

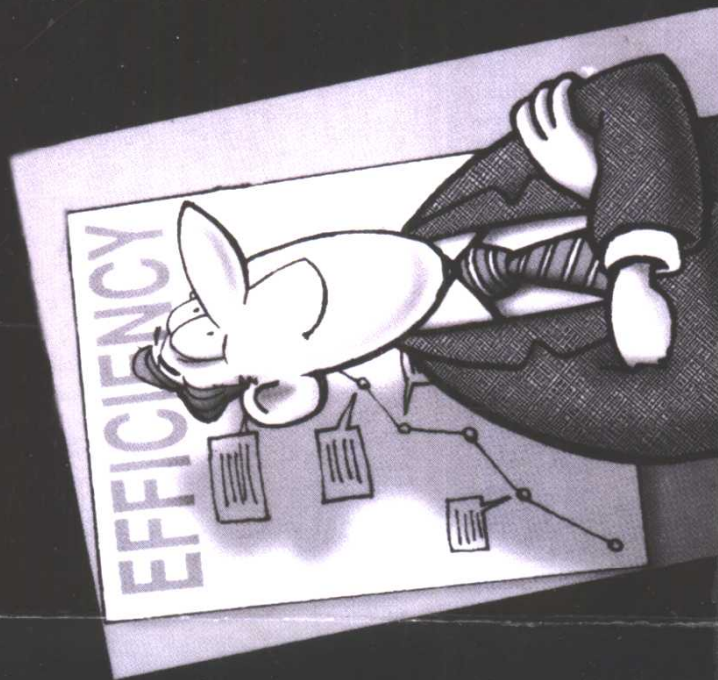
英汉对照管理袖珍手册

提高效率

本书中的技巧和工具
能帮你通过提高效率和减
少浪费来改善运营，降低
成本。

Philip Holman & Derek Snee 著
姜澎 金英爱 译

上海交通大学出版社



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著

译

图

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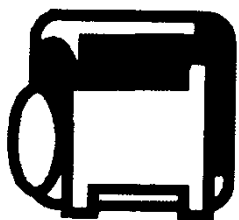
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INTRODUCTION

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INTRODUCTION

MORE FOR LESS



I want you to deliver **more**:

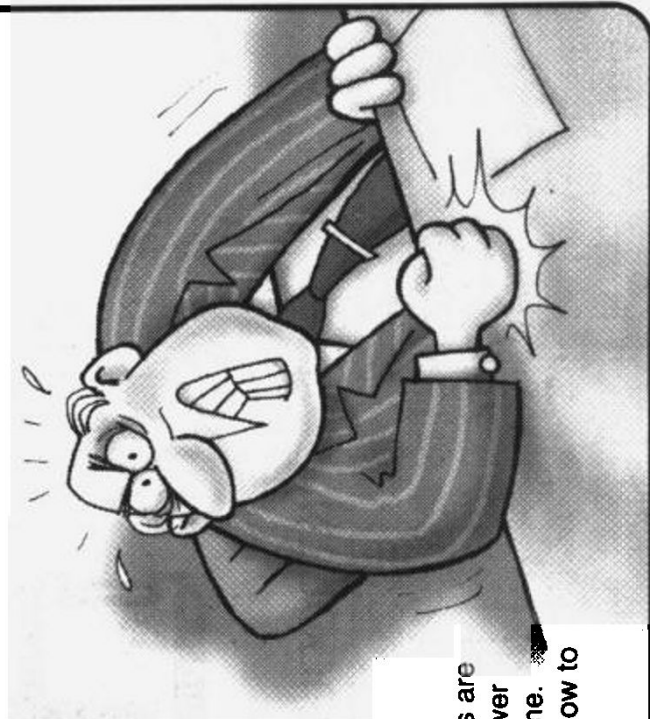
- Profit
- Sales
- Productivity
- Customers
- Quality

And, by the way, you've got **less**:

- Money
- Staff
- Time
- Machinery

Sounds familiar? Year on year, managers are being asked to get more results from fewer resources or, at least, more from the same.

All too often, there is little guidance on how to achieve this. So, where do you begin?



