



The 12 Principles of Manufacturing Excellence: A Lean Leader's Guide to Achieving and Sustaining Excellence, Second Edition

By Larry E. Fast



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The 12 Principles of Manufacturing Excellence: A Lean Leader's Guide to Achieving and Sustaining Excellence, Second Edition By Larry E. Fast

Following in the tradition of its bestselling predecessor, **The 12 Principles of Manufacturing Excellence: A Lean Leader's Guide to Achieving and Sustaining Excellence, Second Edition** outlines a comprehensive, proven process for delivering world-class performance while also cultivating the right culture through leadership, mentoring, and hourly associate involvement.

While most books on continuous improvement focus on specific tools and methods, this book details a top-down strategy and process that Lean leaders can use to implement and sustain manufacturing excellence. It outlines a clear pathway to excellence via the 12 Principles of Manufacturing Excellence and provides a method for tracking progress?plant by plant and function by function.

This updated edition includes a new chapter on real stories about poor leadership at the top. Also featured are new and updated figures and exhibits. It contains chapters devoted to each principle of manufacturing excellence along with a chapter on each leader's role. Illustrating the importance of using Lean and Six Sigma tools to improve your business, the book:

- Details a comprehensive approach for achieving and sustaining excellence?from board room strategy to shop floor execution
- Integrates strategy and leadership development
- Paves a path for culture change that prepares hourly employees to take control of their processes and prepares management to enable them to do it
- Details an audit process for identifying priorities for improvement and tracking progress and ensuring sustainability

Tapping into more than four decades of leadership experience, 35 years of it in the manufacturing industry, Larry Fast explains how to achieve both vertical and horizontal alignment across your organization. Like the previous edition, the book includes a CD with color versions of the images in the book, a manufacturing excellence reading list, and formulas for selected metrics.

The CD also includes a sample manufacturing excellence audit (a powerful tool to achieve and sustain the journey), a sample communications plan, a sample

communications plan calendar, a sample training plan, and a new Project Prioritization worksheet?all of which can be easily customized to meet your organization's specific needs.

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Editorial Review

Review

"Must read for any plant manager that wants to take their organization to the highest level. Larry in his 12 Principles of Manufacturing Excellence provides a roadmap and gives sound practical advice that will focus any manufacturing organization." - James L. Odom, President, Breakthrough Strategies, LLC

About the Author

Larry E. Fast is a veteran of 35 years in the wire and cable industry, 27 of those in senior management roles at Belden for 25 years and General Cable for 10. As Belden's VP of Manufacturing he led a transformation of plants in the late 80s and early 90s that included cellularizing about 80% of the equipment around common products and routings (known today as value streams) and the use of what we now know as Lean and Six Sigma tools.

In 1997 he joined General Cable Corporation (GCC), one of the world's largest wire and cable companies. As the Senior Vice President of Operations, Fast launched a manufacturing excellence strategy in 1999 that became an enterprise-wide priority in 2001. After a 1999 acquisition he had 28 plants reporting to him as well as Corporate Sourcing, Quality, Manufacturing Systems and Advanced Manufacturing Engineering. Later as plants were consolidated to less than 20, he was given expanded responsibility for the North American Supply Chain. Since the launch of the Manufacturing Excellence strategy at GCC in 1999, there have been 34 Industry Week "Best Plants Finalists" including 12 "Best Plants" winners since 2001.

His book, *The 12 Principles of Manufacturing Excellence?A Lean Leader's Guide to Achieving and Sustaining Excellence, 2nd. Edition*, was released September, 2015 by CRC Press, Taylor & Francis Group, as a Productivity Press book. The original book, a best seller, was published in October, 2011.

Fast holds a Bachelor of Science degree in Management and Administration from Indiana University. He also is a graduate of Earlham College's Institute for Executive Growth and successfully completed the thirteen week "Program for Management Development" at the Harvard University School of Business.

Fast is a long time member of the Association for Manufacturing Excellence (AME) and a Board member and VP of Programs for the SE Region since 2009. He has served on university advisory boards including the School of Applied Sciences, Miami University and the Industry Advisory Board, Tauber Manufacturing Institute, University of Michigan. He became a judge for *Industry Week (IW)* magazine's "Best Plants in North America" competition in 2009. Since 2013 he writes a column for the IW online magazine under the banner of "Ask the Expert?Lean Leadership and Continuous Improvement". In December, 2016 he also began writing for a new, global online feature called "Insights" under the byline "The FAST Lane to Operations Excellence". Check out their London-based company and website for Business Transformation & Operational Excellence (BTOES). <http://insights.btoes.com/>

In 2007 Fast's company, Pathways to Manufacturing Excellence, LLC, was established. In addition to his

writing, he continues to consult, train and coach for companies who seek to achieve and sustain manufacturing excellence but need help to start the journey or to recover from a faltering initiative. He can be contacted at his website: www.pathwaysllc.net

Users Review

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