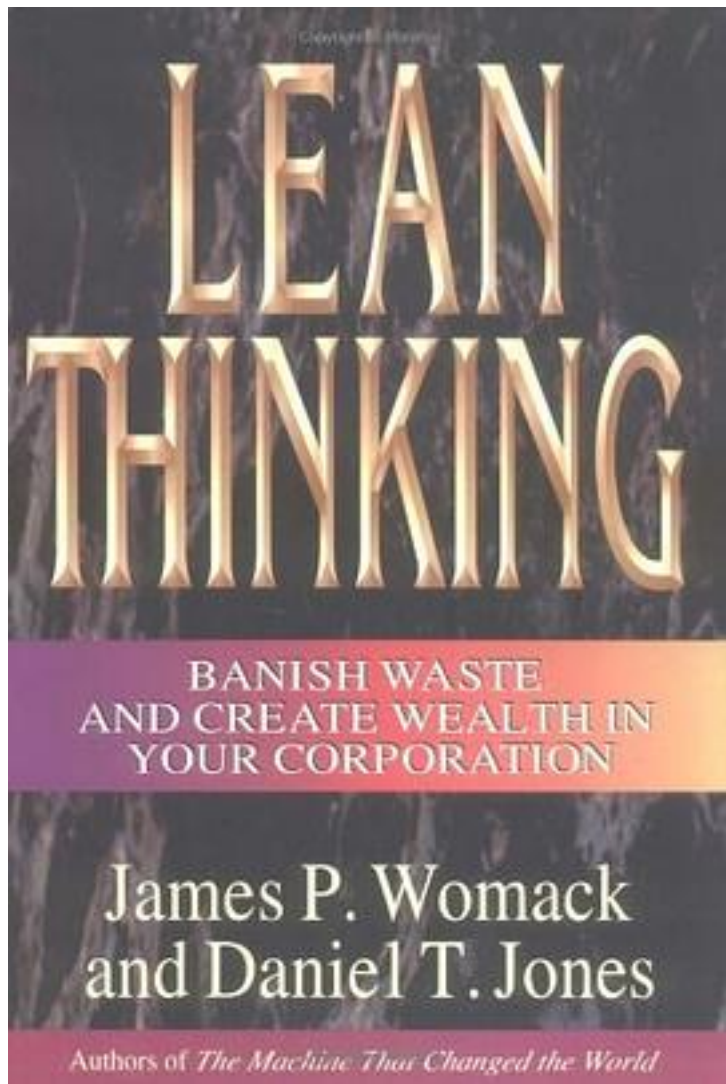


# Lean Thinking



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著者:James P. Womack

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## 在线阅读本书

Expanded, updated, and more relevant than ever, this bestselling business classic by two internationally renowned management analysts describes a business system for the twenty-first century that supersedes the mass production system of Ford, the financial control system of Sloan, and the strategic system of Welch and GE. It is based on the Toyota (lean) model, which combines operational excellence with value-based strategies to produce steady growth through a wide range of economic conditions. In contrast with the crash-and-burn performance of companies trumpeted by business gurus in the 1990s, the firms profiled in Lean Thinking -- from tiny Lantech to midsized Wiremold to niche producer Porsche to gigantic Pratt & Whitney -- have kept on keeping on, largely unnoticed, along a steady upward path through the market turbulence and crushed dreams of the early twenty-first century. Meanwhile, the leader in lean thinking -- Toyota -- has set its sights on leadership of the global motor vehicle industry in this decade. Instead of constantly reinventing business models, lean thinkers go back to basics by asking what the customer really perceives as value. (It's often not at all what existing organizations and assets would suggest.) The next step is to line up value-creating activities for a specific product along a value stream while eliminating activities (usually the majority) that don't add value. Then the lean thinker creates a flow condition in which the design and the product advance smoothly and rapidly at the pull of the customer (rather than the push of the producer). Finally, as flow and pull are implemented, the lean thinker speeds up the cycle of improvement in pursuit of perfection. The first part of this book describes each of these concepts and makes them come alive with striking examples. Lean Thinking clearly demonstrates that these simple ideas can breathe new life into any company in any industry in any country. But most managers need guidance on how to make the lean leap in their firm. Part II provides a step-by-step action plan, based on in-depth studies of more than fifty lean companies in a wide range of industries across the world. Even those readers who believe they have embraced lean thinking will discover in Part III that another dramatic leap is possible by creating an extended lean enterprise for each of their product families that tightly links value-creating activities from raw materials to customer. In Part IV, an epilogue to the original edition, the story of lean thinking is brought up-to-date with an enhanced action plan based on the experiences of a range of lean firms since the original publication of Lean Thinking. Lean Thinking does not provide a new management "program" for the one-minute manager. Instead, it offers a new method of thinking, of being, and, above all, of doing for the serious long-term manager -- a method that is changing the world.

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精益思想

作者介绍:

Janes

P.Wonack, 前MIF资深教授, 为企业提供精益咨询, 也向小型制造厂投资。他创办了精益企业研究所 (LEI) 并担任所长, 这家研究所是一个非营利教育和研究机构, 致力于精益思想的传播和应用。

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## 标签

Lean

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方法

## 评论

为了更好的理解我的公司。

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## 书评

我第二次读《精益思想》这本书了。记得第一次读，还是在2008年。那时，自己所在的公司刚准备推行精益生产，我作为公司唯一的精益生产工程师，自然会对它倍加关注

。于是我就读了，于是我就尽然没有读懂。尽然是当时的感觉，但现在觉得理所当然。当时的感觉这本书无非是本吹嘘精...

如果说《改变世界的机器》一书创造性的将丰田生产方式命名为“精益生产方式”，随后获得了极大反响，那么《精益思想》一书则是更进一步地将精益生产方式从制造业延伸到多个行业。在《精益思想》一书的序言部分《从精益生产到精益企业》，只是简单地说到价值流是生产流程得以顺...

丰田之道应该是大家都很熟悉的，但是真正的核心思想就是精益思想，不是吗？第二遍读这本书，还是感觉晦涩，毕竟我们离制造行业还是有点距离的。读后会有一种相识，定义价值、识别价值流、流动和拉动。这难道不是天经地义的思想吗，但是为什么我们在真实工作中却视而不见或者...

精益生产最重要的书籍之一，精益理论的奠基之作，厚厚一大本书，实际内容就两部分，精益的几个原则和几个精益案例介绍。精益=价值+价值流+流动+拉动+尽善尽美，再归纳得简洁一点，就是“按需流动”。超出客户需求的生产是浪费，产品停滞不动是浪费，对客户没有价值的过程是浪费...

精益思想的五个核心要素：1 重新定义价值 2 识别价值流 3 创造价值步骤的流动 4 客户需求拉动 5 持续改进，尽善尽美  
精益思想不只是一种生产方式的转变，本质是是一种理念的革命，要我们相信从大批量的生产向单件流生产的变化反而更有效率，这是反直觉的。因为我...

如果你对丰田生产方式的起源感兴趣，想知道我们能从追根溯源中找到开发出“改变世界”机器的方法，想知道哪些是可以学习的、哪些是无法复制的，沃麦克和琼斯的《改变世界的机器》(1)和《精益思想》(2)是最佳的。  
《改变世界的机器》在丰田生产方法的最初发展的源头上做了非...

"将大批量生产转变为精益生产要做到的五个步骤；根据用户要求，重新定义价值；按照价值流重新组织全部生产活动；使价值流流动起来；让用户的需要拉动价值流；不断完善，达到尽善尽美。"  
以上是这本书的简介，作为一名精益生产工作者，我看完本...

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