

What is Lean?

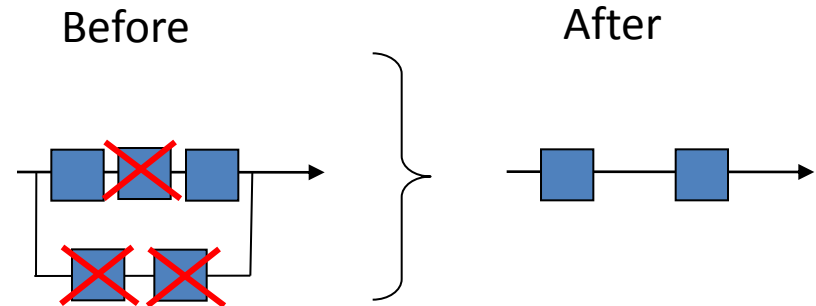
Understanding Lean Principles
of Lean Manufacturing, Lean Office,
Lean Management

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Lean principles

- Reducing waste
- Reducing complexity
- Reducing time



8 types of waste (“muda”) = non-value-adding activities



Defects



Overproduction



Transportation



Waiting time



Inventory



Motion



Cycles



Intellect

Manuf.	Off-spec, broken	Products to be processed	Transporting A to B	Materials, machines waiting	Stock, WIP	People moving	A – B – C - A	Wasting talents
Non-manuf.	Data incomplete	Many .cc on e-mails	“Put you through...”	Data, forms, requests waiting	Tasks, un-opened emails	Looking up files, info	Approvals	Wasting talents

Managing Directors, Senior Executives in Health Care, Production or Service Companies...

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