theoretical source of lean thinking, extensive learning Chinese outstanding traditional culture is profound grasp of the essence of lean thinking.

There is need to improve the lean methodology, the methodology of ideas or routines source and abundant knowledge, extensive practical experience. Have a wealth of knowledge management, knowledge of industrial engineering, production and management knowledge, can have a broad vision and insight, work will get inspiration.

In the era of rapid development, intelligent manufacturing, green manufacturing and sustainable development of the Internet, and other new areas profoundly affects the traditional business thinking and mode, timely grasp of knowledge and information for enterprise management is very important, so the study of new disciplines is lean workers learning one of the most important items.

For enterprises, the implementation of knowledge management is an important measure to build a learning organization of enterprises, through the enterprise knowledge management, and to build a knowledge sharing platform, constantly sum up experience and best practice benchmarking, the tacit knowledge into explicit knowledge, personal knowledge will continue into organizational knowledge. On the one hand to enhance the intelligent management level of enterprises knowledge, on the other hand, through learning, exploring various business management rules, all aspects of the company business can effectively improve or enhance. Continuous improvement and innovation of knowledge management, knowledge innovation and encourage communication, is an effective way of enterprise personnel at all levels of erudition.

1.3 Apply your knowledge
Through lean learning, to promote the company personnel at all levels have good professional knowledge and improve skills, so in the specific implementation of lean, can be good at development problems, and in-depth analysis of problems and formulate effective measures to improve.

Here emphasize that enterprise lean promotion is not only promote the implementation of the lean specialist, organizer, supervisor, should also be the pioneer lean learning, lean thinking and publicizing the lean lean promotion specialist instructor. In addition to the sense of responsibility and ambition, the courage to change the passion, but also through active learning and in practice, good expression and communication skills, ability to analyze and judge and summary and refining capacity, to understand and grasp the multi-level, multi-disciplinary knowledge, knowledge structure solid, so in lean in advance, improve the face of extensive topics, in order to grasp the essence of the problem, analyze the problem accurately, have Guide and drive the improvement of various departments.

2. "Two lines"

<> in the said: "good learn almost know, people almost benevolence." modern management guru Peter Drucker also said: the essence of management lies in the practice; ideological and theoretical role beyond doubt, but the management thought only into numerous enterprise behavior management theory, only received extensive practice, in order to show its strong the material strength.

2.1 The importance of lean management practices

Lean management is a very practical subject, the status quo and the nature of the business management of each enterprise is different, the implementation of lean management content are not the same. For example: cars, food etc. streamline production enterprise focusing on the beat, a stream of lean production; equipment manufacturing enterprises should focus on production management and exception management. Study on the lean supply chain and on-line material kitting; lean management of service enterprises should focus on the planning and design of customer service and business style image. Even if the 5S is suitable for all kinds of enterprise management, team building, improve the proposal such as lean methods for production enterprises and service enterprises in the implementation of methods and content Are not the same. For example: the production of enterprise team management focuses on team production, quality, cost, delivery, equipment, safety and other aspects of management, service enterprises should focus on staff quality, service attitude, service training ability.

In practice need to constantly enrich and improve the lean theory. Ai Qing wrote in "Ode to light > poem:" practice is the understanding of the science and practice of advance along the ladder. "Lean from Japan TOYOTA production mode, in the exploration and Practice for decades, has been developed for the lean management involves many industries. Mark Greben the lean expert on the lean management of hospital service industry in" lean "a book in the hospital, but also from the side of the application of lean management in other industries. China ordnance industry group put forward the whole value chain lean management in 2013, R & D in lean lean manufacturing, lean supply The implementation standards of chain management, lean logistics, lean marketing, lean talent training and so on, further enriched and developed the connotation of lean management.

"There will be no practical knowledge, do not understand the practice cannot correct understanding, in modern
practice, promote the development of scientific achievements. The endless human emerge in an endless stream, practice development, determines the development of understanding of the endless”, believe in lean management in process Chinese localization, a generation of workers through continuous practice of lean content rich and lean management innovation.

2.2 How to do lean practice

The implementation of lean management, there must be changes in the subjective consciousness, in action to the execution, the courage to explore and practice actively. Lean emphasizes people-oriented, respect for humanity, humanity is the only practice, in the awareness of personality.

2.2.1 Emphasizes lean practices in goal management

The goal of management is goal oriented, people-centered, the results as the standard, modern management methods and make the organization and individual to achieve the best performance; employees are actively involved in top-down to determine the objectives, and in the work of "self control", a bottom-up and a guarantee of realizing the goal of management measures.