导言

用较少的投入赢得较大的收益

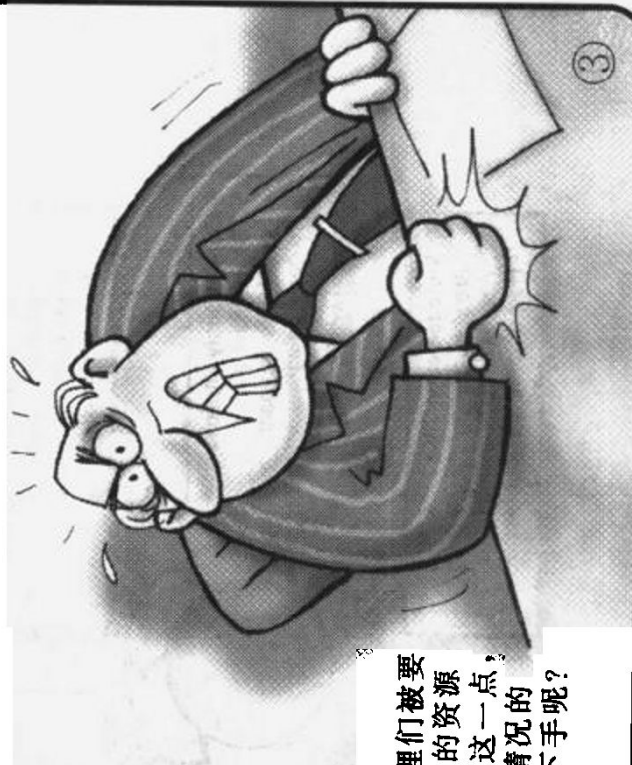


我希望你创造更多的：

- 利润
- 销售额
- 产量
- 客户
- 质量
- 金钱
- 员工
- 时间
- 设备

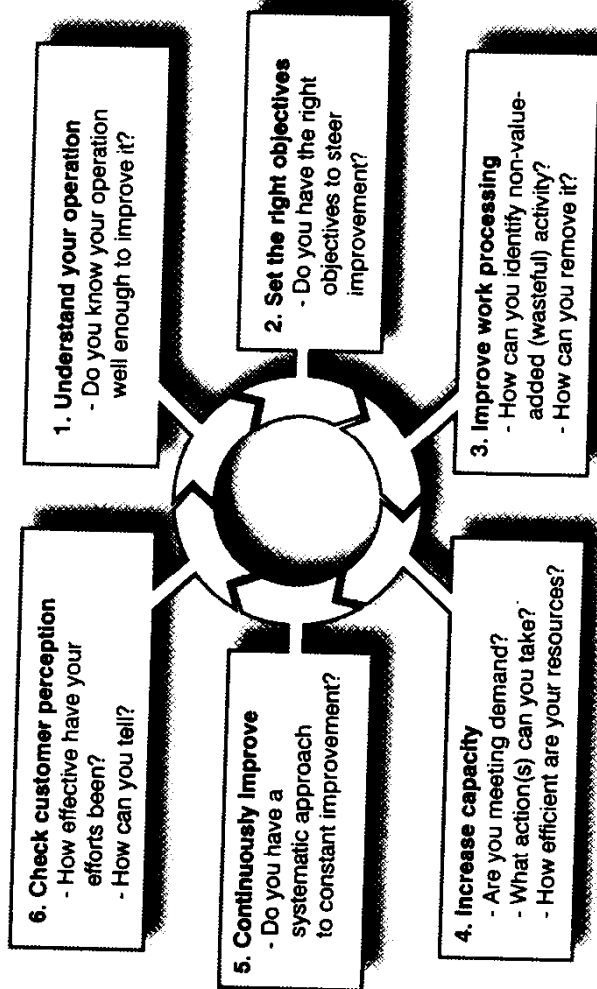
顺便说一句，你只有较少的

听起来很熟悉吧？年复一年，经理们被要求用日益减少（或至少是跟以前等量）的资源去创造越来越多的效益。而如何做到这一点，经理们几乎没有得到任何指导，这种情况的存在再普遍不过了。那么，你从哪下手呢？

