

Lean Administration Step by Step

Kathrin Saheb

Kathrin Saheb

Lean Administration Step by Step

A practical guide for the implementation
of the Lean success principals in indirect company areas
and service organisations

Volume 1: Basis and Analysis



Bibliographie information published by the Deutsche Nationalbibliothek

The Deutsche Nationalbibliothek lists this publication in the Deutschen Nationalbibliografie; detailed bibliographic data are available in the Internet at <http://dnb.d-nb.de> abrufbar.

This book is the English Version of : "Lean Administration Schritt für Schritt", published in Germany 2014.

Translation: Jennifer Downey-Müller, Düsseldorf

Illustrations: Paul Giraud, Berlin

Copyright Shaker Media 2016

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publishers.

Printed in Germany.

ISBN 978-3-95631-409-4

Shaker Media GmbH • P.O. Box 101818 • DE 52018 Aachen

Telefon: 02407 / 95964 - 0 • Telefax: 02407 / 95964 - 9

Internet: www.shaker-media.de • E-Mail: info@shaker-media.de

Table of Contents

Foreword Grundig Akademie	7
Introduction	9
1. Why Lean Administration?	11
1.1 To begin with: Do we need Lean Administration?	13
1.2 Evaluation: How many statements are applicable?	15
2. The Basics	17
2.1 The beginning: The Toyota Production System.	17
2.2 What is Lean Management?	20
2.3 Lean in Administration and Service Areas	21
2.4 The Lean Core Principles	23
2.5 Value added and waste	28
2.6 The Levels of Change	30
2.7 Procedure: The five phases	32
3. The preparation.	37
3.1 Define targets	37
3.2 Planning the Lean Introduction	39
3.3 Mobilising the management	42
3.4 Identify the need for action	44
3.5 Understand the customer better	49
3.6 Estimate the ability of change	52
3.7 The information of employees – the Communication Concept	55
3.8 Project setup and Project organisation	61

4. The analysis	.65
4.1 The Kaizen levels of improvement	65
4.2 5S In the office	69
4.3 The Value Stream Analysis	73
4.4 The Information Structure Analysis (ISA)	86
4.5 Task structure analysis	93
4.6 Quick Wins: First improvements in the analysis phase	102
5. Outlook and next steps	.105
6. Lean Administration at Alstom	.107
Glossary	.117
Literatur	.119
The TEAM	.123