

10+ lean management techniques for the young professional to adopt

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Background to the lean movement

The *lean movement*, which started in Japan during the rebuild after the Second World War, had an American influence, Edwards Deming.² The lean methods developed by the Japanese multinationals have now spread far and wide into all sectors. There have been many institutes and consultancy methodologies that make up the lean movement as we see it today. This mini-toolkit the history of the lean movement, Toyota’s 14 principles and their relevance to your

organisation, Gemba Kaizen, Jim Collins' five-step model, how to get to the root cause of a problem and how to post-it re-engineer inefficient routines.

Lean is about eliminating the eight wastes

In lean methodology, there are eight types of waste. These wastes are seen within the whole organisation and the accounting function. I have outlined the eight wastes below in Exhibit 1

Exhibit 1: The Eight Wastes that Need Tackling

Over-production: Building batches of products larger than the customers' immediate needs. Printing marketing brochures in advance.
Waiting: Production operators waiting because a machine has gone down, or a component is not available. Operators "minding" machines.
Transportation: Moving materials around the factory. Buying raw materials and components from distant suppliers.
Extra processing: Processes that appear productive but are unimportant to the customer. Painting and finishing components that are not seen. Designing additional features into a product that the customers do not use e.g. many features in Excel.
Excess inventory: Having materials, components, work-in-process, and finished goods levels above the immediate need.
Waste of motion: Having to search for tools, parts, or forms.
Defects, scrap and rework in production: Complex inspection steps to overcome poor processes or poor design.
Unused employee creativity: Employee ideas having to hurdle many obstacles before adoption.

"Most business processes are 90% waste and 10% value-added work." Dr Jeffrey Liker



Boeing reduced over a trillion internal transactions by adopting lean.