

Sustainable shortest lead time, best quality and value (to people and society), most customer delight, lowest cost, high morale, safety

Respect for People

- don't trouble your 'customer'
- "develop people, then build products"
- no wasteful work
- teams & individuals evolve their own practices and improvements
- build partners with stable relationships, trust, and coaching in lean thinking
- develop teams

Product Development

- long-term great engineers
- mentoring from manager-engineer-teacher
- cadence
- cross-functional
- team room + visual mgmt
- entrepreneurial chief engineer/product mgr
- set-based concurrent dev
- create more knowledge

14 Principles

long-term, flow, pull, less variability & overburden, Stop & Fix, master norms, simple visual mgmt, good tech, leader-teachers from within, develop exceptional people, help partners be lean, Go See, consensus, reflection & kaizen

Continuous Improvement

- Go See
- kaizen
- spread knowledge
- small, relentless
- retrospectives
- 5 Whys
- eyes for waste
- * variability, overburden, NVA ... (handoff, WIP, info scatter, delay, multi-tasking, defects, wishful thinking..)
- perfection challenge
- work toward flow (lower batch size, Q size, cycle time)

Management applies and teaches lean thinking, and bases decisions on this long-term philosophy