

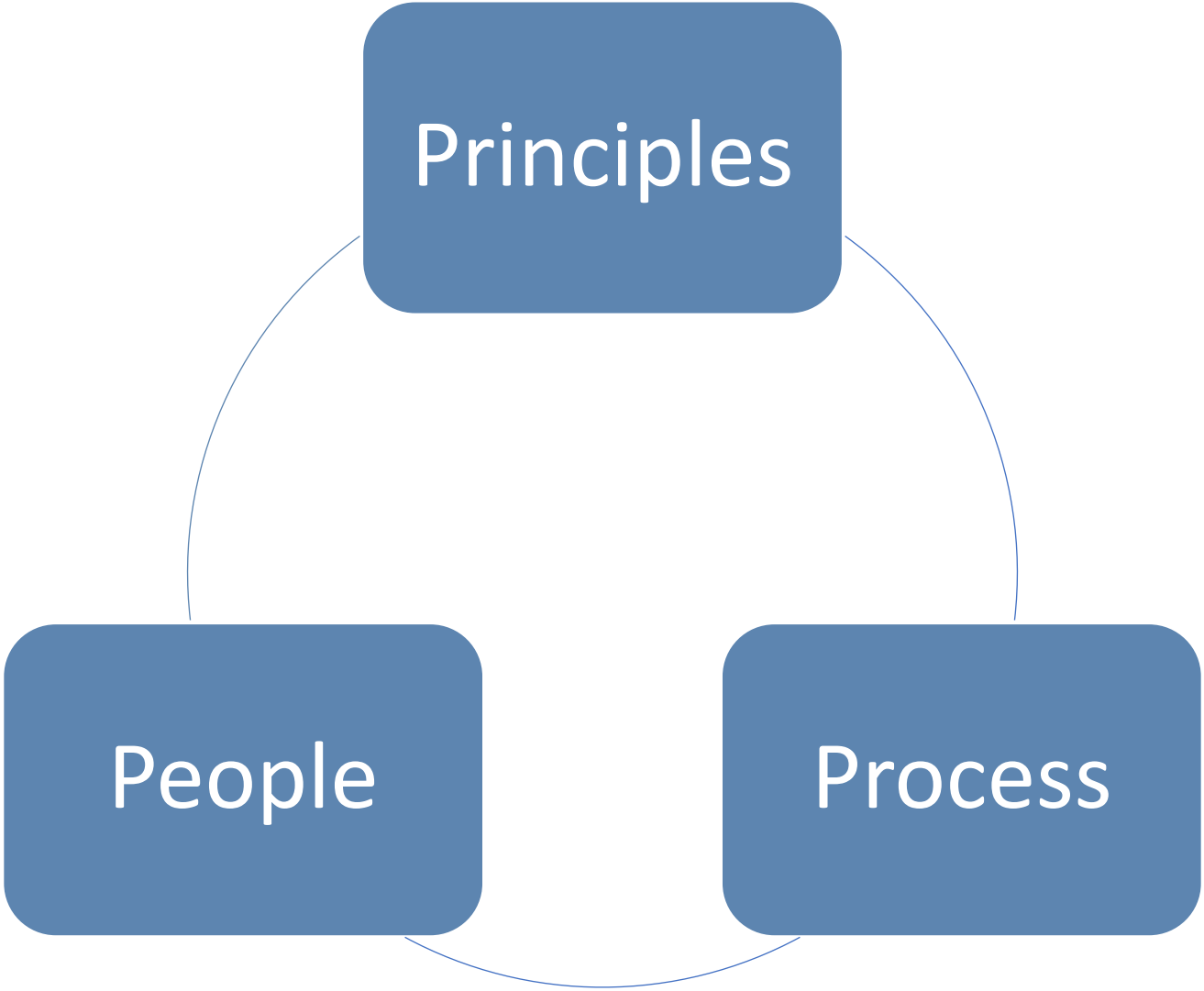
Lean Philosophy

Steve Kane

Gemba Academy

“Lean is about solving problems and
developing people.”

