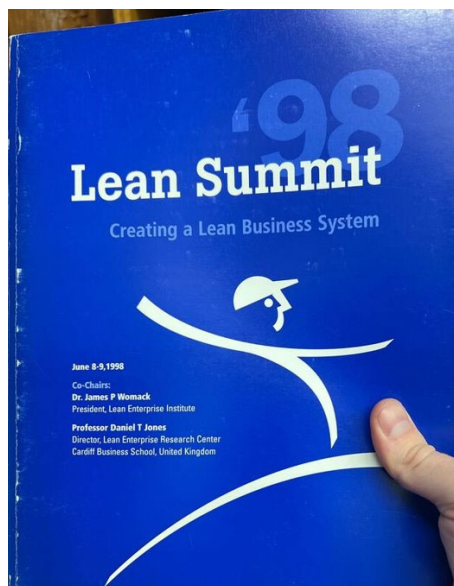




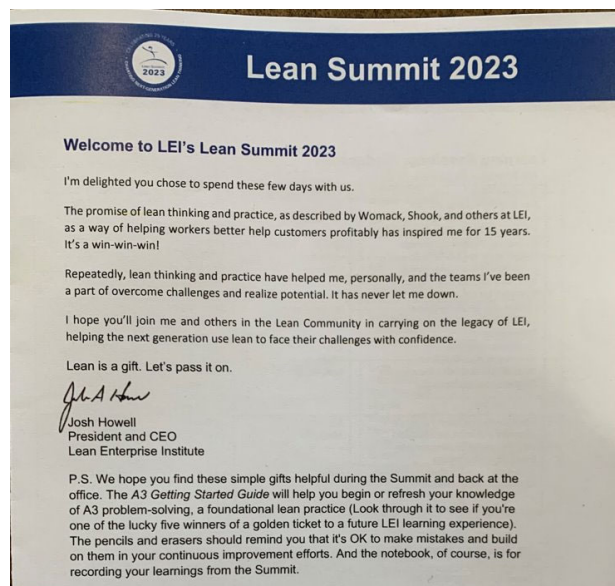
The Gift of Lean Thinking and Practice

© Copyright 2023 Lean Enterprise Institute. All rights reserved. Lean Enterprise Institute, the leaper image, and stick figure are registered trademarks of Lean Enterprise Institute, Inc.

Then...and Now



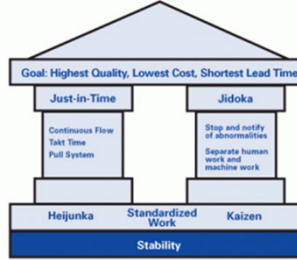
© Copyright 2023 Lean Enterprise Institute. All rights reserved.



Legacy of the Lean Movement



Lean Enterprise Institute
lean.org



Toyota Production System "House."



© Copyright 2023 Lean Enterprise Institute. All rights reserved.



TOYOTA

CELEBRATING 25 YEARS
Lean Summit 2023
CHARTING NEXT-GENERATION LEAN THINKING

Individuals in the tree canopy (from top to bottom):

- Kimberly King, Lynn Community Health Center
- Elaine Mahagan, Lynn Community Health Center
- Rich Vellante, Lean Enterprise Institute
- Lisa Terisa, Cleveland Clinic
- Jim Squires, Russel
- Alice Lee, Lean Enterprise Institute
- John Novell, Lean Enterprise Institute
- Jim Womack, Lean Enterprise Institute
- John Brock, Lean Enterprise Institute
- Mark Reich, Lean Enterprise Institute
- Fluad Oho, Toyota
- Harish Ojha, Toyota
- Bryant Sanders, Lean Enterprise Institute
- Taiichi Ohno, Toyota

© Copyright 2023 Lean Enterprise Institute. All rights reserved. Lean Enterprise Institute, the leaper image, and stick figure are registered trademarks of Lean Enterprise Institute, Inc.



