

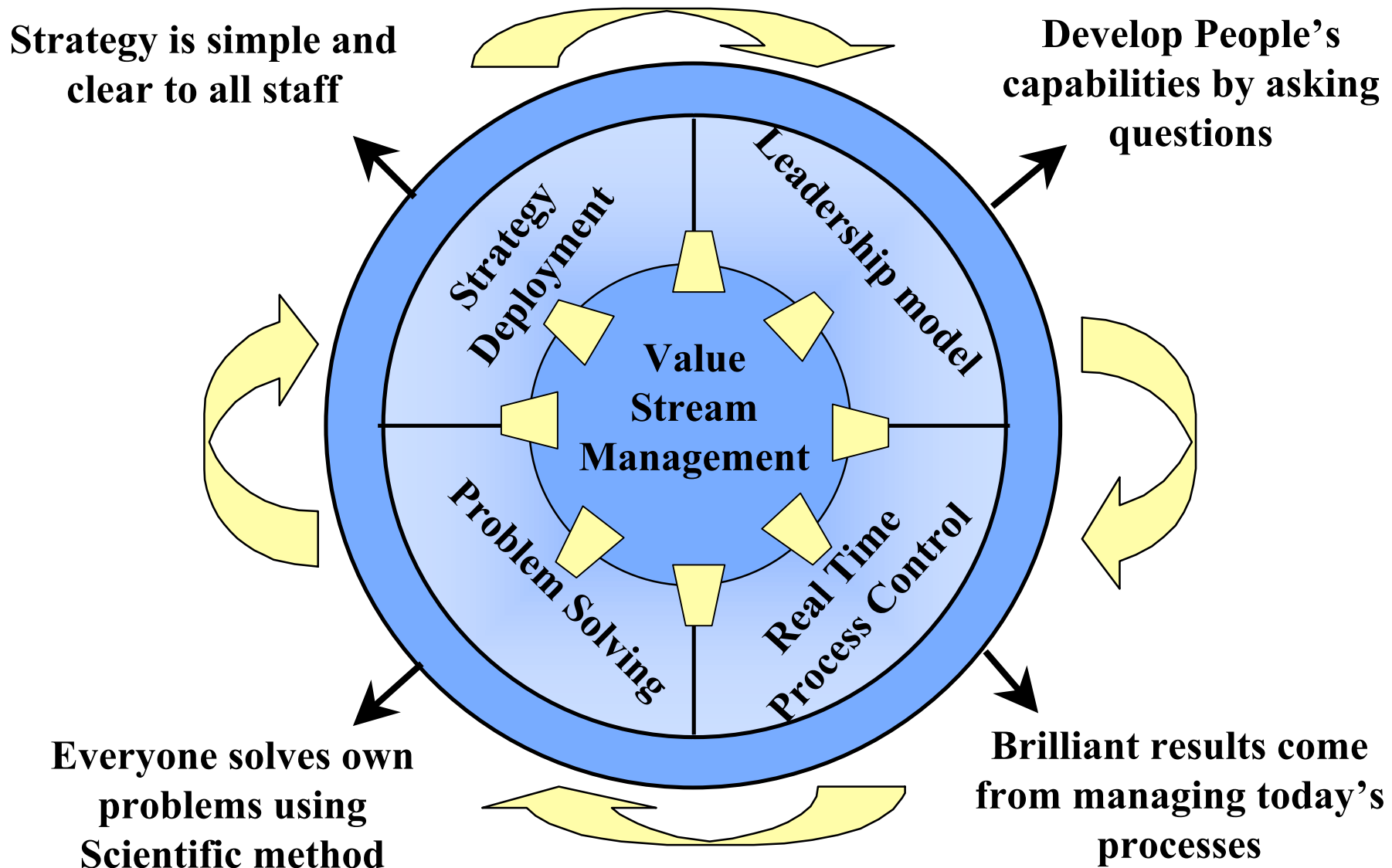
Marc Baker

12th Dec 2008

What happens next.....