~ Jon Miller, *Creating a Culture of Kaizen*



Principles

Toyota's 14 Principles

Think Long Term

1. Base management decisions on a long term philosophy, even at the expense of short term financial goals

Continuous Flow

2. Create a continuous process flow to bring problems to the surface

Pull

3. Use “Pull” systems to avoid overproduction

Level Workload

4. Level out the workload (Work like the tortoise, not the hare)

Stop to Fix Problems

5. Build a culture of stopping to fix problems to get quality right the first time

Standardized Work

6. Standardized tasks and processes are the foundation for continuous improvement and employee empowerment

Visual Controls

7. Use visual controls so no problems are hidden

Technology Serves People

8. Use only thoroughly tested technology that serves your people and processes

Leadership

9. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others

Develop People and Teams

10. Develop exceptional people and teams who follow your [organization's] philosophy

Help Others

11. Respect your extended network of partners and suppliers by challenging them and helping them improve

Go and See

12. Go and see for yourself to thoroughly understand the situation

Decide Slowly, Act Quickly

13. Make decisions slowly by consensus, thoroughly understanding all options; implement decisions rapidly

Reflect and Improve

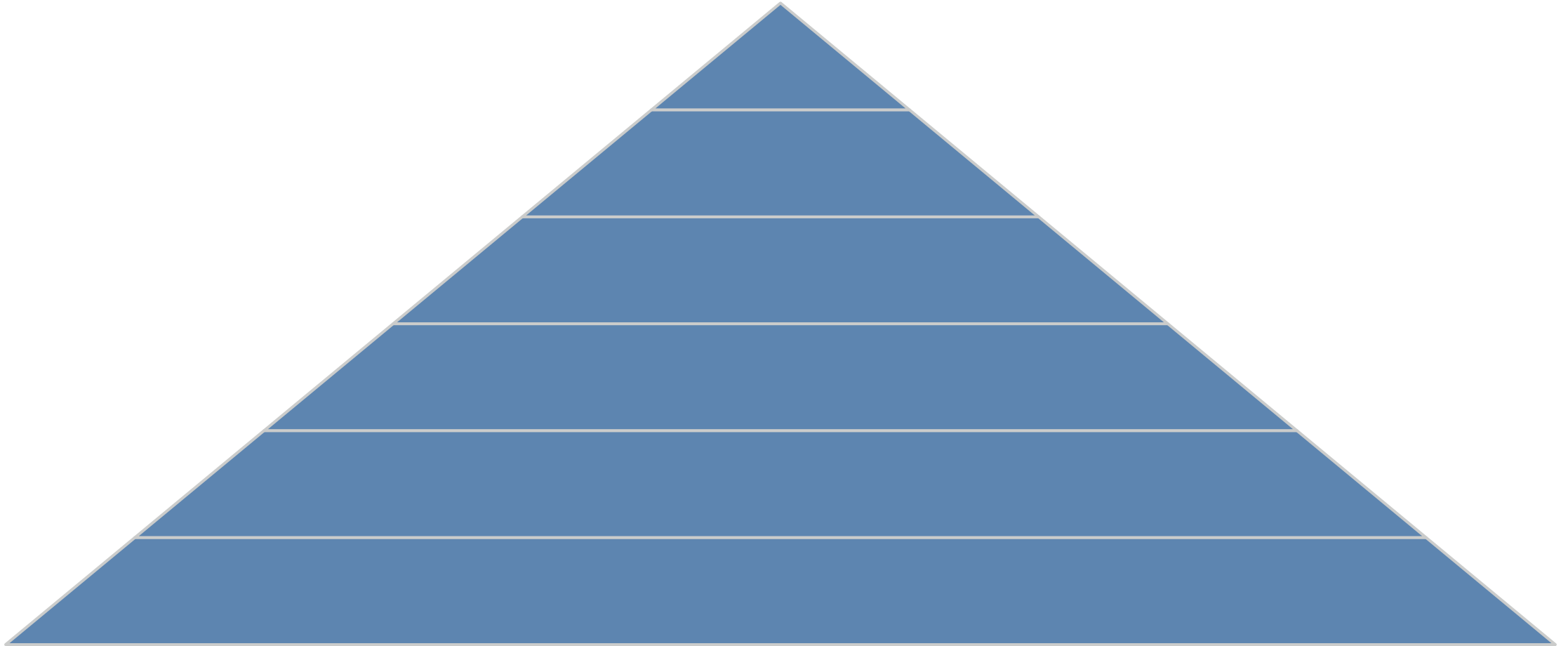
14. Become a learning organization through relentless reflection and continuous improvement