Susan Ehrlich



Lex, Noelle, Jim



Steve Shoemaker



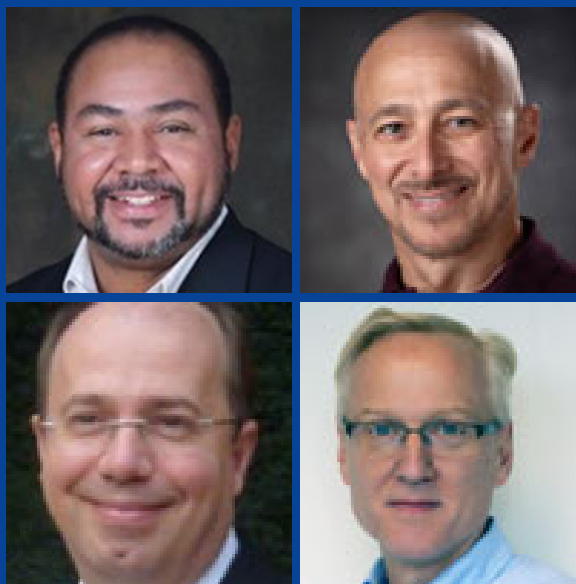
Adrienne Trimble – could not be here



Lisa, Steve, Jamie, John



Bryant, Eric, John, Mark



Next-Generation Lean Thinking



People

Capabilities

11

Next-Generation Lean Thinking *and Practice*



People

Capabilities

12





Challenging Times

Economy

Society

Geopolitics

Climate

Coworkers

Technology

Customers

Competition

© Copyright 2023 Lean Enterprise Institute. All rights reserved.



14



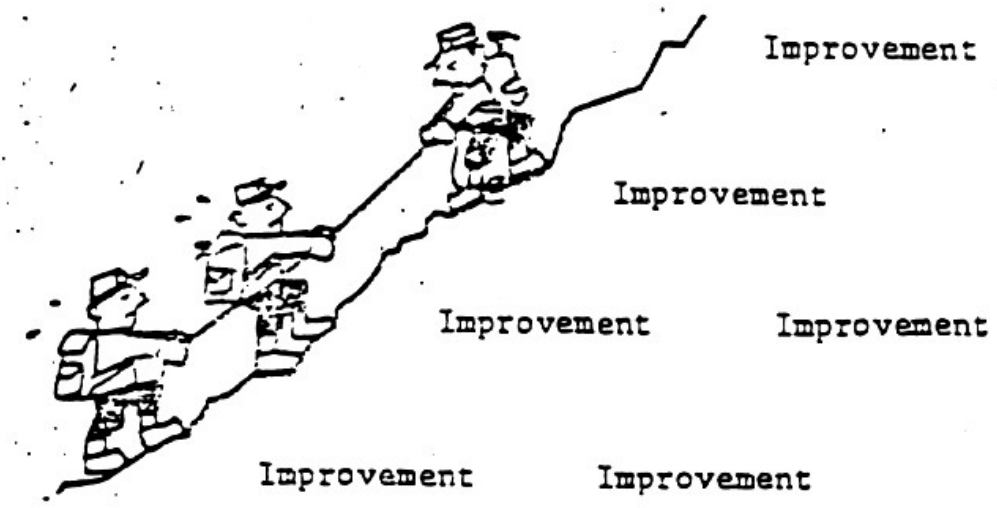
Scott and Margie



© Copyright 2023 Lean Enterprise Institute. All rights reserved.



Next Generation – It's Up to Us



© Copyright 2023 Lean Enterprise Institute. All rights reserved.



Boston, MA



© Copyright 2023 Lean Enterprise Institute. All rights reserved.



Womack and Shook

This Photo by Unknown Author is licensed under CC BY-NC-ND



Senior Coach for LEI (no Junior Coach at LEI)



© Copyright 2023 Lean Enterprise Institute. All rights reserved.

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

23

Portland, OR



© Copyright 2023 Lean Enterprise Institute. All rights reserved.

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

24

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

Model Store



© Copyright 2023 Lean Enterprise Institute. All rights reserved.



