

PHASE IV: Building the Foundation(6-12 Months)						<i>Revision Date: 4/15/2017</i>
Section Title	Type	Buy	P	S	Free/Member Extras	Note
<i>Phase IV Overview</i>	Overview		P			
Phase 4 Checklist	Checklist	Buy	P		Download	
Focus on Processes	Principle		P			
Learn to Learn	Principle		P			
Build and Empower Teams	Principle		P			
Create Structure	Principle		P			
Embrace Simplicity	Principle		P			
10 Random Tips to Supercharge You On Your Lean Journey (Webinar Recording)	Article		P			
What My 8 Year-Old Daughter Taught Me About Lean	Article		P			
What Spammers and Scammers Can Teach You About Lean	Article		P			
Problem: You don't think a Lean tool will work in your area.	Strategy		P			
One-Piece Flow	Term		P			
Waste Identification Module	Module	Buy	P			
Waste (9-Page PDF)	Term	MP3	P		PDF Download	
Waste Recording Form	Form		P		Download	
15 Sounds That Shout Waste	Article	MP3	P		PDF Download	
CLOSED MITT	Term	MP3	P		PDF Download	
8 Wastes	Term		P			
Muda, Muri, Mura	Term		P			
Muda	Term		P			Short, basic term. Highlights Japanese terminology.
Mura	Term		P			
Muri	Term		P			
Muda, Muda, Muda, Muda	Article		P			Covers 4 basic rules of waste.
Categories of Waste: Why They Don't Matter	Article		P			
Motion Waste	Term		P			
Transportation Waste	Term		P			
Overproduction	Term		P			
Overprocessing Waste: A Different Spin on the Waste of Overprocessing.	Article		P			
Handoffs	Term		P			
TIMWOOD	Term		P			

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Productivity	Term		P			
What If You Had to Sign the Other Side of the Check?	Article		P			
Value / Non Value-Added Module	Module	Buy	P			
Value	Term		P			
Non Value-Added (NVA)	Term		P			
5 Principles of Lean Customer Value	Article	MP3	P		PDF Download	
What is the Value of a Real Estate Agent?	Article		P			
Value, Shmalue	Article		P			
Customer Value Added. Helping the customer get more value out of using your product.	Article		P			Anecdotal article on increasing perceived customer value.
Don't Let Cost Reductions Eliminate Customer Value	Blog Post		P			
Value-Added Work	Term		P			
External and Internal Customers in Lean	Article		P			
What is the Value of a Real Estate Agent?	Article		P			
Bells and Whistles	Term		P			
Customer Service-Lean: First Impressions Last	Article		P			
Standards	Term		P		PDF Download	
Form, Fit, and Function	Term		P			
Industrial Discipline	Term		P			
Job Shop	Term		P		PDF Download	
Continuous Improvement Teams: 6 Reasons Why Crab Fishing on Deadliest Catch is a Model for Lean Managers & Employees	Article		P			
Downstream	Term		P			
Upstream Processes	Term		P			
Standardization Module	Module	Buy	P			
Standardization	Term	MP3	P		PDF Download	
Standardization: Process Enhancer or Creativity Killer?	Article		P			
Documentation	Term		P			
Work Instructions	Term		P			
Procedures	Term		P			
SOP / Standard Operating Procedure	Term		P			
Process	Term		P			
Inputs	Term		P			

Section Title	Type	Buy	P	S	Free/Member Extras	Note
Repeatability	Term		P			
Repetition	Term		P			
Hidden Factory (Hidden Process)	Term		P			
A Paradox of Lean: Job Control Rises and Falls at the Same Time	Article		P			
Problem: A part of your job is harder than it should be.	Strategy		P			
Problem: You and your boss don't agree on what you do, or how much you do, making it difficult to set a standard.	Strategy		P			
Don't Blindly Follow Directions	Article		P			
Problem: You don't know why you have to do a particular task.	Strategy		P			
Establishing Standards: How Using Incentives Helps	Article		P			
Standardizing Personal Processes	Article		P			
There's More to "Lights, Camera, Action"	Article		P			
When Good Processes Go Bad...	Article		P			
Every Approval Is a Leadership Failure	Article		P			
Free (Lean) Tax Advice	Article		P			
Complexity	Term		P			
Consistency	Term		P			
It's About Time!	Article		P			
Lead Time	Term		P			
Operator Cycle Time	Term		P			
Machine Cycle Time	Term		P			
Machining Time / Machine Time	Term		P			
Queue Time	Term		P			
Queueing Theory	Term		P			
Wait Time	Term		P			
Walk Time	Term		P			
Automatic Machine Cycle Time	Term		P			
Automatic Machine Time	Term		P			
Demand, Customer	Term		P			
Seasonality	Term		P			
Demand Windows	Term		P			

