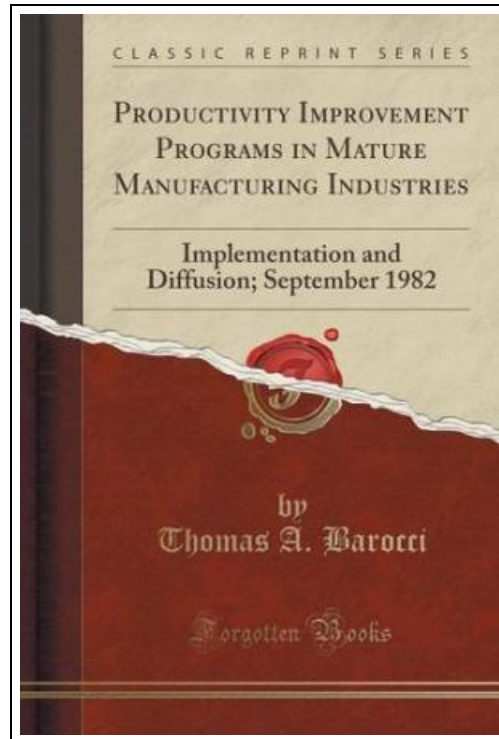


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Forgotten Books, United States, 2015. Paperback. Condition: New. Language: English . Brand New Book \*\*\*\*\* Print on Demand \*\*\*\*\*.Excerpt from Productivity Improvement Programs in Mature Manufacturing Industries: Implementation and Diffusion; September 1982 Implementation is not the last step. Unsuccessful programs must be cancelled, and successes diffused throughout the firm. This paper reports the results of our on-site examination of ten productivity enhancement programs, launched in a variety of mature American firms, and evaluates their merits on the basis of a simple model of diffusion. Diffusion theory, as might be expected, does not directly apply to real-life activities. Nevertheless, the programs we examined come close enough to the model that it is possible to conclude by enumerating a set of prerequisites for moving successful experimental programs into full-scale implementation. The Model The implementation of change in an organization's structure or work processes requires maneuvering through four major phases: 1) Problem Identification/Definition - Isolation - Measures - Goal Setting - Organizational Support 2) Program Selection - Isolate Problem Causes - Determine Problem Type 3) Program Testing/Experimentation - Pilots - Voluntary Participation - Test Timing and Site Selection 4) Program Expansion - Data Collection from Testing Phase - Re-evaluation/Rediagnosis - Transferring Human Resources The first step, problem definition, is interestingly enough often the most difficult. (Walton, 1977) First, the problem must be isolated. It won't do simply to recognize that things don't feel right. About the Publisher Forgotten Books publishes hundreds of thousands of rare and classic books. Find more at This book is a reproduction of an important historical work. Forgotten Books uses state-of-the-art technology to digitally reconstruct the work, preserving the original format whilst repairing imperfections present in the aged copy. In rare cases, an imperfection in the original, such as a blemish or missing page, may be replicated in our edition. We...

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