

Lean – value, waste and the system Toyota built

Upcoming episode

What is lean, really? A walk through the system Toyota built – value and waste, the seven wastes, the five principles, kanban and just-in-time, kaizen and PDCA – and through the criticism about redundancies, fragile supply chains and work pressure.

MAIN TOPICS

- Where lean comes from, and who coined the word
- Value defined by the customer – and everything else
- The seven wastes, on a shop floor and in an office
- The five principles from Lean Thinking
- Pulling instead of pushing – kanban and just-in-time
- Muda, mura and muri – the two Ms that get forgotten
- The toolbox, and what the Japanese words actually mean
- Kaizen and PDCA – improvement as a habit rather than a project
- The criticism – redundancies, fragility and work pressure
- What holds up once the decoration is stripped away

QUESTIONS THIS EPISODE ANSWERS

- What is lean, really?
- Where does lean come from, and who coined the word?
- What do value and waste mean in lean?
- What are the seven wastes?
- What is the difference between pushing and pulling work?
- What are kanban, kaizen, jidoka and poka-yoke?
- What do muda, mura and muri mean?
- Why do so many lean rollouts fail?
- Is lean just a nicer word for cutting staff?
- Does just-in-time make the supply chain fragile?

KEY POINTS

- Lean is about flow, not about saving. Cost reduction is a side effect, not the aim.
- Value is what the customer will actually pay for. Everything else is a candidate for removal.
- Ohno rated overproduction the worst waste: it hides all the others.
- Pulling rather than pushing is the biggest practical break from conventional planning.
- Western lean tends to hunt only for waste, and misses unevenness and overburden.
- Kaizen is many small improvements in daily work, not one large project.
- Lean installed as tools without the culture behind it tends to stall within a year.

- Just-in-time is efficient and fragile for precisely the same reason.

SOURCES AND REFERENCES

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