- Who am I
- A bit about Lean
- A bit about Development
- Some Common Issues

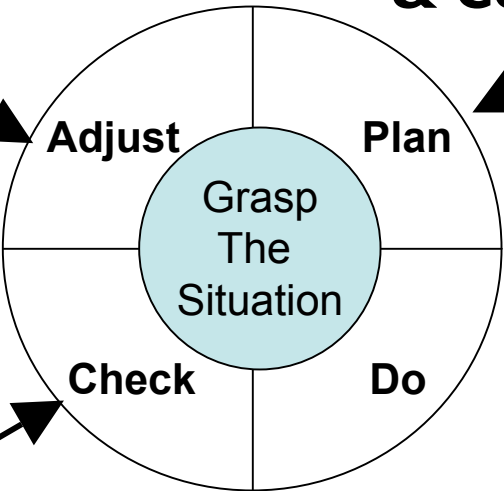
Lean Thinking : All Value is the output of Value Streams



Plan-Do-Check-Adjust: Our Foundation

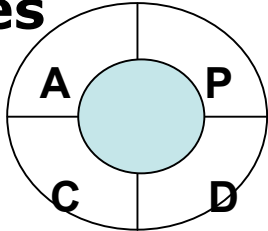
**The Standardisation
Process or
Problem
Solving
processes**

