

## Purpose of Lean



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- Better serve customers
  - Reduce Cycle Time
  - Eliminate Waste



## Removing Wastes

- 8 Wastes
  - Transportation
  - Inventory
  - Motion (operations)
  - Waiting
  - Over production
  - Over processing(including rework)
  - Defects / Quality
  - Skills / People (unused creativity and skill)



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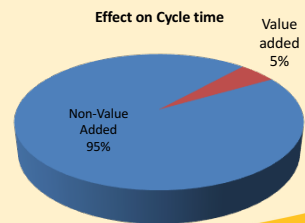


## Lean Principles

- Involve everyone
  - Organizational knowledge
  - Technical expertise
  - Process expertise
  - Commitment to new process



## Waste Elimination



## Removing Wastes

- Process Analysis
  - Start with the process map and analyze each step
  - Does the customer care if we do this?
  - Will the process fail if we don't do this?



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## Removing Wastes

- What is non-value added?
  - Look for:
    - Redundant steps
    - Multiple approvals
    - Unnecessary inspections
    - 8 wastes



## Culture

### – Culture change

	Traditional	Lean
Structure	Functional silos	Product focused teams
Worker role	Do as you are told	Solve problems
Responsibilities	Individual	Team
Decision making	Ego Opinion Emotion	Facts
Interaction	Competition	Collaboration
Goals	Good enough	Best in Class

