



CONTENTS

Acknowledgements.....	7
1. Introduction	10
2. Lean, science of work.....	16
3. Lean Organizational Values.....	24
4. Four scientific components of Lean	30
• Identify value from the customer’s perspective	31
• Visualize how value flows to the customer	35
• Improve the flow of value.....	39
• Aim for 100% flow efficiency.....	46
5. Flow Experience, <i>secret sauce</i> of Lean.....	52
6. Conclusion.....	71
Appendices.....	73
Index.....	77