



Updated Lean Principles



1996

2023

1. "precisely specify value by specific product,
2. identify the value stream for each product,
3. make value flow without interruptions,
4. let the customer pull value from the producer, and
5. pursue perfection"

Source: *Lean Thinking*, J. Womack and D. Jones, 1996, p. 10

1. Mutual respect and trust between management and employees
2. Respect external stakeholders
3. Respect the planet
4. Cooperation between labor and management to eliminate waste in all processes
5. Fact-based thinking and decision-making
6. Daily creative problem-solving via rapid cycle trial-and-error
7. Sensible and low-cost automation
8. Mutually beneficial outcomes
9. No layoffs due to process improvement
10. Ongoing training and education
11. Above average wages and benefits
12. Evolution in mindset and methods

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“Progress cannot be generated when we are satisfied with existing situations.”

“We are doomed to failure if we do not initiate a daily destruction of our various preconceptions.”

– Taiichi Ohno