

Lean: The Measurably Efficient Musical

A Satire in One Act

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The Suits chant their loyalty to the Five S's of Lean: sort, simplify, sweep, standardize, and self-discipline.

Photo by Eagleclaw Thom

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Cast of Characters

Note to casting director: Roles are not tied to any specific gender expression. Feel free to change/mix/blend. The roles of TEACHERS, CHILDREN and SUITS do not appear on stage at the same time, and therefore may employ the same actors.

| | |
|----------------------------|------------------------------------|
| <u>Sunshine:</u> | An energetic seven-year-old |
| <u>Boxly:</u> | A lean management sensei |
| <u>Watchley:</u> | A teacher |
| <u>Cash and Carry:</u> | Value-for-money consultants |
| <u>Cloaked Figure:</u> | A mysterious presence |
| <u>Suits:</u> | Adults in business attire |
| <u>Children:</u> | Sunshine's classmates |
| <u>Pan:</u> | A child pretending to be Peter Pan |
| <u>Staff:</u> | Watchley's co-workers |
| <u>Janitor Cleanly:</u> | A member of the staff |
| <u>Assistant Friendly:</u> | Another staff member |

Songs

I Can Spin!
Tick Tock / Circle Time
Risk Assessment
Neuroscience
Value for Money
Call of the Kaizan
100 Minutes Lost
The Pirate Battle (instrumental)
We Can Spin

SCENE 1

SETTING:

A quiet street, early morning.

AT RISE:

(Birds sing. Five people in business attire wait at a bus stop, texting on handheld phones. In the distance, a school bell rings. The SUITS briefly raise their heads and look left, then return to their phones).

SUNSHINE

(Off)

Somer...sault!

(SUNSHINE, age 7, tumbles from right, jumps to her feet. She has a school backpack, but appears unconcerned that the bell has rung.)

Three jumps forward! Uhm...One leap sideways!

(Her movements follow her chant, which is clearly invented on the spot.)

One step back...and then...

(She pauses to think...)

Cartwheel!

(Music up. SUNSHINE cartwheels, wobbles, lands on her keister, laughs, and hops up.)

One leap back, two steps forward, two jumps sideways, and then...oh, my favourite...Spin!

(SUNSHINE begins to sing)

I can spin!

I can spin!

(singing and dancing)

*Jumping is fun, but spinning is dandy
If I were a sweet, I'd be cotton candy!*

(BOXLY enters from right, wearing a large satchel and holding a measuring tape. He begins earnestly measuring SUNSHINE's steps as she dances toward the SUITS.)

SUNSHINE

You can twirl!

(SUNSHINE takes the hand of a SUIT and twirls him/her. SUIT and SUNSHINE together.)

You can whirl!

(The SUITS begin to dance.)

SUIT 1

Cartwheels are fine, but spinning is great!

SUIT 2

If I joined the circus, I'd be a plate!

THE SUITS

She would spin!

On a pin!

We can twirl!

We can whirl!

BOXLY

(Singing in counterpoint. He has drawn a stopwatch and notepad from his satchel and is now awkwardly trying to measure steps and mark time simultaneously.)

Where's my pen?

Please hold still!

(BOXLY is forced to join the dance as he measures. He twirls and leaps with SUNSHINE and the SUITS, but with obvious discomfort. The SUITS playfully grab his stopwatch and toss it among themselves as they dance. They capture one end of the tape measure and turn it into a limbo pole.)

SUNSHINE and the SUITS

We can bend!

We can dip!

(BOXLY tries the limbo, and begins to smile)

SUNSHINE

(To BOXLY)

Keep your head still is an old spinning trick.

(The music slows, and SUNSHINE suddenly wobbles, looking ill.)

(Faintly) If you forget, you will get sick!

(SUNSHINE falls forward. BOXLY catches her. The music stops. In the distance, the sound of a departing bus. The SUITS freeze, pull their phones from their pockets, check the time, then run frantically after the unseen bus, waving their phones in the air. The SUITS exit left, leaving BOXLY and SUNSHINE together, centre, in silence. BOXLY now bears the horrified expression of an adult not used to dealing with CHILDREN.)

