

Step 3: Lean Snapshot Worksheet

Purpose: To get an informal understanding of how your target area compares to a Lean area.

- Directions:**
1. Go to the shop floor and talk to the people who work there. Ask them about waste and the problems that they are having.
 2. Make your own observations as well.
 3. Use the checklist below to identify which non-Lean conditions exist within the value stream that you are studying.
 4. This is an informal activity for learning purposes—we'll do a formal assessment as part of Step 5.

Lean Characteristic	Current State
Physical workplace is organized and standardized.	
Value-added activities are at 30% or more.	
Customer demand is being met.	
Takt time determines speed of production.	
Both internal and external customers receive exactly what they need, when they need it, in the exact quantity they need.	
Small batch sizes with paced withdrawal.	
Supermarket system used when pure one-piece flow isn't possible.	
Low changeover times.	
Use of cell designs—sequence based on flow.	

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Lean Characteristic	Current State
Kanban used as part of a “pull” system	
Workers involved in maintenance of own machines (autonomous maintenance).	
Standardized work has been implemented at each work location.	
Visual controls help everyone remember standards and respond when they aren't being met.	
Load leveling is in place.	
A runner system is in place.	
Teams proactively work to improve processes.	
Everyone has a vision of Lean and is actively working toward that vision.	