**Developing the Hypotheses
& Concepts**



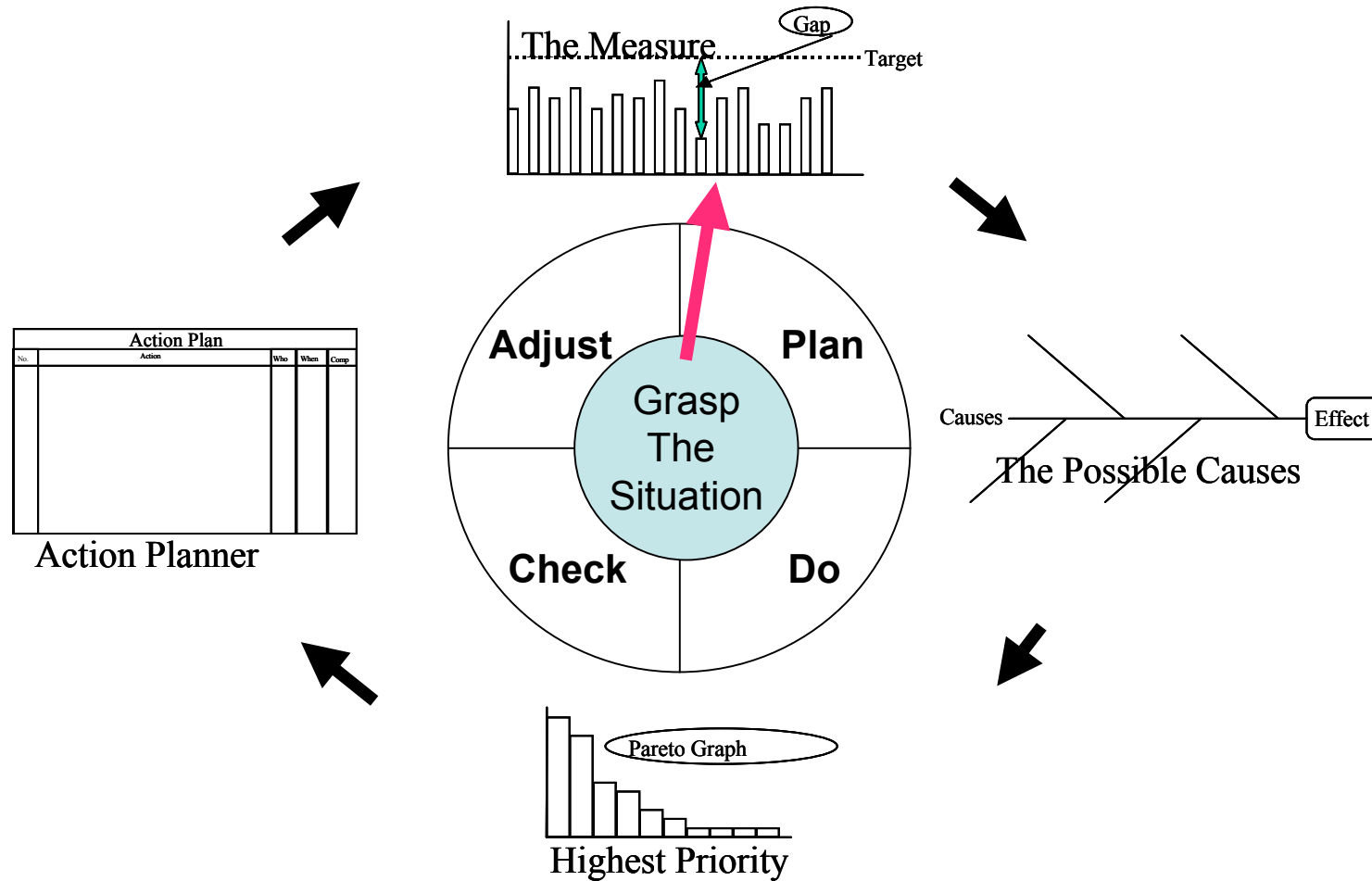
**The Measurement
Review processes**

**The Experimental
Processes**



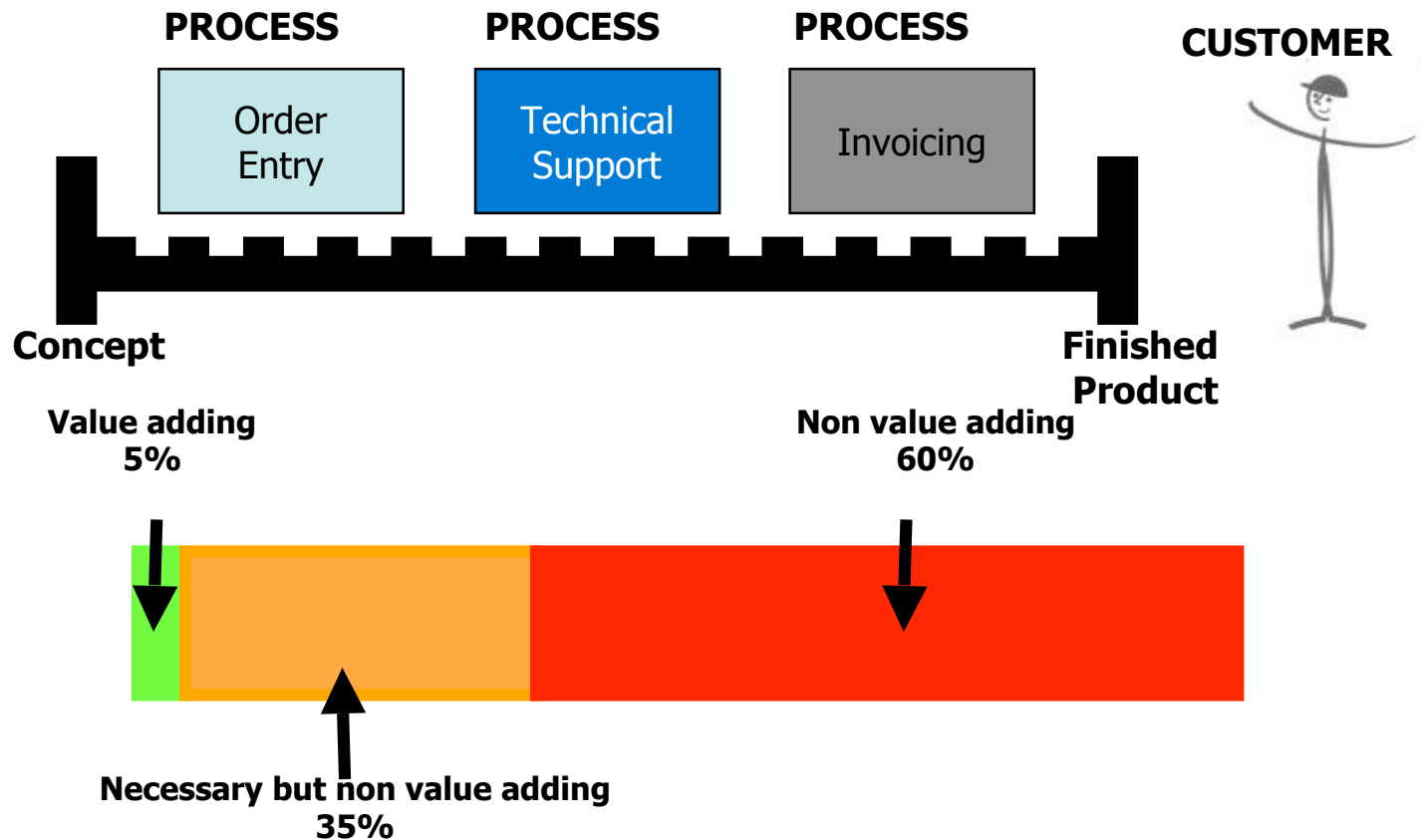
