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 managerengineer-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



- 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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