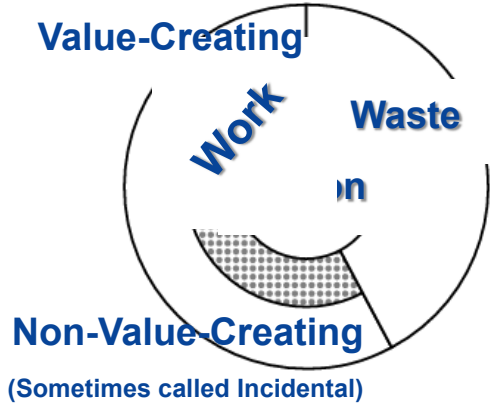
Car Factories to Coffee Shops



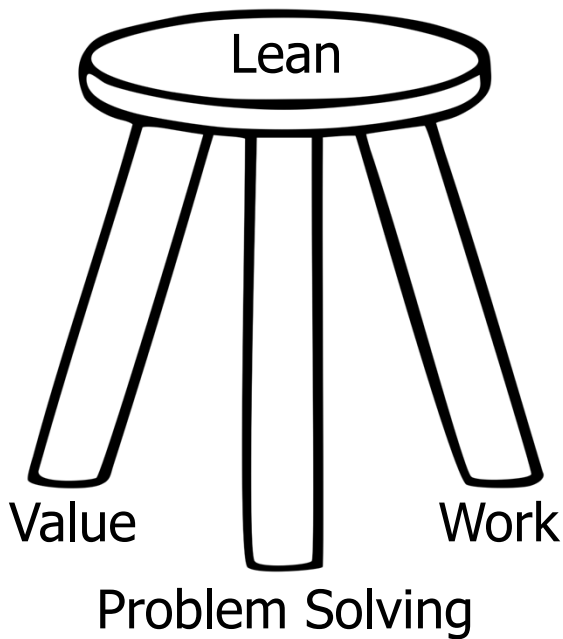
© Copyright 2023 Lean Enterprise Institute. This Photo by Unknown Author is licensed under [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/)



Enablement → Experimentation...

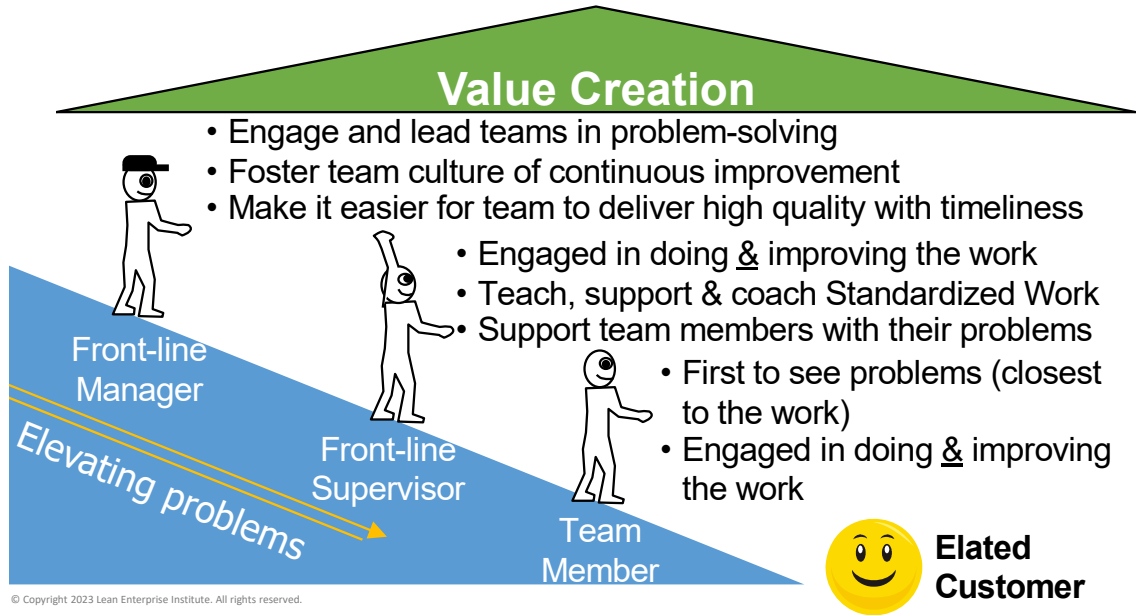


© Copyright 2023 Lean Enterprise Institute. All rights reserved.