The Scientific Method: Mental Model

Plan-Do-Check-Adjust: With Tools



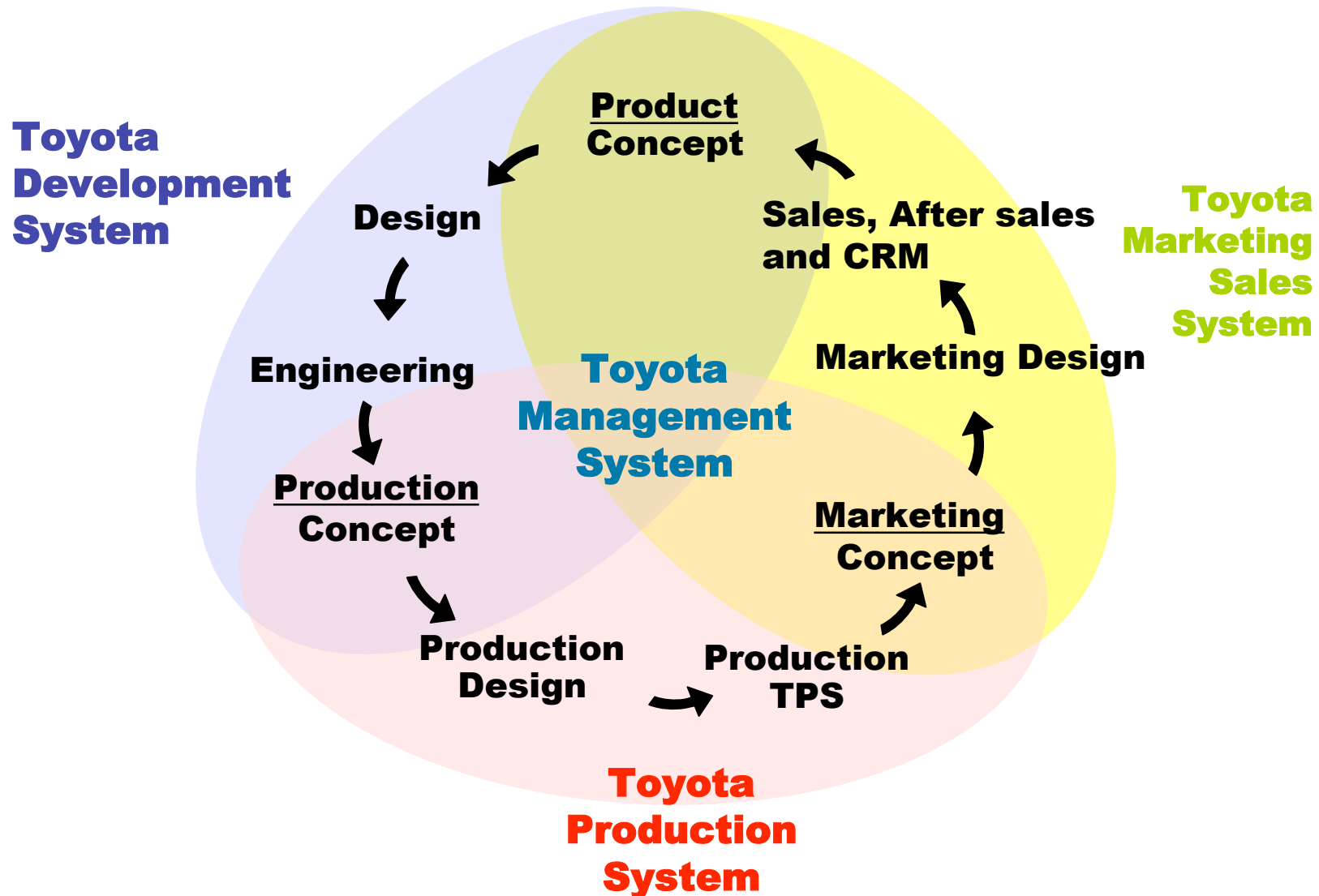
The Scientific Method: Mental Model

Value Stream Improvement