Section Title	Type	Buy	P	S	Free/Member Extras	Note
Standard Work Overview Module	Module	Buy	P			
Standard Work	Term	MP3	P		PDF Download	
Cycle Time	Term	MP3	P		PDF Download	
Takt Time	Term	MP3	P		PDF Download	
Standard Work Sheet	Form		P		Download	
Standard Work Combination Sheet	Form		P		Download	
Time Observation Sheet	Form		P		Download	
Takt Time Calculator	Form		P		Download	
Standard Work in 8 (Not So) Easy Steps	Article	MP3	P		PDF Download	
Standard Work in Process	Term		P		PDF Download	
Structuring Standard Work	Tutorial	Buy	P			
Work Sequence	Term		P			
Operators	Term		P			
Work-In-Process (WIP)	Term		P			
Problem: Stopwatches are everywhere.	Strategy		P			
Problem: You keep running into problems while trying to time for Standard Work.	Strategy		P			
Problem: You unintentionally perform faster than usual when being timed.	Strategy		P			
Checkpoints	Term		P			
Counterclockwise Flow	Term		P			
Work Units	Term		P			
Cycle	Term		P			
Activity Ratio	Term		P			
Line Shift	Term		P			
Line Balancing	Term		P			
Problem: Your team can't agree on who should be timed when developing Standard Work.	Strategy		P			
The Symphony of Standard Work	Article		P			
The Standard Work Process: Overcoming Obstacles to Making Effective Standard Work	Article		P			
Standard Work Procedures: Hand-Written or Computer Generated?	Article		P			
Functional Layout	Term		P			
Birdcage	Term		P			
Monuments	Term		P			

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Assembly Lines	Term		P			
Mirror, Mirror on my Workbench, Who's the Quickest with a Wrench?	Article		P			
Problem: Standard Work requires you to share your tricks and secrets.	Strategy		P			
How do you apply Standard Work in the office?	FAQ		P			
Artisan Processes	Term		P			
Buffer Time	Term		P			
Cycle Time Reduction	Term		P			
Decision Matrix Template	Form		P		Download	
Inventory	Term		P			
Kanban Overview Module	Module	Buy	P			
Kanban Overview	Term	MP3	P		PDF Download	
Kanban Card	Form		P		Download	
Two-Bin System	Term		P			
Pull System	Term		P			
Point-of-Use Inventory	Term		P			
Just-In-Case	Term		P			
ABC Inventory	Term		P			
Little's Law	Term		P			
Buffer (Production)	Term		P			
FIFO (First In First Out)	Term		P			
FIFO Lane	Term		P			
Last-In, First-Out	Term		P			
FISH / First In, Still Here	Term		P			
Warehouses	Term		P			
Supplier Criteria: Do They Apply to Internal Suppliers, too?	Article		P			
Delivery	Term		P			
Every Conflict Comes From a Gap in Expectations	Article		P			
Problem: You don't participate in problem-solving because you don't like conflict.	Strategy		P			
POLL: What is the source of improvement activity in your company?	Article		P			
The Employee Engagement Cycle	Article		P			
The Real Problem with Air Traffic Controllers Sleeping	Article		P			

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Autonomy	Term		P			
Problem: Your mission each day at work is to survive until quitting time.	Strategy		P			
The Truth about Financial Incentives	Article		P			
Productivity Incentives That Work	Article		P			
Full-Time Equivalent (FTE)	Term		P			
Absences	Term		P			
Night Shift	Term		P			
Appreciation (Employee Value)	Term		P			
Appreciation for People	Term		P			
Attrition	Term		P			
Outsourcing	Term		P			
Work Lean: Ride the Continuous Improvement Wave	Article		P			
The TSA and the Kobayashi Maru	Article		P			
Kaizen	Term		P			
Blitz, Kaizen	Term		P			
Rapid Improvement Workshop / RIW	Term		P			
Kaikaku	Term		P			
Improvements	Term		P			
Process Improvement	Term		P			
Daily Improvement	Term		P			
Projects	Term		P			
RIPS Cycle	Term		P			
Low Hanging Fruit	Term		P			
Green Belt	Term		P			
Yellow Belt	Term		P			
Black Belt	Term		P			
Master Black Belt	Term		P			
Kaizen Process Overview Module	Module	Buy	P			
Kaizen Event	Term	MP3	P		PDF Download	
Kaizen Checklist	Form		P		Download	
9 Tips to Running a More Effective Kaizen	Article		P		PDF Download	
Facilitation	Term		P			
Kaizen Kit	Term		P			