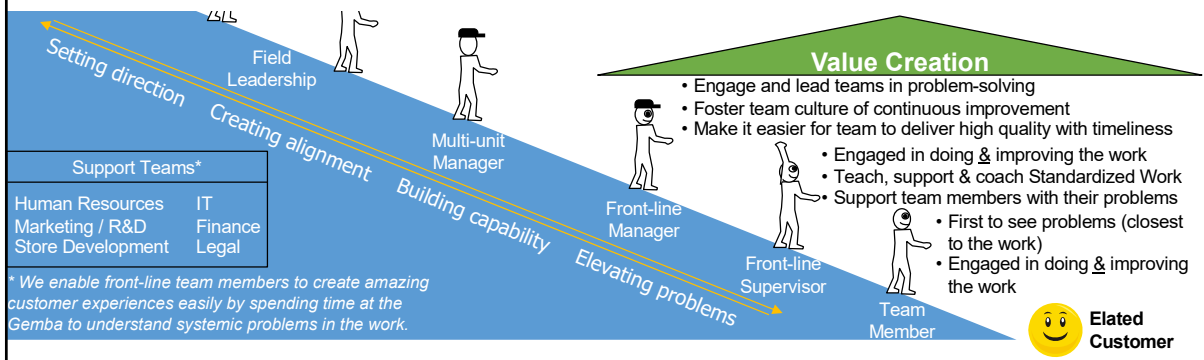
© Copyright 2023 Lean Enterprise Institute. All rights reserved.

Ownership and Responsibility



© Copyright 2023 Lean Enterprise Institute. All rights reserved.

Support System

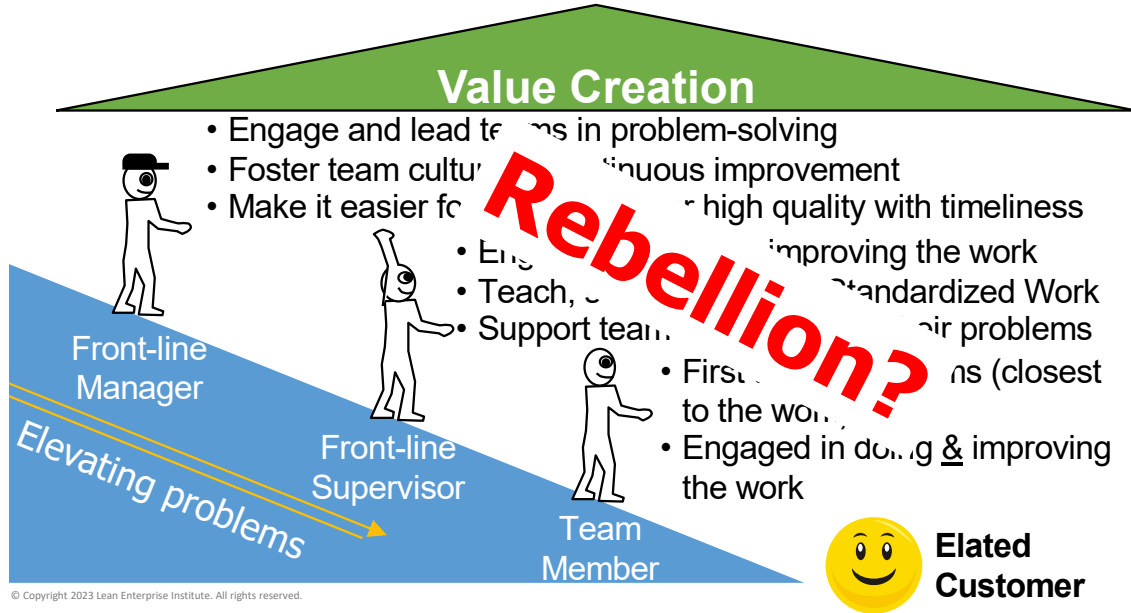


* We enable front-line team members to create amazing customer experiences easily by spending time at the Gemba to understand systemic problems in the work.

© Copyright 2023 Lean Enterprise Institute. All rights reserved.



Who Should Own Problems and Be Responsible?



The Seattle Times Business / Technology
Winner of Eight Pulitzer Prizes

Home Local Nation/World Business/Tech Sports Entertainment Living Travel Opinion Shopping

Quick links: Traffic | Movies | Restaurants | Today's events | Video | Photos | Interactives | Blogs | Forums | Sub

Originally published July 2, 2008 at 12:00 AM | Page modified July 2, 2008 at 1:36 AM

Print

Starbucks closing 5 percent of U.S. stores

As many as 12,000 Starbucks workers will lose their jobs when the company begins closing 600 U.S. stores this summer. The Seattle coffee company...