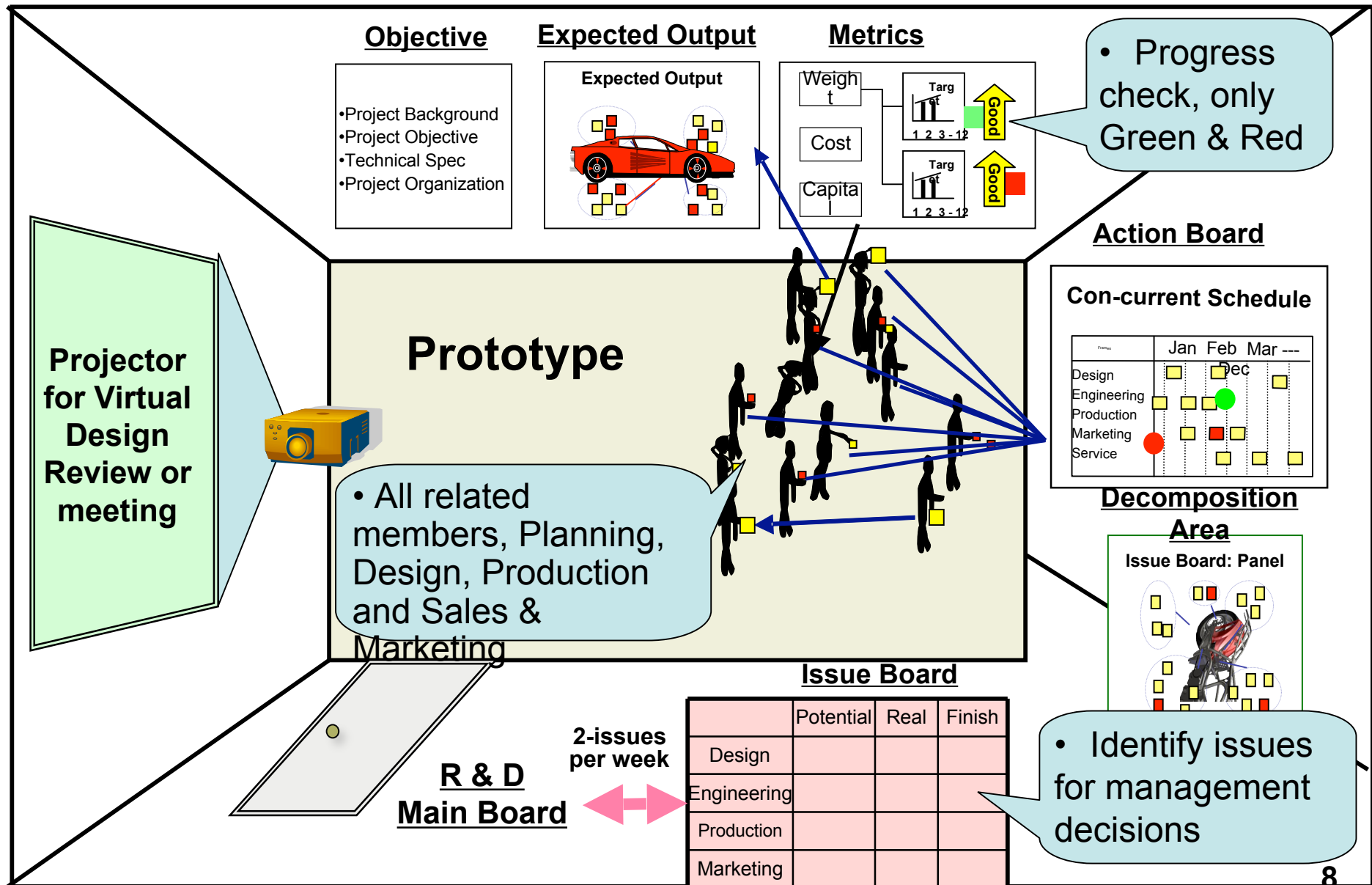


VALUE STREAM: All the steps, Value Creating & Non Value Creating, required to complete a product or service from beginning to end