SUNSHINE

(No longer singing)

Mister? I don't feel so good.

(SUNSHINE leans forward, opens BOXLY's satchel and puts her head in. BOXLY now looks truly horrified.)

(CUT TO BLACK)

END OF SCENE

INTERLUDE 1

SETTING: The wings of a stage.
AT RISE: (*CASH and CARRY stand at left, dressed in the manner of SUITS. At right, in low light, stands CLOAKED FIGURE, silently watchful.*)

CARRY

I say, Cash, how would you assess this musical production?

CASH

All that spinning! The producers obviously need...

CARRY

(Bursting into song, happily)

To measure their risk exposure?

CASH

(Singing, excitedly)

Yes, measure their risk exposure!

CASH and CARRY

(Singing in unison, clasping each other's shoulders)

*For we'd never know what risk is there
If we did not measure with utmost care!
Measure the risk exposure!
Yes measure the risk exposure!*

CASH

(More slowly, with a tinge of sadness)

*Remember those times we stayed up all night?
Juggling spreadsheets to make them look right?*

CARRY

*How could I forget? I remember it all.
Room service snacks, the masseuse was on call.*

CASH AND CARRY

Now there's no need for numbers to bore us

Lean: The Musical

(With false brightness)
Our software solutions do it all for us!
Measure the risk exposure!

(Stuffing down their emotions, they return to a sprightly chorus)
Yes measure the risk exposure!
Measure the risk exposure!

(Clasping each other's shoulders)
For we'd never know what risk is there
If we did not measure with utmost care
Yes measure the risk exposure!

CARRY

(Speaking) Shall we charge the usual?

CASH

When it comes to common folk, there's so much riskiness to measure.

CASH and CARRY

(In unison, firmly shaking hands)
Double it is!

(CUT TO BLACK)

END OF INTERLUDE

SCENE 2

SETTING:

Interior, a circular rug with a single wooden chair. Beside it sits a small table with an old-fashioned metronome.

AT RISE:

(WATCHLEY sits on the chair. In one hand she holds a pointer the size of a conductor's wand. In the other, a plastic tuning pipe. She toots on the pipe.)

WATCHLEY

(Finding her note)

La, la, la!

(Satisfied, she sets the metronome in motion and begins singing to the beat)

Tick, tock, find your spot

That's what makes us tip top

(Five CHILDREN enter one by one from right. With a smile, WATCHLEY waves her pointer at each arrival, setting them to singing a Round.)

THE CHILDREN

(Sung as a Round, in counterpoint with WATCHLEY'S Tick Tock song)

Circle time, circle time

We all love our circle time

Tell a story, sing a rhyme

We all love our circle time

(The CHILDREN continue singing as they make their way to sit on the carpet.

WATCHLEY counts heads and looks anxiously to right. SUNSHINE somersaults in, jumps to her feet, and joins the singing. WATCHLEY beams. Conducting with the pointer, she brings the singers down to a whisper.)

Lean: The Musical

WATCHLEY

(Singing above the CHILDREN)

Leaning time now draws near.

Let's put on our listening ears!

*(The CHILDREN and WATCHLEY
pantomime putting on ears. WATCHLEY
stops the metronome and begins to speak.)*

WATCHLEY

(Sweetly) Now children, who can guess what special time it is?

CHILD 1

Recess!

CHILDREN

(Laughter and cheers)

WATCHLEY

Goodness, no! Who else can guess?

CHILD 2

I know! It's story-time!

WATCHLEY

Not today, children. Today we have something even more special than story-time.

CHILDREN

(Some clapping, wriggling, excited noises)

WATCHLEY

I will tell you. It's Value Added Assessment Time! A very special game to help us all Continuously Improve!

CHILDREN

(Murmuring)

SUNSHINE

Ms. Watchley, what about storytime?

WATCHLEY

Well, do you remember last week? Mr Boxly and his satchel of funny hats?

CHILD 1

(Excitedly) The ones with the wires?

CHILD 2

And the flashing lights?

CHILD 3

I sure remember, Ms Watchley. They smelled just like my baby brother when his tummy is sick!

