

CONTENTS

ABOUT THE AUTHOR	11
INTRODUCTION	13
1 PYRAMID	15
LAYER 1 FOUNDATION	21
2 QUALITY SYSTEM	23
BORDERLINE QUALITY	24
TOTAL QUALITY MANAGEMENT	25
ISO COMPLIANCE	26
QUALITY AT THE SOURCE	28
GEOMETRIC DIMENSIONING & TOLERANCING	36
RISK ANALYSIS	37
ROOT CAUSE AND CORRECTIVE ACTION	39
FINAL INSPECTION	41
METRICS	42
3 PEOPLE	45
MACHINISTS' SKILL LEVEL	48
TECHNICAL POSITIONS	51
4 LEADERSHIP	55
FAST-TRACK LEADERSHIP	57
INTERNAL LEADERSHIP DEVELOPMENT	59
EXTERNAL LEADERSHIP SEARCH	59
LEADERSHIP SUMMARY	60
5 EQUIPMENT	63
MACHINE ACCESSORIES	66
AUTOMATION	68
ACQUISITION TEAM	71
INSTALLATION	74
CONCLUSION	76

6	INFORMATION TECHNOLOGY	77
	COMPUTER-AIDED DESIGN (CAD)	78
	COMPUTER-AIDED MANUFACTURING (CAM)	79
	ERP	80
	TOOL CRIB	81
	QUALITY RELATED SOFTWARE	82
	CNC PROGRAMMING AUXILIARY SOFTWARE	82
	OTHER SOFTWARE	83
	DOCUMENT STORAGE	83
	IT SUMMARY	84
	LAYER 2 SKILL LEVEL	85
7	LEAN	87
	WASTE	91
8	SIX SIGMA	97
	SIX SIGMA QUALITY LEVEL	97
	SIX SIGMA PROBLEM SOLVING	100
	SIX SIGMA MANAGEMENT	103
9	CNC PROGRAM VALIDATION	105
10	ROUTING INTEGRITY	111
	LAYER 3 EXECUTION LEVEL	115
11	SCHEDULING/CAPACITY MANAGEMENT	117
	CHARACTERISTICS OF A GOOD PULL ENVIRONMENT	120
	COMPANY L	121
	CHARACTERISTICS OF A BAD PULL ENVIRONMENT	123
	HYBRID ELECTRONIC PULL SYSTEM	125
	ADVANCED PLANNING SOFTWARE	130
	SCHEDULING – LOT QUANTITY	131
	CAPACITY MANAGEMENT	136
12	OPERATIONS MANAGEMENT	141
	PERSONNEL DEVELOPMENT	142
	SCHEDULE ATTAINMENT	145
	PRODUCTIVITY	149
	QUALITY MANAGEMENT	154
	CONTINUOUS IMPROVEMENT	155
	CULTURE	157
	WALK THE FLOOR/TALK THE FLOOR	159
	STRATEGY EXECUTION	161
	OPERATIONS MANAGEMENT CONCLUSION	161

13	SUPPLY CHAIN EXECUTION	163
	BEING A BETTER CUSTOMER	166
	SUPPLY CHAIN CONCLUSION	167
	LAYER 4 RESULTS	169
14	LOW SCRAP/REWORK	171
	COST OF QUALITY	172
15	ON-TIME DELIVERY	175
	ON-TIME DRIVERS	177
	ON-TIME STRESS	181
	LAYER 5 ULTIMATE RESULTS	183
16	PROFIT	185
	PROFIT CONCLUSION	189
17	FOR MACHINISTS ONLY	191
	CONSIDERING MACHINING	191
	EARLY-STAGE MACHINIST	194
	VETERAN MACHINIST	195
	EMPLOYER EXPECTATIONS	196
18	SALES	199
	GROWTH	200
	MANAGING THE CUSTOMER	201
	OMNIVORES	202
19	SELLING OR ACQUIRING A MACHINING COMPANY	205
	MANUFACTURING ASSESSMENT	208
	MANAGING THE ACQUISITION	209
20	MACHINING TEN COMMANDMENTS	213
	ELABORATION OF MACHINING TEN COMMANDMENTS	213
	THE FIVE COMMANDMENTS THAT WERE LOST	216
21	FUTURE	217
	MACHINING ECOSYSTEM	217
	THE INNOVATION PATH	218
	MACHINING CREATES WEALTH	219
	ECONOMIC PRIORITIES	220
	GLOBAL COMPETITION	221
	WESTERN CONSUMER MORAL RESPONSIBILITY	225
	TARGETED R&D	226
	BIBLIOGRAPHY	229
	INDEX	233