



Lean Management

Paolo Sganzerla

I fondamenti del Lean Thinking per migliorare la competitività delle imprese

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Stabilità e cambiamento

Non esiste mantenimento, ma solo miglioramento o peggioramento!

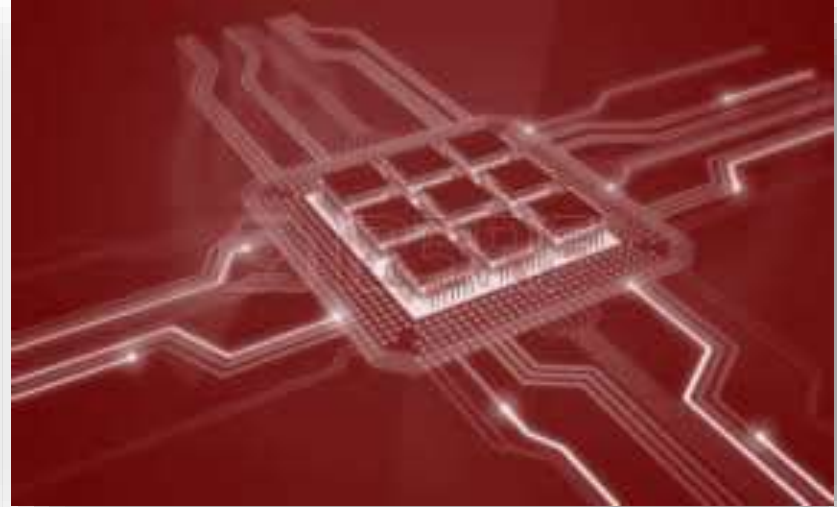
Charles
Robert
Darwin
1859

“L'origine
della
specie”



Non è la specie più forte o la
più intelligente a sopravvivere ma quella che si adatta
meglio al cambiamento

Cambiamento ed innovazione: quale modello?



- È sufficiente investire in nuovi impianti, nuovi software, nuove tecnologie?
- Come possiamo proteggere il vantaggio competitivo acquisito?
- Industry 4.0 – Fabbrica Intelligente – IOT – Digitalizzazione?
- È possibile creare una «**Learning Organization**» in grado di cambiare di continuo?

Il Lean Management è un «fattore abilitante»

Perché Lean?

Risultati

Good Thinking, Good Products

品質と効率
Quality and Efficiency
品质与效率

Risultati 2016 di Toyota

8.681.328 vetture vendute

Fatturato: 28,4031 Trillion Yen → 248 Billion €

EBIT: 2,8539 Trillion Yen → 25 Billion €

Cosa è il Lean Management?

- Una metodologia per **ridurre i costi**?
- Un modello organizzativo che "**snellisce**" l'azienda?
- Un modo per aumentare la **flessibilità** operativa?
- Un insieme di strumenti gestionali applicati dai **Giapponesi**?
- Un sistema di gestione inventato da qualche **professore americano**?

“Nessuna nuova idea nasce del tutto formata dal nulla”

Il Lean Thinking nasce come concettualizzazione di un sistema di management collaudato con **risultati** eclatanti: il **Toyota Production System**.

Lean Management: a way to do more and more with less and less: less human effort, less equipment, less time, less space, while coming closer and closer providing customers with exactly what they want