(The children laugh. SUNSHINE looks down, a bit embarrassed.)

WATCHLEY

Well, those funny hats told us a lot of things. Children, the white board, please.

(Two CHILDREN run off stage left, then return with a rolling white board. They spin the white board, revealing a complex mathematical formula. Beneath the formula is written: Copyright Kiyota Education Management. Music rises. A student tosses WATCHLEY a long pointer, which she catches expertly.)

WATCHLEY

(Singing)

*You've heard of biology, geography, zoology
But here is something new!
You know about chemistry, English and history
But never was a science so true*

(She dances, twirling the pointer like a cane.)

*As neuroscience, neuroscience,
The science that's truly sublime!
Neuroscience, neuroscience,
It can tell us the very best time*

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*To take a test, or have a rest,
If it's seven o'clock or nine!*

*(She spins the white board with the children,
laughing)*

CHILDREN and WATCHLEY

*Neuroscience, neuroscience,
The science that's truly sublime!
Neuroscience, neuroscience,
It can tell us the very best time
To take a test, or have a rest,
If it's seven o'clock or nine!*

WATCHLEY

*And what do you think is the very best time,
For a special test?
That can prove your teacher teaches
Better than the rest?
Look no further than x minus y
It's all there to be seen.
Value Added Assessment is best at 9:17!*

CHILDREN and WATCHLEY

*Value Added Assessment is best at 9:17!
Value Added Assessment is best at 9:17!*

*(The recess bell rings. The children cheer and
start toward the door.)*

WATCHLEY

(Weakly) But children, the Assessment...
(The CHILDREN keep running)

SUNSHINE

(Loudly) Stop!!!!
(The CHILDREN stop and turn)

SUNSHINE

*Like this: One leap forward, three steps sideways, one step back,
somersault!*

*(The CHIDLREN somersault off stage.
WATCHLEY plops into her chair,
despairing. Then she laughs, shaking her
head.)*

(CUT TO BLACK)

END OF SCENE



Staff comfort one another at a Rapid Process Improvement Workshop.
Photo by Eagleclaw Thom.

INTERLUDE 2

SETTING:

The wings of a stage.

AT RISE:

(CASH and CARRY stand at left,
CLOAKED FIGURE at right, silently
watchful.)

CASH

(*Worried*) I say, CARRY, there's a rather odd person watching us.

(*CARRY places a comforting hand on
CASH's shoulder and they draw together
briefly. Then, startled by such closeness, they
step apart and resume their businesslike
demeanors.*)

CARRY

(*Singing*)

Pay no mind, my friend.

We've bigger things on the docket.

CASH

Yes, the value-for-money audit

Puts money in our pocket.

CASH and CARRY

The value-for-money audit

Puts money in our pocket!

The value-for-money audit

Puts money in our pocket!

CASH

(*Gesturing broadly to the audience and stage*)

How shall we assess this musical?

What are the value factors?

CARRY

The question is who's paying us -

The audience or the actors?

Lean: The Musical

CASH

(Consults a notebook)

*Our client list is exclusive
We only take on the best*

CASH and CARRY

*We work for the producers
The hell with all the rest
The value-for-money audit
Puts money in our pocket!
The value-for-money audit
Puts money in our pocket!*

CARRY

Well, we must find out what they want — and give them the correct answer!

CASH

And then charge them the usual?

CASH AND CARRY

(Shaking hands, in unison)

Triple it is!

(They embrace)

*The value-for-money audit
Puts money in our pocket!
The value-for-money audit
Puts money in our pocket!*

(CUT TO BLACK)

END OF INTERLUDE

SCENE 3

SETTING: Interior, the school staff room. A table surrounded by chairs. A white board contains numerous colourful sticky notes and a list of words and phrases: Hoshin, Kanban, Jidoka, Gemba, Value Stream Map, Heijunka. Beneath them is written: Copyright Kiyota Education Management.

AT RISE: (*Voices are heard off stage.*)

SUNSHINE

(*Off*)

Hey, Ms Watchley, you forgot to push play.