People

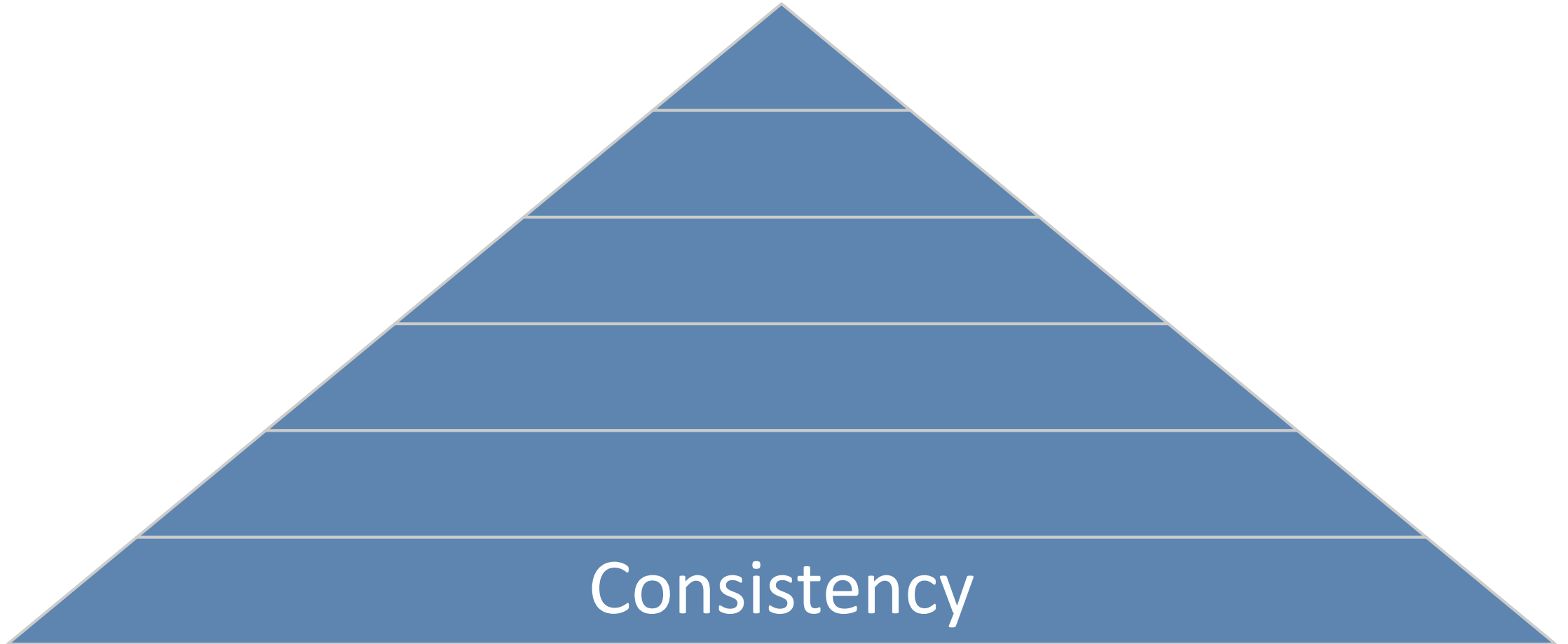
Six Basic Human Needs

Six Basic Human Needs