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Webinar Recording: 8 Things to Avoid to Make Your Kaizen Successful	Article		P			
Domino's Restaurant Kaizen	Article		P			
When Bacon and Kaizen Collide...	Article		P			
Implementing Kaizen: How Late Should Kaizen Teams Work?	Article		P			
Kaizen Creativity: Breaking Preconceived Notions	Article		P			
Out of Box Thinking...from an Insurance Company?	Article		P			
Preschool, Rainbows, and Kaizen	Article		P			
Process Improvement and the Census	Article		P			
Team Members Late to Meetings During a Kaizen Blitz? Not Anymore!	Article		P			
An Overlooked Benefit of Kaizen Events	Article		P			
Kaizen Planning and Chartering Module	Module	Buy	P			
Kaizen Charter	Form		P		Download	
Kaizen Checklist	Form			S	Download	
Kaizen Process Walk (Office) Module	Module	Buy	P			
Interruption Log	Form		P		Download	
Office Process Capacity Sheet	Form		P		Download	
Office Process Questionnaire	Form		P		Download	
Office Process Recording Sheet	Form		P		Download	
Office Process Summary Sheet	Form		P		Download	
Process Map	Term		P			
Process Observation: Watch Before You Ask	Article		P			
Don't Debate Something That Can Be Measured	Article		P			
Be Flexible in Your Kaizen Project	Article		P			
Stumbling Into Success	Article		P			
Using Video to Support the Process Walk	Article		P			
Kaizen Data Analysis Module	Module	Buy	P			
Drift (Process)	Term		P			
Kaizen-Making Improvements (Office) Module	Module	Buy	P			
Kaizen Newspaper	Form			S	Download	
Off the Shelf	Term		P			
Catalog Engineer	Term		P			
Tooling	Term		P			
Fixtures	Term		P			

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Problem Solving: Creative Ideas Don't Have to Cost a Fortune	Article		P			
Don't Trust New Technology!	Article		P			
Lean Workplace: Group Dynamics, Basketball, and Lean Projects	Article		P			
Kaizen-Sustaining Gains Module	Module	Buy	P			
Kaizen Newspaper	Form		P		Download	
Kaizen Audit Form	Form		P		Download	
Lean Results: Don't Believe the Hype (At Least in a Kaizen Report Out)	Article		P			
Daily Management Module	Module	Buy	P			Roll out in this phase. Pilot Daily Management in Phase III, if desired
Daily Management	Term	MP3	P		Download	
Daily Management Worksheet	Form		P		Download	
9 Steps to Developing a Daily Management System	Article	MP3	P		PDF Download	
Baseline	Term		P			
Baseline (Baseline Measures)	Term		P			
Capacity	Term		P			
Production Plan	Term		P			
Why Daily Management is Like a Petri Dish for Lean	Article		P			
Problem: One of the bigwigs asks how things are going, and you're not sure how, or if, you should respond.	Strategy		P			
Problem: You aren't sure what to do when a problem halts production.	Strategy		P			
Problem: You can't get your manager to understand how much a broken machine, dilapidated computer, or missing tool is costing the company.	Strategy		P			
Problem: You don't like getting checked up on.	Strategy		P			
Problem: You see problems that need fixing, but your boss just thinks you like complaining.	Strategy		P			
Problem: You don't think a problem is getting the resources it needs to fix it.	Strategy		P			
Problem: You find it hard to get your boss to come to the same conclusions as you do.	Strategy		P			
Problem: Your ideas don't seem to get used by your leaders.	Strategy		P			

Phase IV Directory

Section Title	Type	Buy	P	S	Free/Member Extras	Note
Countermeasures Module	Module	Buy	P			
Countermeasures	Term		P			
Countermeasure Sheet	Form		P		Download	
Lean, Reasons, and Excuses	Article		P			
Pacemaker	Term		P			
Bottlenecks / Capacity Constraints	Term		P			
Barriers to Flow	Term		P			
Abnormal Conditions and Parking Lots	Article		P			
Be Happy. It Pays. And It Could Save Your Life.	Article		P			
Competition at Work. How Lean Principles Can Help.	Article		P			
Problem: You suspect you have started to get a bad reputation with your boss.	Strategy		P			
BLUF Your Way Through Meetings	Article		P			
Continuous Improvement: It's not just for the law-abiding anymore	Article		P			
Cursive is Dead. Long Live the Keyboard.	Article		P			
My Daughter Taught Me Again	Article		P			
Outsourcing Homework? It Was Bound to Happen.	Article		P			
Stray Jet Follow-Up	Article		P			
Why is a Lean Call Center like the Tour de France?	Article		P			
American National Standards Institute (ANSI)	Term		P			
OSHA	Term		P			
Diminishing Returns	Term		P			

P: Primary Flow. Links on our web page follow this sequence. Bundles are created using primary flow locations.

S: Secondary Flow. This lesson is useful in this location, but is not linked or included in premium content bundles for this material.

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