WATCHLEY

(*Off*)

Sorry, go ahead, you can run the movie yourselves.

STAFF

(*Singing, Off*)

Ho-shin Kan-ri! Just In Time!

Kanban! Muda! It's Kaizen Time!

(*WATCHLEY and five STAFF enter right, singing. BOXLY enters left and joins the song. They take seats around the table*)

Children are the units,

We must move them down the line

Continuous improvement,

Just in time!

Ho-shin Kan-ri! Just In Time!

Kanban! Muda! It's Kaizen Time!

Children are the units,

We must move them down the line

Value-added widgets

Just in time!

BOXLY

(Smiles broadly)

Welcome, team members, to our first Rapid Process Improvement Workshop. First, a small formality. Silly thing really, heh, heh, bear with me.

(Reads rapidly from a paper)

We hereby agree all notes, thoughts, and ideas, including future thoughts and ideas, generated from this workshop are the property of Kiyota Education Management.

Heh, heh, like I said, silly formality, pay no mind. Now let's Catch Ball some of those great ideas, shall we?

(Silence. STAFF shift uneasily in their chairs.)

BOXLY

Well, I have a little Muda I'd like to throw in the air.

WATCHLEY

Excuse me. Muda?

BOXLY

(Pointing to the white board)

Look here on the Kanban. Muda: waste. An example. Last week, as you know, I measured the process of children moving from classroom to playground. The measure of wasted movement has increased 300 per cent from the week before! The product units have begun jumping sideways and backwards. Then there's the spinning — in one spot, no forward movement whatsoever. This is Muda: Muda amounting to 100 minutes per week.

(Smiling)

So let's talk Cycle Time, team. How do we reduce this Cycle Time to zero?

WATCHLEY

Well, zero is impossible, of course. We would have to cancel recess altogether.

BOXLY

Precisely.

WATCHLEY

Mr. Boxly, surely we aren't....

BOXLY

Indeed we are.

WATCHLEY

But Mr. Boxly, the children!

BOXLY

The production units will benefit greatly with an enhanced learning environment. Must I remind you of our core business? All else is muda. Look here — if we mitigate exposure to mud puddles, why we can cut Janitor Cleanly hours in half.

(JANITOR CLEANLY hangs head dejectedly.)

And, by George, we won't need ASSISTANT FRIENDLY at all!

(TEACHING ASSISTANT FRIENDLY looks alarmed.)

But we are dialoguing, Ms Watchley. Perhaps this is better settled in our small groups. Shall we break into our small groups?

(The STAFF break into two groups and appear to be consoling one another as they leave, softly singing The Call of the Kaizan. The tune is slower and sadder than on entry.)

Ho-shin Kan-ri...just in time.

Kanban, Muda, it's Kaizen time.

Workers are the units, we must move them down the line

Value-added widgets...just in time

(WATCHLEY and BOXLY are alone. WATCHLEY rises to her feet and paces away from the table. Stopping, she drops her head in despair.)

(WATCHLEY remains in the room, standing dejectedly. BOXLY moves to her side, hesitates, then lightly touches her back in sympathy.)

BOXLEY

There, there, Ms. Watchley. The children will improve so continuously now. Their futures will be happy!

WATCHLEY

But children don't live in the future. They live *now*. (*Sadly*) No recess. However will I tell them?

BOXLY

With one word, Ms. Watchley (*dramatic pause*)...Kaizen! Change! Change is good! The children should embrace change! We must all sweep away our resistance!

WATCHLEY

Yes, I suppose. Recess *can* be difficult and so...so...unpredictable. But there *must* be a reason why they love it so. (*Pauses, thinking*) And, surely Mr. Boxley, it must make their synapses fire... and, uh... I don't know! Something about neuroscience! You're the expert.

BOXLY

Precisely — synapses! Blood flow to the brain! They can do jumping jacks right beside their desks without interrupting Time on Task. Or brain breaks. Kiyota Corp has wonderful packages of brain break exercises for sale — they're hot sellers. You see, it's all about managing behaviour, Ms Watchley — especially in a school like this.

WATCHLEY

A school like this?