TOYOTA Management System

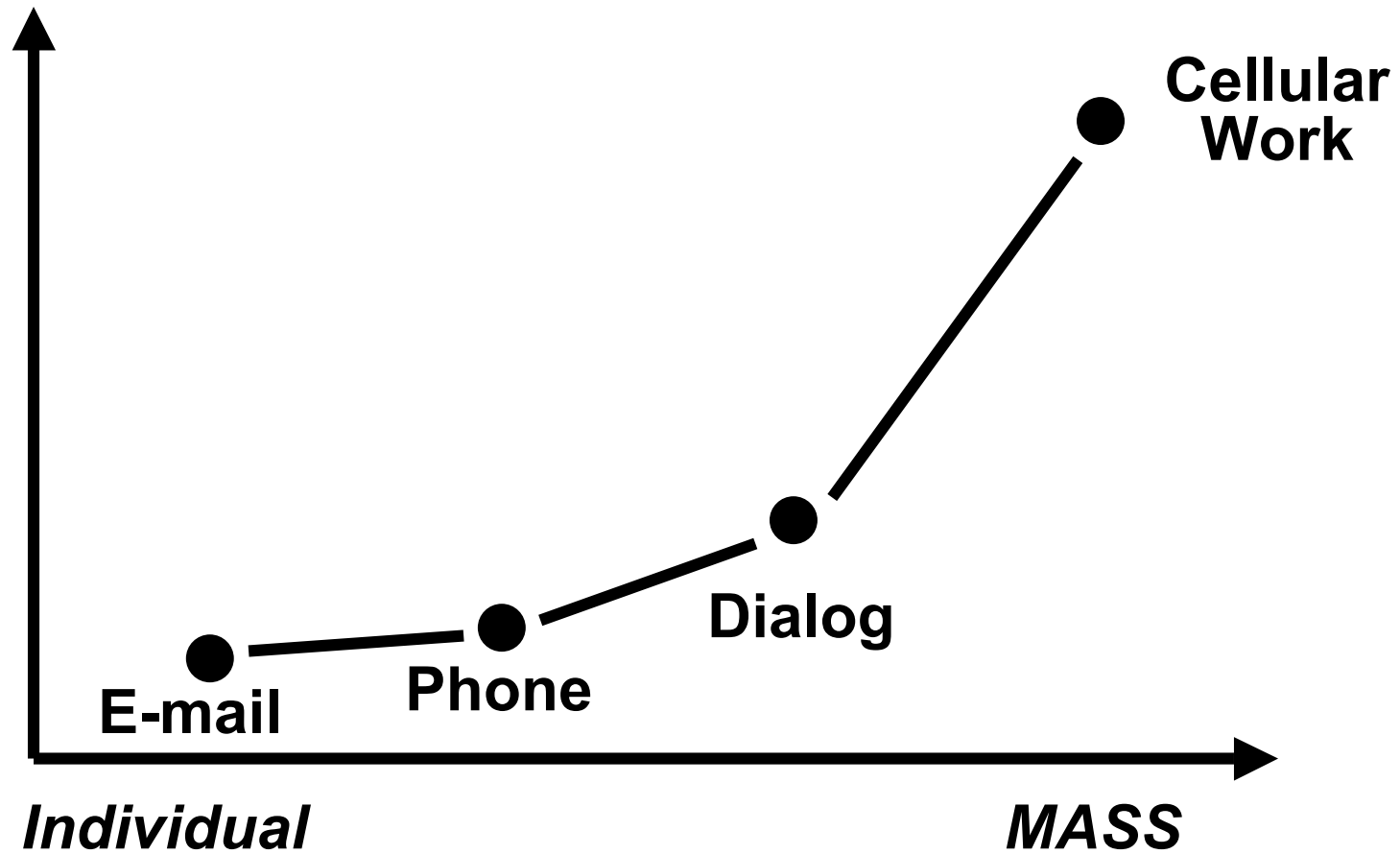


Big Project Room: Cellular Working



Communication Support tools

Brain Activity



Problems?

- We have far too many new projects in our pipe-line.....
 - We are above capacity (How to define this?)
 - People keep adding things to our In-box.
- Not even cool projects.....
- People are stressed: some have already left.
- Some people have 10 projects!!!!

Grasping the Situation: Questions?

- What is NPD's capacity for new projects?
- What was throughput for past 12 months?
- How many new projects are currently in pipeline?
- What are the typical lead times for new products?
- How many projects per engineer?
- Where was the waste in the NPD process?
- What are they doing about them?

Every Leader needs to know.....

- Their/Team's capacity
- Throughput
- Cycle times
- What's working
- What's not working

At all times!!!

- Need to make these things visible

Questions to Consider

1. How productive are your meetings?
2. Are you and your colleagues clear and agreed about 3 key objectives?
3. How successfully do your colleagues break down your objectives into their own work?