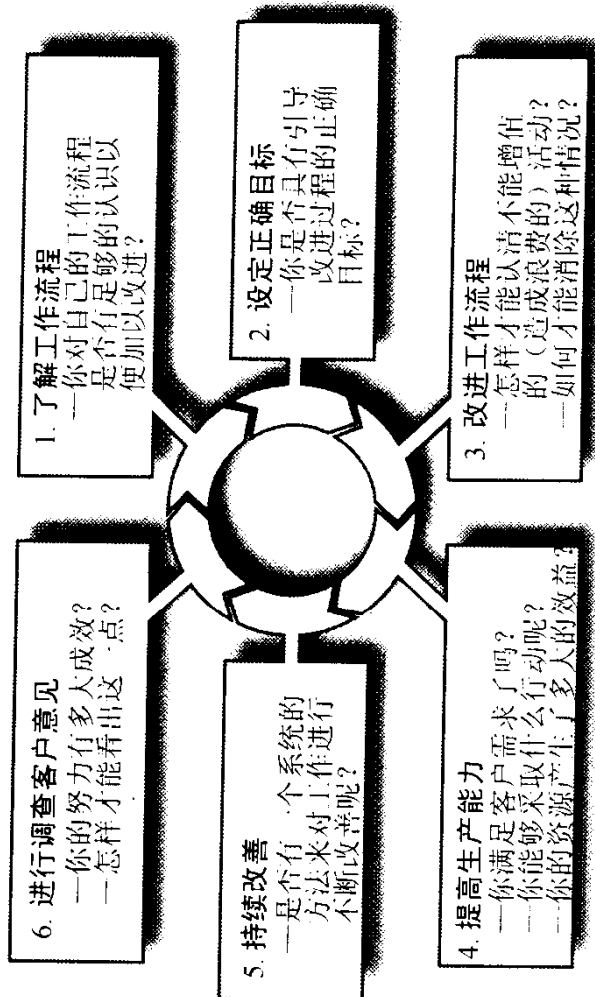


INTRODUCTION

ROUTE TO IMPROVING EFFICIENCY



提高效率的途径



INTRODUCTION

IMPROVING EFFICIENCY



This pocketbook will help all managers in their efforts to get **more for less** or **more for the same level of resources** – this is our simple definition of efficiency (more later).

Today's organisations and management responsibilities are highly diverse and yet the tools of process improvement tie them together. So, no matter whether your work relates to managing an office or retail outlet, or the manufacture of space shuttles, you'll find tools here that will help your operation.

Consistent and systematic application of the tools and techniques provided will improve both the efficiency and effectiveness of your processes and resources. In addition, this will help build more effective relationships between divisions and departments within any organisation.

The **efficient** production of goods and services, valued by customers and delivered to the **highest possible standards**, inevitably results in greater competitive advantage.



本书将帮助所有的经理努力以较少(或等量)的投入来获得较大的收益——这就是我们对效率的简单定义(后面还有进一步的阐述)。

如今,组织和管理的职能有着明确的分工,但改善工作流程的方法可以把它们紧密联系起来。所以,无论你的工作是涉及办公室管理还是零售,或者是航天飞机的制造,你都能在这本书中找到对你的业务有所助益的方法。