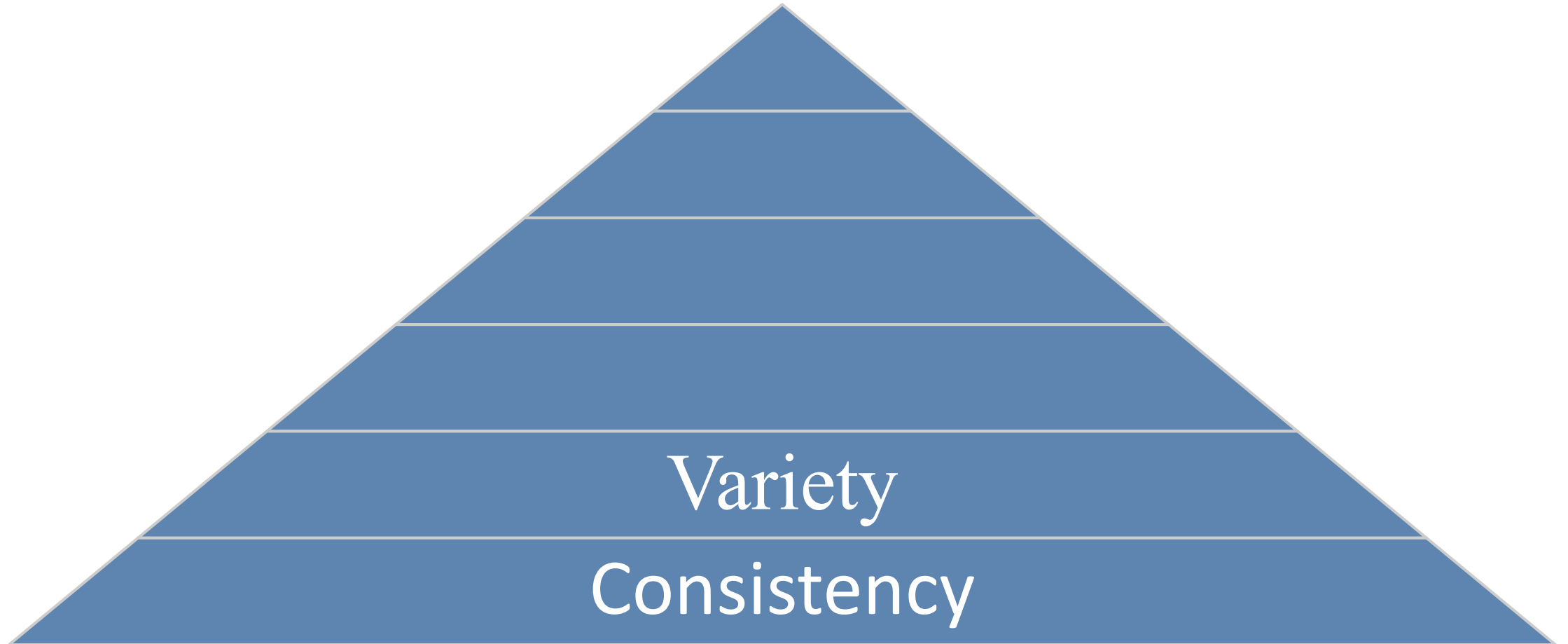
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Process

