

Guidelines and Questions for a Lean Value Stream

	Guidelines	Questions
Value	1. Match value stream output to customer requirements (e.g., timing, quantity, quality).	1. What are the customer requirements for timing, quantity, and quality? What are the requirements for the end customer? What are the requirements for each internal customer (i.e., each chunk)?
Flow	<p>2a. Develop continuous flow wherever possible (including use of service-level agreements).</p> <p>2b. Define how the progression of work will be signaled where continuous flow is not possible.</p> <p>2c. Level resource capacity to address changes in work type or volume.</p>	<p>2a. Where can you establish continuous flow? Where can you improve flow using service-level agreements?</p> <p>2b. How will you signal work to progress where continuous flow is not possible? Where does work get released to the next process? What type of signal will work to signal the upstream process that the next process is ready to receive the work?</p> <p>2c. How will you level resource capability? Where does the unevenness in work type or volume most often occur? What options can you use to level your resources? Do you need to implement cross-training?</p>
Work	3. Establish stability and confirmation of quality with clearly defined work standards and standardized work.	3. Where will you use work standards and standardized work to establish stability and built-in quality?
Management	<p>4a. Create measures and mechanisms that allow you to see and respond to problems quickly.</p> <p>4b. Periodically reflect on value stream performance and incorporate lessons learned.</p>	4. How will you manage and continue to improve the value stream?