本书能提供的方法和技巧具有一致性和系统性,它们将有助于提高你的工作效率和你对资源的利用率。此外,本书还将帮助组织内部的各个子公司和各部门之间建立起良好的关系。

毫无疑问,深受客户好评并追求最高标准的商品和服务的高效产品,必将导致更大的竞争优势。

NOTES
笔 记





UNDERSTAND YOUR OPERATION

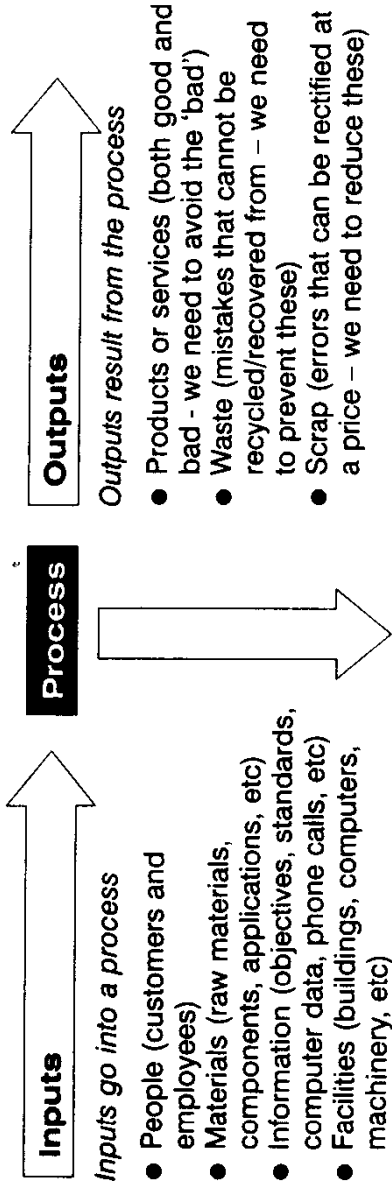
了解工作流程

UNDERSTAND YOUR OPERATION

THE OPERATIONS MODEL



The Operations Model is the building block for understanding your operation.

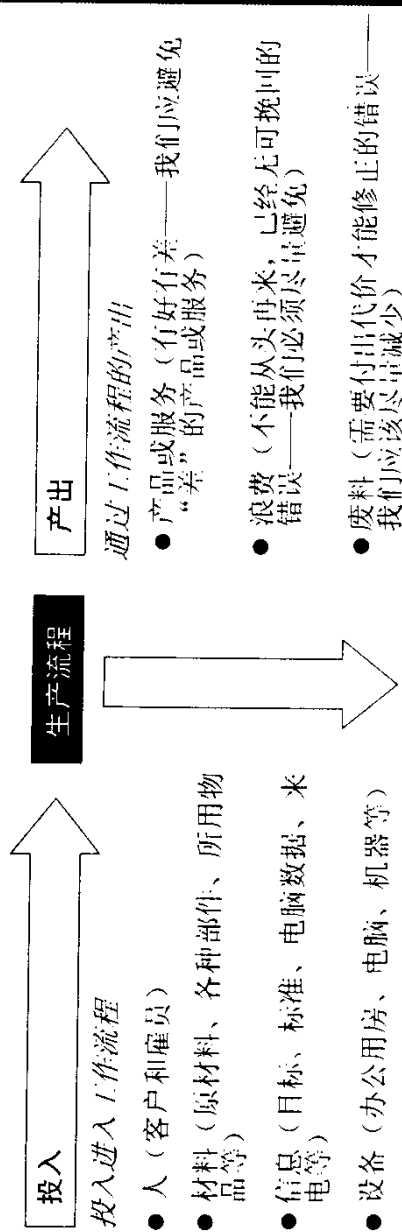


A process 'transforms' inputs through various activities into outputs.

Why is this transformation of interest? Because all transformations should **add value** if they are to be profitable. What value do **your** processes add? (See page 86).

了解工作流程

经营模式



这就是通过各种活动把投入“转化”为产出的过程。

为什么要关心这一转化过程呢？这是因为，如果所有的转化过程都是以获取利润为指向的话，它们就应该能增值。你的工作流程增加了什么价值呢？（参见第 87 页）

UNDERSTAND YOUR OPERATION

TRANSFORMING INPUTS

Processes transform inputs in four main ways:

1. **Alteration** – inputs can be combined or changed.
 - Car assembly lines bring components together to make a car
 - Steel factories combine raw materials to create steel
2. **Inspection** – inputs can be checked to ensure a standard is reached or reviewed against certain criteria.
 - Mortgage lenders inspect and approve applications
 - Solicitors confirm legal conditions are met
3. **Transportation** – inputs often need moving from where they currently are, to where the need for them exists.
 - The post office moves letters from sender to receiver
 - Security companies move cash from banks to wage offices
4. **Storage** – inputs are often not needed immediately, so require storing.
 - Hotels provide a bed overnight for people to sleep
 - Warehouses keep goods until demanded by customers

Why are you interested in the transformation? Because all transformations should **add value** if they are to be profitable!

Many service industries focus on inspection skills.

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