

Lean Thinking

Sustainable shortest lead time, best quality and best value, most customer delight, lowest cost, high morale, safety

Respect for People

- Develop people, then build products
- No wasteful work
- Team based organizations
- Teams evolve their own practices and improvements
- Build partnerships

Product Development

Long-term great engineers, mentoring from manager-engineer-teacher, cadence, cross-functional, team room, visual mgmt, set based concurrent dev...

7 Principles

Eliminate waste, amplify learning, decide as late as possible, deliver as fast as possible, empower the team, build integrity in, optimize the whole

Continuous Improvement

- Go See and Help
- Kaizen
 - spread knowledge
 - retrospectives
 - root cause analysis
 - eyes for waste
- Perfection challenge
- Work towards flow without delay

Lean Wastes



1. Partially done work (WIP)
2. Extra features
3. Relearning
4. Task switching
5. Waiting
6. Handoffs
7. Defects
8. Extra processing

Management applies and teaches lean thinking, and bases decisions on this long-term philosophy

Adapted from "Summary of the Toyota Way (Lean Thinking) House" by Craig Larman and Bas Vodde. 2009

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Long-term mentoring from manager-engineer-technician cross-functional visual management

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Continuous Improvement

Continuous improvement

without delay

What are we applying this week?

- Developing people
- Low-waste techniques
- Build quality in
- Decide as late as possible
- Visual management
- Stop and Fix

Lean Wastes



1. Partially done work (WIP)

2. Extra features

3. Inventory

4. Task switching

5. S

6. Processing

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