By **Melissa Allison**
Seattle Times business reporter

As many as 12,000 Starbucks workers will lose their jobs when the company begins closing 600 U.S. stores this summer.


The Seattle coffee company is cutting 5 percent of its U.S. locations as part of a wide-ranging effort to boost its bottom line and its stock price. The chain is accelerating international growth.



PREV 1 of 2 NEXT







STARBUCKS BECOMES A FALLEN ANGEL

The Seattle Times | Business / Technology
Winner of Eight Pulitzer Prizes

Home Local Nation/World Business/Tech Sports Entertainment Living Travel Opinion Shopping

Quick links: Traffic | Movies | Restaurants | Today's events | Video | Photos | Interactives | Blogs | Forums | Sub

Originally published July 2, 2008 at 12:00 AM | Page modified July 2, 2008 at 1:36 AM

[Print](#)


Starbucks closing 5 percent of U.S. stores

As many as 12,000 Starbucks workers will lose their jobs when the company begins closing 600 U.S. stores this summer. The Seattle coffee company...


By Melissa Allison
Seattle Times business reporter

As many as 12,000 Starbucks workers will lose their jobs when the company begins closing 600 U.S. stores this summer.

The Seattle coffee company is cutting 5 percent of its U.S. locations as part of a wide-ranging effort to boost its bottom line and its stock price. The chain is accelerating international growth.



CELEBRATING 25 YEARS



LEAN SUMMIT 2023

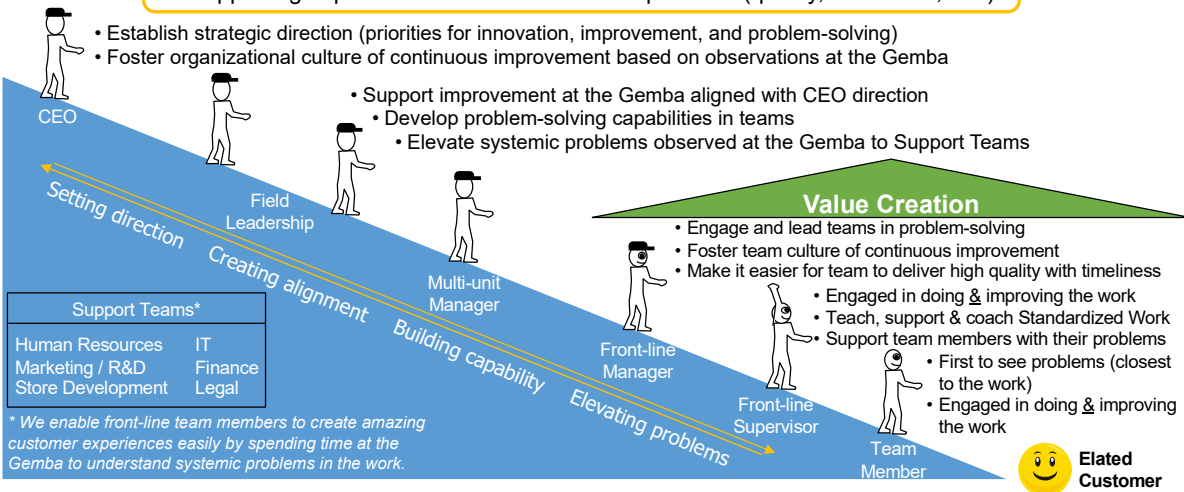
CHARTING NEXT-GENERATION LEAN THINKING

© Copyright 2023 Lean Enterprise Institute. All rights reserved.



Lean Target Image - "Support Triangle"

The **Support Triangle** shows how each member of an organization plays a role in supporting improvement of the customer experience (quality, timeliness, etc.)



Adapted from original by Henry Li

“The Building”



This Photo by Unknown Author is licensed under CC BY-NC-ND

© Copyright 2023 Lean Enterprise Institute. All rights reserved.