BOXLY

Where there's so much (*pauses*)...so much...*behaviour* to be managed. It's making havoc of our achievement data.

WATCHLEY

Mr. Boxley, what do *you* remember about recess?

BOXLY

Me? I suppose, skinning my knees. Falling off the slide. Getting in a fight that one time. *(Starts to smile)* Beating Joey at tetherball. My first girlfriend. Hanging out with my friends. *(Getting excited)* Oh man, this one time, we came up with the best game. We were all superheroes that week. When we were in class, we had to keep our disguises on, but at recess and home-time, we could save the city...

(WATCHLEY removes a scarf from her neck and fashions it into a cape that she places on BOXLY)

BOXLY

Yippee!

(BOXLY swoops about the stage in his imaginary cape. He stumbles into WATCHLEY. They grab hands and spin. Then, suddenly aware, they stop, still holding hands.)

BOXLY

Oh!

(Their eyes meet. SUNSHINE bounces in from right.)

SUNSHINE

Ms Watchley, the movie....Oh! Are you getting married?

BOXLY and WATCHLEY

*(In unison)*No!

SUNSHINE

Why not Mr. Boxly? Don't you think Ms Watchley is the prettiest teacher in the school?

BOXLY

Well yes, I mean, ah...I...

(WATCHLEY and BOXLY step apart)

WATCHLEY

We should get back to class now. I think Mr. Boxly has some...some...matrixes or rubrics to work out.

BOXLY

Ah, yes — the achievement gap! I must tend to it right away.

SUNSHINE

(To audience) Just so you know...I have no idea what's going on here. Adults!

(FADE TO BLACK)

END OF SCENE



School staff march to 'The Call of the Kaizan.'

Photo by Eagleclaw Thom

INTERLUDE 3

SETTING

An empty stage.

AT RISE

(SUIT 1 stands floor level in front of the audience. The other SUITS are scattered about the room.)

SUIT 1

Have you correctly absorbed the 5 S-es?

SUITS (in unison)

Yes, Sensei! Yes!

SUIT 1

And do you know every S...to a T?

SUITS (in unison)

Yes, Sensei, yes! We know every S!

SUIT 1

S number one!

A SUIT

Sort! Separate the necessary from the unnecessary!

SUIT 1

S number two!

SUIT 2

Simplify! A place for everything and everything in its place!

SUIT 1

S number three!

SUIT 3

Sweep! Zero dirt equals zero defects!

SUIT 1

S number four!

SUIT 4

Standardize! 'Standard work' equals 'Everyone knows their duties'. Be proactive!

SUIT 1

S number five!

SUIT 2

Self-discipline! Sustainability! A way of changing habits!

SUIT 1

Where is it so written?

SUIT 3

In '3S Health Saskatchewan — A Lean Glossary!'

SUIT 4

Adapted from the 'The Toyota Way to Health Care Excellence,'
by John S. Black!

SUIT 1

And have you recited it word for word?

SUITS (in unison)

Every word, Sensei! Every word!

SUIT 1

And where else is it written?

SUIT 4

(*With emotion*) In our hearts, Sensei! In our hearts!

SUIT 1

And will you be loyal only to the 5 S-es?

SUITS (in unison)

Yes, sensei, yes! Loyal to every S!

SUIT 1

(*In mock surprise*) Not loyal to each other?

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SUIT 2

(With fierce emotion) No, Sensei, no! Only to our Dear S-es!

SUIT 1

Very good. I'm so happy we have achieved this consensus! Such teamwork! All together now!

SUITS

(The SUITS begin to march)

Sort! Simplify! Sweep! Standardize! Self-discipline!

(Repeating the chant, they march off)

END INTERLUDE



Audience productivity and morale is assessed before the musical begins.

Photo by Eagleclaw Thom

SCENE 4

SETTING:

Exterior. A playground.

AT RISE:

(BOXLY and WATCHLEY sit together on a park bench as the CHILDREN play. BOXLY's satchel sits at his feet.)

WATCHLEY

I suppose I should thank you allowing this one last recess.

BOXLY

(Placing his hand on hers)

It's for the best, you'll see, Ms Watchley. If you could see the world as I do...look there! That's no way to Catch-Ball!

