

PROJECT CHARTER A form used to set the scope and purpose of an improvement project.

PUSH VS PULL A lean thinking principle that describes building products to inventory vs building product to customer demand.

SINGLE PIECE FLOW When parts are moved through operations from step to step without work-in-progress in-between (no waiting).

SIPOC Supplier, Input, Process, Output, Customer - a tool used to summarize the outputs and inputs of one or more processes; frames the parameters for a Value Stream Map.

SMED Single Minute Exchange of Die - a tool to analyze and minimize the change over process of building one part to a new/different part.

SPAGHETTI DIAGRAM A visual representation using a continuous flow line tracking the path an operator or a product through a process.

SQDCI A tool used to develop and display an areas KPIs. Often used as columns on a Huddle Board.

STANDARD WORK A set of documented best practice steps to perform a repeatable process.

STANDARD, ACTUAL, GAP The current standard/target, the actual performance result of a process, the gap between - ripe for continuous improvement efforts!.

TAKT TIME The rate at which a process needs to be completed in order to meet customer demand $Takt = \text{Available time} / \text{Customer demand}$.

TPM Total Productive Maintenance - a holistic approach to equipment management that strives to achieve perfect production (no unplanned downtime).

TWI Training Within Industry - a method of hands-on training, learning and coaching for supervisors, leaders and coaches.

VALUE ADDED Any step that changes the fit, form or function of a product in line with what the customer is willing to pay for.

VALUE ADDED/NON-VALUE ADDED The steps in a process are considered Value Added or Non-Value Added in the view of the customer.

VALUE GRAPH A scatter plot graph with Value on the x axis and/or Cost on the y axis. Counter measures are plotted on the graph indicating if they are Quick Hits, Gems, Strategic, or Parked.

VISUAL MANAGEMENT A visual snapshot of operations.

WATER SPIDER A person responsible for keeping the flow of work uninterrupted (AKA Material Handler)
WIP Work in Progress - work that has started but the process is not complete



LEAN GLOSSARY

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5 WHYS Root Cause Analysis Tool - Ask why 5 times to understand the root cause of the problem. Solve the root cause not a symptom.

5S Lean tool designed to increase flow, facilitate standard work and showcase process discipline; Sort, Set in Order, Shine, Standardize, Sustain.

8 WASTES 8 categories of waste to help see opportunities for improvement; Transportation, Inventory, Motion, Waiting, Over Processing, Over Production, Defects, Skills Under Utilized. Often referred to as TIM WOODS.

A3 A tool used for problem solving to document the current state and the improvement process, A3 size paper (size of the form).

ANDON Indicator (often a light or flag) used to alarm that there is a problem.

BEST PRACTICE The current best-known way to complete a process.

CONSORTIUMS Likeminded companies on a lean journey that meet regularly to support each other and share best practices.

CONTINUOUS IMPROVEMENT A systematic approach to adding value and eliminating waste. Often referred to as Lean.

CURRENT STATE/FUTURE STATE The state a current process is today and what it can be once improvements efforts have been made (future state).

CYCLE TIME The length of time to complete a process.

CYCLE TIME REDUCTION A method used to decrease the amount of time it takes to complete a process by minimizing the non value added activities.

FACILITATOR DAYS Bought with consortium membership to get one on one time with a lean facilitator to support your company's lean journey.

FISHBONE DIAGRAM Cause and Effect Analysis Tool - used for problem solving to consider all the things that can effect the steps to complete a process.

FLOW A Lean thinking principle that describes the goal: items, people, information should flow with in a process. Anytime flow stops you are consuming resources that the customer may not be willing to pay for.

GEMBA The place where the action is - you must know what something is before you improve it, understand the current state.

HANSEI Reflection - lessons best learned are reflected on.

HOSHIN KANRI Strategic planning tool designed to align and focus the whole of the organization.

HOUR BY HOUR BOARD A visual management tool that presents a target (often items per hour), displays the current actual, and describes any obstacles that explain the gap between the two numbers.

HUDDLE Regular meetings to align a team.

HUDDLE BOARD Visual board to display whether a team is winning or loosing - Metrics that the team has influence over.

JIT Just In Time - inventory system to control inventory levels.

KAIZEN Continuous Improvement for the better .

KAIZEN BLITZ 2-3 day event to focus on one process and improve it.

KANBAN A visual indicator connecting the process to the customer. Often applied to Inventory as a signal for replenishment before the current inventory runs out.

KATA A scientific method of problem solving - try one experiment at a time, review the results before moving forward. Using the framework: Goal, Current State, Target, Experiment to remove obstacles preventing you from reaching the target.

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KPI Key Performance Indicator - a quantifiable measure of performance.

LEAD TIME The time from when a customer places an order to when the customer receives the order.

LEADER STANDARD WORK Well defined targets for a leader, ensuring leadership and continuous improvements efforts are part of daily work and sustain gains made by continuous improvement projects.

LEAN A systematic approach to adding value and eliminating waste. Often referred to as Continuous Improvement.

LEAN BELTS Lean Certifications Programs: Lean 101 (Intro to Lean), Yellow Belt (Tools for the Lean Toolbox), Green Belt (Facilitate Kaizen Blitz), Black Belt (Strategic Planning).

LEAN MANAGEMENT SYSTEM Standard Work (teams working to common standards), Accountability (working to target, highlighting gaps in an effort to improve), Leader Standard Work (Ensure continuous improvement is part of the culture).

LEVEL LOADING/LINE BALANCING Balancing operator and machine time to match production rate.

OHNO CIRCLE Stand in a circle and watch a process long enough to understand what gets in the way of value added work - Named after Taiichi Ohno.

POINT OF USE The place where a product, tool or service is used.

POKA YOKE Mistake Proofing - can the process be improved to make it impossible to make a mistake.