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

Thousands of Stores



This Photo by Unknown Author is licensed under CC BY-SA

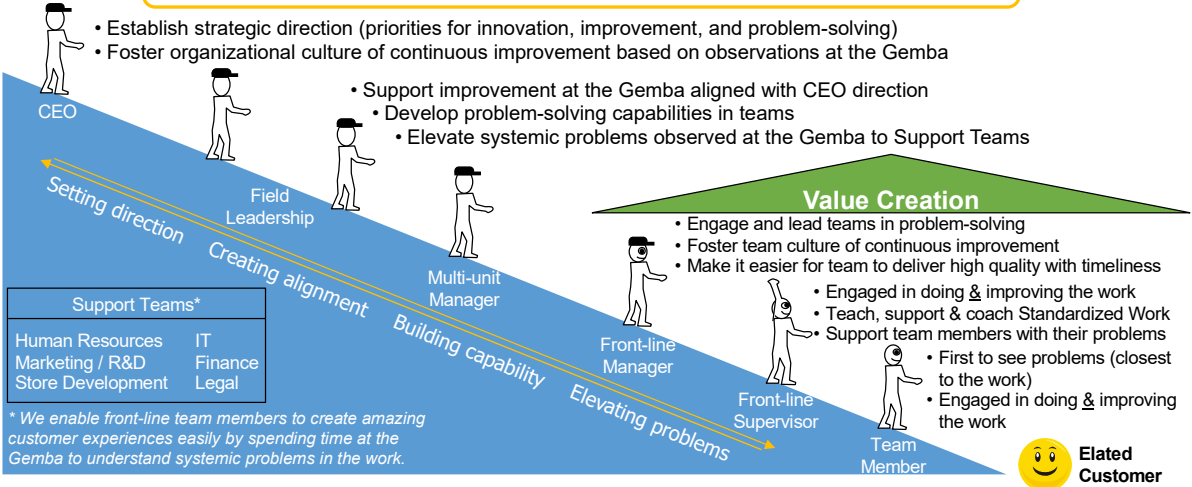
© Copyright 2023 Lean Enterprise Institute. All rights reserved.

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

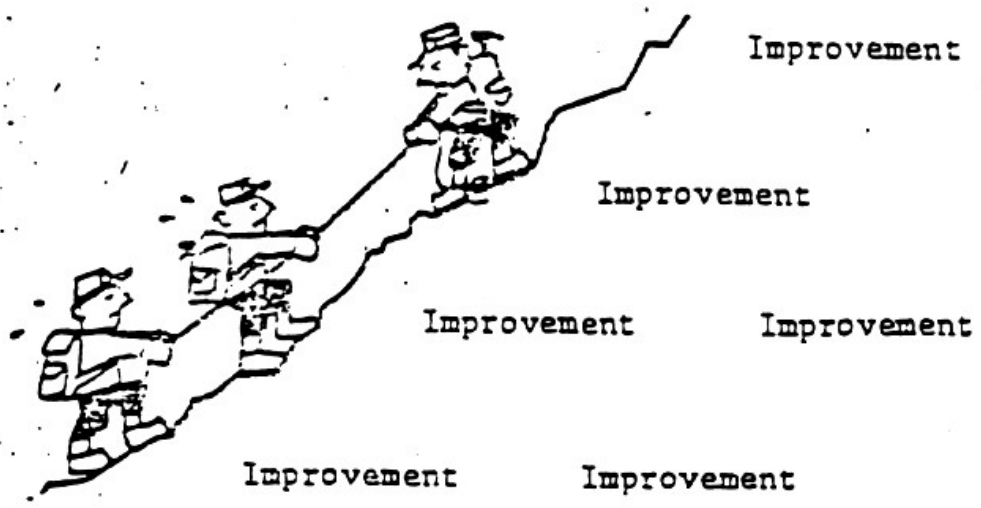
Lean Target Image - "Support Triangle"

The **Support Triangle** shows how each member of an organization plays a role in supporting improvement of the customer experience (quality, timeliness, etc.)



Adapted from original by Henry Li

Next Generation – It’s Up to Us



TOYOTA

CELEBRATING 25 YEARS
Lean Summit
2023
CHARTING NEXT-GENERATION LEAN THINKING

Thank you.
jhowell@lean.org

© Copyright 2023 Lean Enterprise Institute. All rights reserved. Lean Enterprise Institute, the leaper image, and stick figure are registered trademarks of Lean Enterprise Institute, Inc.

