

Don't Trouble Your 'Customer'

- your customer is anyone who consumes your work or decisions
- relentlessly analyze and change to stop troubling them
- don't force people to do wasteful work
- don't give them defects
- don't make them wait
- don't impose wishful thinking on them
- don't overload them

"Develop People and Then Build Products"

- managers act as teachers, not directors
- mentor people closely, for years, in engineering and problem solving
- teach people to analyze root causes and make problems visible; then they discover how to improve

Managers "Walk the Talk"

managers understand and act on the goal of "eliminating waste" and "continuous improvement" in their own actions and decisions—and employees see this

Lean "Respect for People"

Teams & Individuals Evolve Their Own Practices & Improvements

- management challenges people to change and may ask what to improve, but...
- workers learn problem solving and reflection skills and then...
- decide how to improve

Develop Teams

- real, jelled teams of 5-6 people
- team-work, not group-work, culture

Build Partners

- form long relationships based on trust
- help partners improve and stay profitable