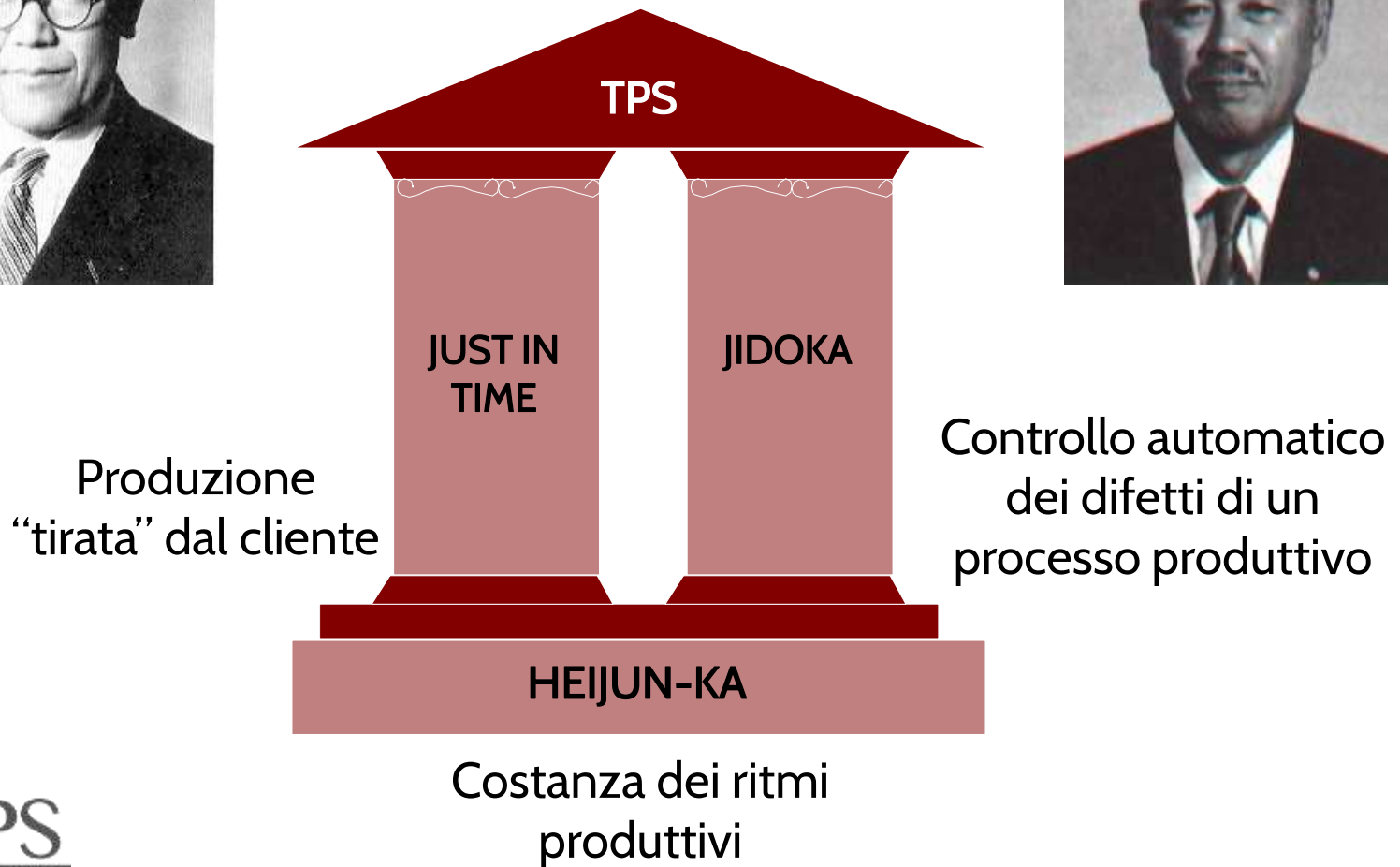
(J. Womak, D.T. Jones - Lean Thinking)

Dal Toyota Production System.....

Kiichiro Toyoda



Taiichi Ohno



..... al Lean Thinking



James Womack



5 principi = 5 step

VALUE

MAPPING

FLOW

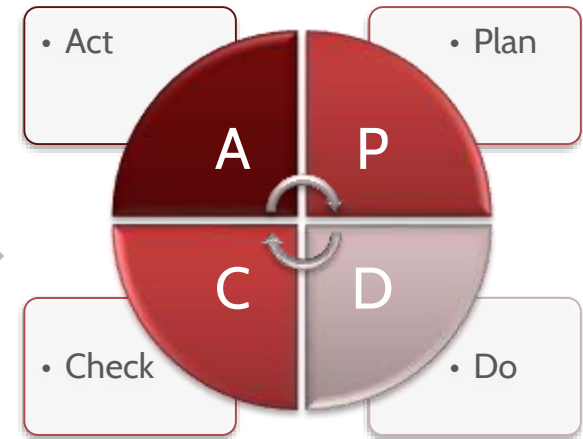
PULL

PERFECTION

Daniel Jones



Elementi caratteristici del Lean Management



Miglioramento continuo



"KATA": attitudine al miglioramento continuo

I 7 sprechi di Taichi Ohno

Imparare a "vedere" gli sprechi.



Il Lean Management in sintesi

“Sistema” di gestione



Principi chiari

James Womack

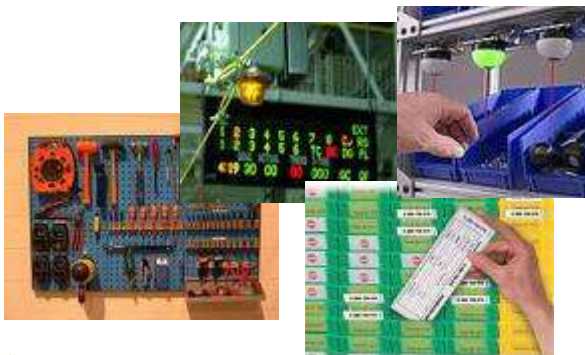


**VALUE
MAPPING
FLOW
PULL
PERFECTION**

Daniel Jones



Strumenti efficaci



- 5S
- Kanban
- SMED
- TPM
- PokaYoke
- ...
- ...

Cambiamento delle persone: competenza manageriale





Il percorso per la Lean Transformation



Il sogno di ogni azienda



Il percorso del cambiamento



I ruoli delle risorse chiave in un percorso di Lean Transformation

- **Il Top Manager/l'Imprenditore: decide, conosce, dà l'esempio**

Respect for People
人間性尊重
以人为本

人の尊重には限界がありません。誠実に相互理解に努め、お互いの責任を果たし、強の力を結集する。人間性尊重は、人の持っている考ええる能力を最大限尊重する考え方で、

There is no limit to how far human wisdom can be developed. Within the company we continuously aim to achieve mutual understanding, fulfil mutual responsibilities, and combine the power of our individual employees. "Respect for people" is the attitude that regards people's ability to think most

人の智慧は無限的、誠実に相互理解、各尽其責、汇集众人的力量、以人为本即意味着最大限度尊重人的思考能力。

Continuous Improvement
知恵と改善
智慧与改善

高い目標を掲げて、知恵を結り、粘り強く改善を続ける。この継続的な改善の實踐により、品質と効率の向上が達成できると考えます。

We set high targets, and then push ourselves to achieve them through a process of continuous improvement called "kaizen".