Maximum Value, Minimum Resources

Everything is Part of a Process

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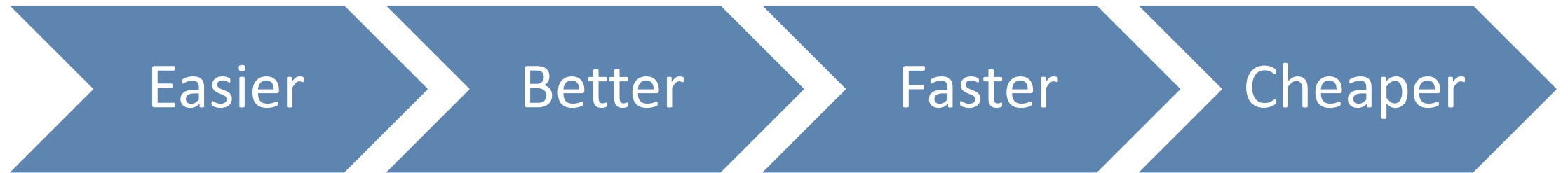
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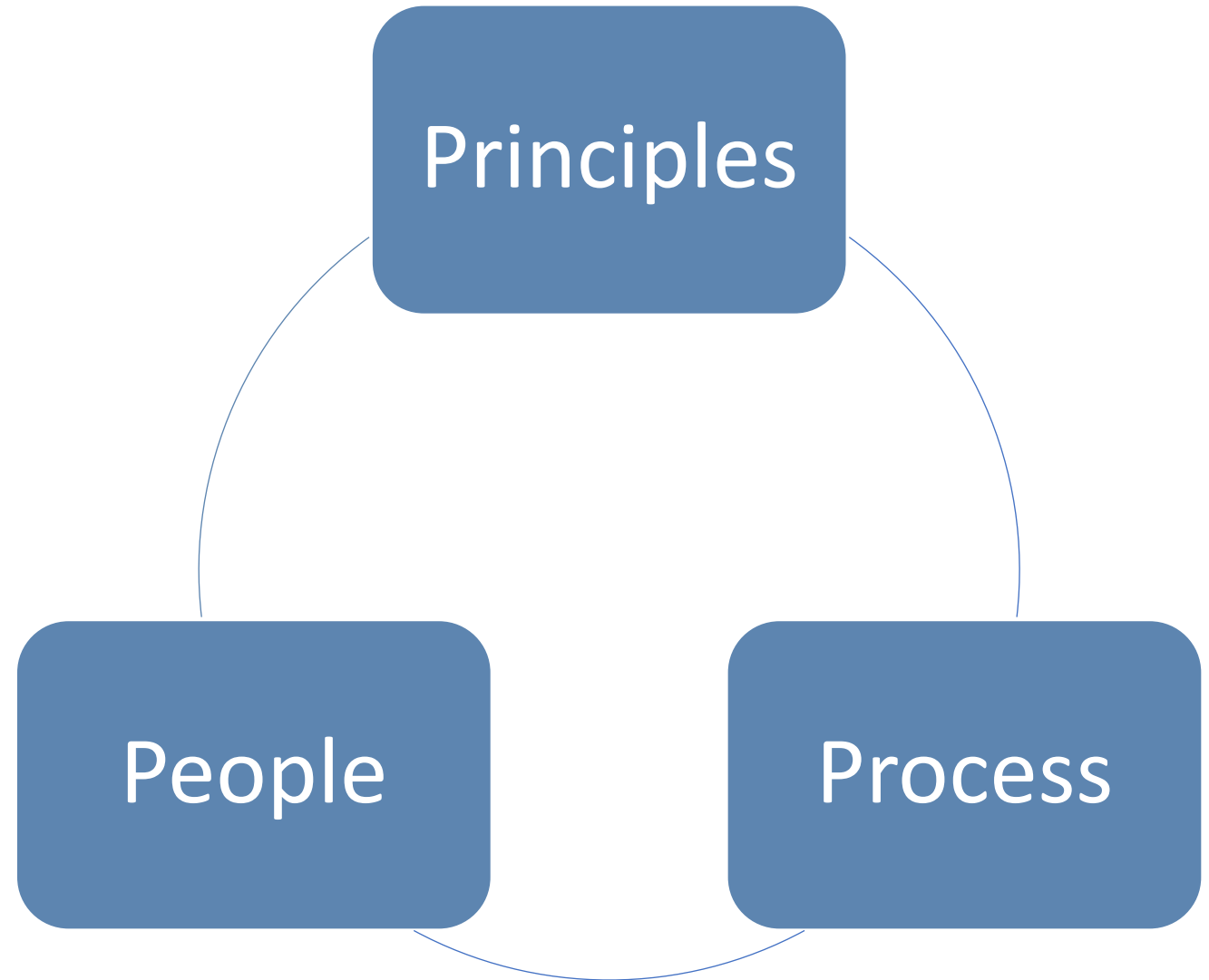


Everything is Part of a Process



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Thank You

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