

TOTAL IMPROVEMENT MANAGEMENT

— THE NEXT —
GENERATION IN
PERFORMANCE
IMPROVEMENT

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With JAMES S. HARRINGTON

Total Improvement Management

The Next Generation in
Performance Improvement

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with James S. Harrington

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Total Improvement Management

*I dedicate this book to three men
who have significantly contributed
to my personal life over the years.*

*I thank Walter L. Hurd, Jr., Robert Maas,
and Armand (Val) Feigenbaum
for their unwavering support and friendship.*

*Knowing them has made Marguerite's and my lives
a lot more rewarding and enjoyable.*

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It is important to state that this book is based on my 1987 book, *The Improvement Process*. As a result many of the concepts were not repeated. This book reflects an additional eight years of applying these basic concepts to many organizations, plus hundreds of employee-years of Ernst & Young's experience. This book therefore brings to light a whole set of new dimensions that goes way beyond Total Quality Management.

H. James Harrington

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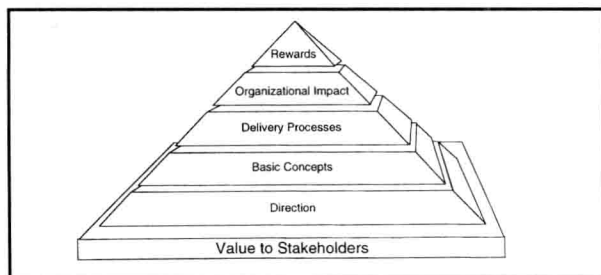
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Introduction

Stop worrying about quality, productivity, cost, and cycle time. Focus your energies on organizational performance improvement and all the rest will follow.

DR. H. JAMES HARRINGTON

■ Introduction

We are playing in a World Series ... U.S. Businesses versus The Rest of the World, and the score is:

	1	2	3	4	5	6	7	8	9	Total
World	0	2	1	0	2	1	0			6
U.S.	0	0	0	0	0	0				0

In the second inning, the world scored twice by capturing the clothing and steel industries. In the third inning, they scored by taking over the shipbuilding industry. In the fifth inning, they scored twice with the auto and commercial electronic industries. In the sixth inning, they scored again with the semiconductor industries.

Where and when will they score next? Will it be commercial airlines, banking, or computers? Many think the computer industry will follow the same path as the semiconductor industry. In 1980, America owned 57 percent of the chip market. By 1989, our share had decayed to 35 percent, and it is continuing to decay. By the end of 1994, Japan and the United States were running neck and neck. At the present time, America is losing its market share in computers almost twice as fast as it did in the semiconductor industry. In a market that should be creating jobs, the U.S. is losing jobs. *Workplace Trends* Newsletter reported that U.S. computer companies have cut or announced plans to cut, 196,729 employees since 1986, a 40 percent reduction in the U.S. computer work force. How important is this to America? Well,