

## Glossary of Lean

<b>ANDON (“lantern”)</b>	A line indicator light or board hung above the production line to act as a visual control. Andons are used to visually signal an abnormal situation.
<b>BATCHING</b>	Working on multiple units at one process step before moving the units on to the next step. Can cause waiting, inventory, and overproduction waste, and opposite of what Lean strives for.
<b>CAUSE &amp; EFFECT DIAGRAM / FISHBONE DIAGRAM</b>	A problem-solving tool used to establish relationships between effects and multiple causes.
<b>6S</b>	A method of creating a self-sustaining culture that perpetuates an organized, clean & efficient work place by Sorting, Setting in order, Shining, Safety (eliminating unsafe conditions), Standardizing, and sustaining.
<b>5 WHYS</b>	A simple problem solving method of analyzing a problem or issue by asking “Why” five times. The root cause should become evident by continuing to ask why a situation exists.
<b>FLOW CHART / PROCESS MAP</b>	A problem solving tool that illustrates a process visually. It can show the “as is” process or “should be” process for comparison and should make waste evident.
<b>JUST-DO-IT (JDI) / JUST-STOP-IT (JSI)</b>	A small-scoped, customer-focused improvement to a process that can be done by one to a few individuals and doesn’t require a lot of pre-analysis to do. Generally within that individual’s control.
<b>KAIZEN (“RIE”)</b>	Japanese for Continuous Improvement. Based on the philosophy that what we do today should be better than yesterday and what we do tomorrow should be better than today, never resting or accepting status quo.

<b>KANBAN (“billboard”)</b>	A means of communicating need for products or services. It is generally used to trigger the movement of material where one piece flow cannot be achieved, but is also used to “signal” upstream processes to produce product for downstream processes.
<b>MUDA</b>	Japanese for waste.
<b>NUMBER DONE RIGHT</b>	A measure of process and service level quality. Usually a count of the number of times where a product, service, or step was performed without any defects (per the customer) or rework.
<b>POKA-YOKE (“mistake-proofing”)</b>	A Japanese expression meaning “common or simple, mistake proof.”
<b>PROJECT</b>	A long-term effort for improving a process involving significant amounts of pre-work, many groups, and usually requires additional resources, such as technology. Not recommended for Peak participants.
<b>ROLLING FIRST TIME YIELD</b>	A measure of process quality that quantifies the overall percentage of time a product or service goes through a process without any rework. Calculated by taking the product of the percent of times where the product or service goes through each process step without rework.
<b>STANDARDIZATION</b>	The system of documenting and updating procedures to make sure everyone knows clearly and simply what is expected of them. Essential for measuring and implementing continuous improvement.
<b>TAKT TIME</b>	The frequency with which the customer wants a product. How frequently a sold unit must be produced. The number is derived by dividing the amount of time available in a shift by the customer demand for that shift. TAKT time is usually expressed in seconds.

**VALUE-ADD, NON-VALUE-ADD, & BUSINESS NECESSARY NON-VALUE ADD**

Type of identification of process steps which:

- The customer would pay for and changes the fit, form, or function of the product or service (Value-Add)
- The customer would not pay for (Non-Value-Add)
- Are required for regulatory or control reasons, or by policies (Business Necessary Non-Value-Add)

**VALUE STREAM**

All of the steps, both value added and non-value added that are required to deliver a product or service to a customer.

**VISUAL MANAGEMENT**

Systems that enable anyone to immediately assess the current status of an operation or given process at a glance, regardless of their knowledge of the process.

**VOICE OF THE CUSTOMER (VOC)**

Desires and requirements of the customer at all levels, translated into real terms for consideration in the development of new products, services and daily business conduct.

**8 WASTE TYPES**

DOWNTIME:

- 1) Defects
- 2) Overproduction
- 3) Waiting
- 4) Non-utilized human talent & things
- 5) Transportation
- 6) Inventory
- 7) Motion
- 8) Excessive Processing

**WORK IN PROGRESS (WIP)**

Information or material that has entered a process and has been partially worked on, but has not yet resulted in a fully completed product or service.