Lean improvement, target management throughout the whole process of improvement. For example: the improvement of PDCA commonly used (planning, execution, inspection, action) cycle management method, in the planning stage, determine policies and objectives; in the implementation stage, according to the index or target specific formulation improvement measures and action; in the inspection, continued the improvement, to periodically verify the target completion indicators, analysis of the actual and the gap between objectives and subsequent improvement of space and so on, to improve the process is goal oriented, finally achieves the lean improvement.

Emphasis on the target management, lean practice benefits as follows: a) can promote the employee participation in management: the target management is a form of employee participation in management, agreed by the lower levels, in order to determine the target; b) employees realize self management: the basic spirit of target management is the self management as the center, the implementation of target. Self by responsibility, through their own supervision and measure to modify their behavior, to achieve the goal; c) capable of self evaluation: target management emphasizes the self results of the work, shortcomings, mistakes were reviewed, often self checking, and constantly improve, and gradually achieve the goal (d) pay attention to the results: target management will focus on the evaluation of the effectiveness of the work, according to the actual contribution of employees, the actual evaluation of a person, so that the evaluation is more constructive.

Lean target management, to establish the overall concept of education staff, to prevent employees departmentalism for instant success and the corporate sector. The person in charge of the target management to promote democracy, good communication, the indicators of the need to understand the situation, know, familiar with production and deep into the work. The two is the lean improvement goals should be realistic, the goal is a goal that can be achieved through the efforts; three is the goal of management in the implementation, the data collection needs reasonable, check and analysis of the gap, and timely incentive system, to promote the initiative of employees, promote a virtuous cycle of improvement in PDCA.

Northern shares for the product and management features, the successful implementation of the target management at all levels, for example in the car cost control, the successful implementation of target cost management in the first year.
2.2.2 Emphasizes lean practices in process control

Lean process management, good process, have good results. "Lean management, project management, 8D report, A3 report, 4M management, value stream analysis contains the process control of the shadow. That should be paid attention to in the analysis of the whole process on the basis of a cost value according to the degree of importance the identification of main value creation process, key support processes and process requirements. In order to improve the design, scientific and standardized, simple and efficient process and configuration of high quality resources, to ensure the effective implementation process. Through to the process of evaluation, analysis and improvement, and constantly improve the efficiency of the process, for customers, employees, companies, suppliers etc. As partners to create value or benefit, in order to achieve the overall efficiency of the continuous improvement, and thus promote the realization of enterprise related business objectives.

The shares of the company in the lean years of practice, in addition to pay attention to the process control plan in the implementation of lean, lean in the propulsion mechanism of better application of the process management, process management every week, every month the standard content, form a complete set of annual planning, quarterly incentive, monthly assessment, process management method week tracking guidance ".

2.2.3 Lean practices to meet customer needs

The maximum lean to the interests of customers as the goal, customer satisfaction is an important goal of lean practices. Customer satisfaction is the meaning of generalized, first car users are our customers, we have to meet the needs of customers, and establish long-term strategic partnership. In lean management, meet the customers also include internal the work to meet the downstream upstream think of the requirements of the job, the procedure always think meet procedures under the demand, functional departments always think of as the production unit meet the requirements and so on, this idea will work results well reflected in the creation of business value.

2.2.4 Pays attention to lean practice of talent cultivation

The improvement is by the staff to implement, improve work quality and improve the results depend on the size of the enterprise at all levels of personnel quality and skills. Northern shares has always attached great importance to the talent incubation project, and is committed to the construction of learning oriented enterprises, leaders focus on staff to master the knowledge and working ability, pay attention to employee occupation development channel, for all kinds of talents to provide a broad development space occupation[3].

The implementation of education project, enterprises should also be concerned about the organization, incentive, participation, construction of culture, to create a good atmosphere of lean improvement, create respect for labor, respect knowledge, respect talent working atmosphere. The lean into a conscious behavior of employees in enterprises, profits at the same time, give full play to their ability and cleverness. The platform and space for the employees, employee value can be fully reflected, and constantly improve the staff's sense of ownership, improve employee satisfaction, enhance their sense of belonging.

2.3 Lean practice should be good at summarizing, refining and promoting results

To focus on the promotion of achievement and the exchange of experience, to improve the impact of lean thinking and
sublimation in the exchange. Bacon said that knowledge is power, Drucker added, sharing knowledge is powerful. To communicate through a variety of forms, and summarize the achievement promotion, mutual learning, mutual promotion.

In short, lean management is practice, improve the cognitive level of lean in the process of "doing", people often say "action to change the thought" is the truth, in a broad sense, namely the practice thought, thought is the practice of lean management, only in the continuous improvement in practice, all kinds of personnel in order to obtain practical knowledge work experience and improve the results, employees can have and improve self quality and working skills, better implementation of the improvement.

