CONTENTS

FOREWORD ix

ACKNOWLEDGMENTS xi

1 Introduction 1
   Law of Unintended Consequences, 1
   Enterprise Excellence, 3
   Enterprise Excellence Model, 7
   Continuous Measurable Improvement, 10
   Achieving Enterprise Excellence, 12
   Key Points, 15

2 Managing and Leading Enterprise Excellence 20
   Management Systems, 21
   Leading Enterprise Excellence, 28
   Understanding and Overcoming Resistance to Change, 54
   Key Points, 73

3 Enterprise Excellence Deployment 79
   Enterprise Excellence Infrastructure, 80
   Deployment Measurement, Analysis, and Reporting, 83
   Enterprise Excellence Deployment Planning, 104
   Establishing Enterprise Excellence Policies, Guidelines, and Infrastructure, 136
   Key Points, 139
4 Enterprise Excellence Implementation

Management and Operations Plans, 144
Enterprise Excellence Projects, 145
Enterprise Excellence Project Decision Process, 149
Planning the Enterprise Excellence Project, 154
Tollgate Reviews, 164
Project Notebook, 169
Key Points, 169

5 Listening to the Voice of the Customer

Voice of the Customer (VOC), 177
Quality Function Deployment, 180
CDOV Process, 184
Key Points, 207

6 Define: Knowing and Understanding Your Processes

Understanding Process Variation, 214
Acquire All Process Documentation, 224
Process Mapping, 225
Value Stream Mapping, 237
Value Stream Analysis, 244
Failure Modes and Effects Analysis, 253
Key Points, 269

7 Measure

Process Measurement, 274
Statistical Process Control, 277
Statistical Process Control Charts, 281
Types of Control Charts and Applications, 285
Attribute Control Charts, 298
Process Capability Analysis, 307
Measurement Systems Evaluation (MSE), 311
Gage Reproducibility and Repeatability (R&R), 315
Transactional MSE, 323
Key Points, 326

8 Analyze and Improve Effectiveness

Analysis of Variance, 329
One-Way ANOVA, 331
Two-Way ANOVA, 340
Multivariate ANOVA, 349
Linear Contrasts, 363
Design of Experiments, 370
Key Points, 393