树立远大目标、并坚持不懈地进行改善、我们认为、通过这种持续不断的改善、可以保证质量、提高效率。

I ruoli delle risorse chiave in un percorso di Lean Transformation

- **Il Lean Office: supporta, promuove, gestisce la conoscenza**

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- **Il Middle Management: agisce in prima persona per cambiare**

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- **Gli Operativi: partecipano e contribuiscono**

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- Il "Sensei": guida, fornisce metodo ed esperienza, opera assieme a tutte le altre risorse

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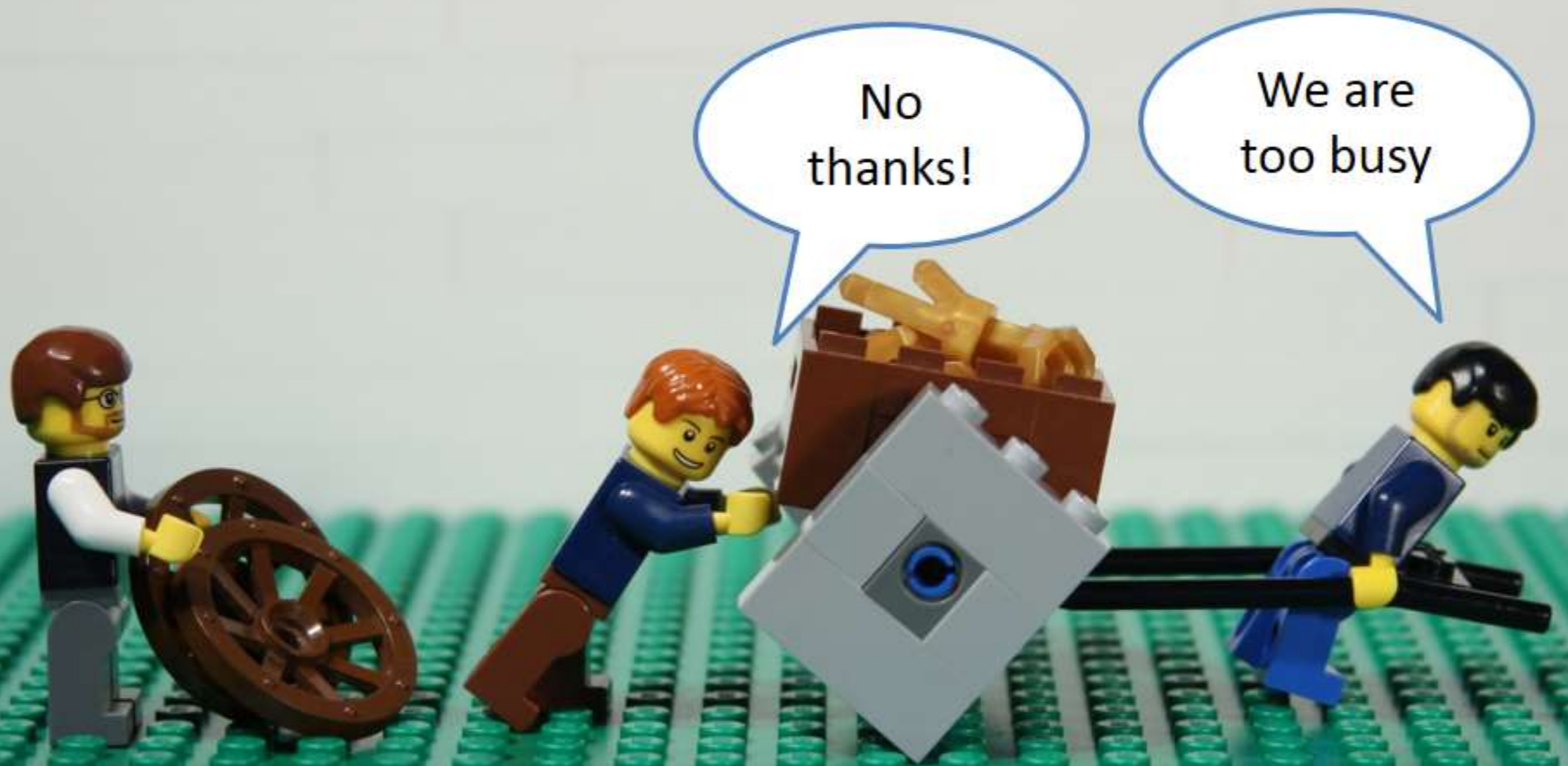
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Are you too busy to improve?



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This illustration is inspired by and in part derived from the work by Scott Simmerman, "The Square Wheels Guy" <http://www.performancemanagementcompany.com/>



MANAGEMENT PROBLEM SOLVING

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