3. "Three collaboration"

Lean, teamwork is very important. There is no perfect person, the only perfect team, ability of team capacity is far greater than the individual. The team is a target appeared resource sharing and collaborative process, it can mobilize all resources and talents team members, automatically remove all discord, injustice, and timely to reward outstanding performance, promote the team to produce a powerful and lasting power.

Lean management, carry forward the spirit of teamwork, strengthen team construction can further save friction, team cooperation is conducive to improve the overall efficiency of enterprises; enterprises to achieve the goal of every staff's efforts, with team spirit team members respect the personality, different ideas attention members, inspire the employees potential; in the team, leadership and subordinates is not between the command and obedience relationship, but equality, respect, trust and support each other, teamwork really make every member to participate in team work, risk sharing, benefit sharing, mutual cooperation, and everyone's wisdom, strength, experience etc. The resources should be rationally transferred so as to produce the maximum scale benefit and promote the realization of enterprise management objectives

Many methods and tools of lean, have team work requirements, many achievements of lean improvement, mostly team results. For example: the implementation of TPM enterprise management (TPM), the self preservation, each stage of professional preservation, is the enterprise workshop staff, equipment maintenance personnel, technical personnel and production management personnel, collaboration or group improvement activities. For example, the QC project, value flow engineering, standard operation, collaborative design is also a department responsible for the main body, multi sectoral collaboration. This collaboration lean improvement, breaking the barriers between departments, strengthen the horizontal business contact group Members of the team actively participate in the improvement activities, play their respective director, complete the work, brainstorming, and work together, and ultimately contribute to the management of business objectives achieved [4].

Lean collaborative improvement, need to do the following work: a) to establish trust to implement cohesive and efficient team to improve, we should establish a sense of trust. Team members must learn freely and quickly, in a calm mood to admit their mistakes, weakness, failure to recognize the strengths of others; and even if these advantages more than their.B) establish benign conflict: a team spirit of the team is allowed to benign conflict, to learn how to identify false harmony, guide and encourage appropriate and constructive conflicts. Otherwise, a team building improvement goal is impossible to achieve.C) unwaveringly action: to a As a cohesive improvement team, managers must learn in the absence of perfect information, make decisions when there is no unified opinion, and put into action. The information is as complete and absolute consistency is very rare, firm action becomes the key of the.D acts as a team) with each other
responsible for improvement: excellent leadership team does not need to remind the team members to work, because they are well aware of what needs to be done, they will remind each other that does not contribute to the behavior and activity success, it is the regrets pay they have created for each other responsible, responsible quality.

In addition, lean collaborative improvement, top management should set an example to encourage cooperation; human resources should be timely to carry out collaborative behavior skills training, support team construction, to create and encourage the team to improve the atmosphere for cooperation and so on, these improvements are also very important.

In short, lean collaborative improvement is one of the modern enterprise is the most effective way to work, also is the enterprise to enhance the cohesion, improve the market competitiveness of an important means of management. Facing the fierce market competition and severe internal and external policy environment, each enterprise must rely on the strength of the team, give full play to the team spirit, to win in the fierce market. If a foreign mutual trust, efficient collaboration to improve the team, in the specialization of more sophisticated, more and more diverse customer requirements, market changes more and more complex, information processing and coping strategies in the increasingly fast today, is unable to reach the business objectives of the 4. tag

An enterprise and an enterprise product is not the same, the market environment is not the same, the accumulation and precipitation of management is not the same, so should pay attention to the organic combination of lean tools, methods and practical. Only by constantly learning, constantly improve collaboration, practice and summary, explore suitable for their own business model to lean, effectiveness the direction of lean management.

The shares of the company in the implementation of lean management in recent years, has been in accordance with the "one, two, three work collaboration to implement lean improvement, to lay a solid foundation of management and enhance the core competitiveness of enterprises as the goal, to create value, adhere to the problem oriented, combined with their own business characteristics, the formation of "diligence wisdom and for God, unity, truth-seeking and innovation "to improve the working environment and lean philosophy. On the basis of management, Kaizen, efficiency, cost reduction, quality control, information construction and have achieved remarkable results, and formed a" people-oriented, continuous improvement, the pursuit of excellence "Lean Culture The company for 3 consecutive years in the list of "China Construction Machinery" selected "global construction machinery manufacturer 50", the company QC group improvement won provincial and ministerial awards, in 2014, the company won the fourth president of the Inner Mongolia Autonomous Region Quality Award.

Reference