(One CHILD sneaks up and throws a large ball at the back of another's head. A chase ensues.)

Perhaps in a better school. But these children, they...they're just not very well bred, are they? They're better off without all this troublesome (he waves his hand toward the scene, struggling for the word)...freedom.

(The action now shifts to the CHILDREN)

CHILD 1

I'm Peter Pan! You can be the Lost Boys!

SUNSHINE

But I'm a girl!

PAN

Well, you can be a boy.

SUNSHINE

Yay!

CHILD 2 (a boy)

But I want to be a girl!

PAN

You can be what you want to be! We're the Lost Kids and we are free!

CHILDREN

(dancing in a circle)

We're the Lost Kids and we are free! We're the Lost Kids and we are free!

(CASH and CARRY march in from left)

CASH

What's this, CARRY?

CARRY

I'll tell you what, Cash — Unauthorized recess!

CASH and CARRY

(singing to the CHILDREN)

*Minutes wasted tying shoes
Hours wasted finding hats
Days wasted chasing balls
And gathering up the bats!
Time out to bandage knees
So much wasted movement
Seconds squandered wiping noses
All lost to your improvement!*

(They advance on BOXLY, who rises to his feet.)

*You've taken all the training
You can't deny the cost
Every single week....*

(They stop, consulting a calculator)

...100 minutes lost!

(In the background, SUNSHINE and the CHILDREN whisper a plot, then scamper off stage left)

*Every minute counts,
Every single iota
We hereby relieve you of your satchel
Which is the property of Kiyota!*

(Instrumental — The Pirate Battle)

(CASH lunges for BOXLY's satchel. A struggle over the satchel ensues. WATCHLEY leaps up and punches fiercely at CASH. CARRY restrains her. Seeing WATCHLEY captured, BOXLY gives up the satchel. CARRY lets go of WATCHLEY. BOXLY and WATCHLEY reach out and hold each other tenderly. Meanwhile, SUNSHINE and the CHILDREN sneak up on CASH and CARRY from left. Two carry plastic-bladed hockey sticks. Two hold either end of a long skipping rope. Two carry between them a volleyball net.)

PAN

(Pointing at CASH and CARRY)

Pirates! Attack!

(The CHILDREN attack CASH and CARRY's shins with the hockey sticks. One of the CHILDREN grabs the satchel. They throw the volleyball net over CASH and CARRY's heads and tie them up with the skipping rope, face to face. A CHILD returns the satchel to BOXLY. BOXLY tosses it aside and sinks to his knees, arms outstretched to them.)

BOXLY

Children! Thank you!

(The CHILDREN gather around for a group hug. BOXLY laughs, then jumps to his feet, twirling WATCHLEY like a dancer. They embrace lovingly as the CHILDREN cheer and clap.)

CASH

Carry?

CARRY

Yes, Cash?

CASH

Now that we're in this pickle, I can keep silent no longer. I...I love you.

CARRY

And I you.

(They disentangle themselves from the net and ropes, and embrace.)

CASH

Let's leave this all behind. Will you...?

CARRY

Yes! I have a condo...in Cancun!

CHILD 2

(To CHILD 3) What's a condo?

CHILD 3

(Shrugging) Auntie Marge says my daddy was a broken one.

CASH

Actually, I prefer Cabo. I have a time-share.

(As they speak, CASH and CARRY walk arm and arm toward exit left.)

CARRY

What's the risk rating? Is it value for money?

CASH

(Gleefully) Who cares?

(Meanwhile from right, CLOAKED FIGURE appears.)

CLOAKED FIGURE

(To CASH and CARRY)

Not so fast!

SUNSHINE

(To CLOAKED FIGURE)

Are you Superwoman?

CLOAKED FIGURE

No, dear. I'm just the auditor general. But I've been watching these two for a very long time — for crimes against time. You see, they plan to rob *all* the free time from you, so you don't slow down the production line.

PAN

And take it to Cabo with them, in a great big satchel!

SUNSHINE

Or to Cancun! With a condom! Look, there they go!

*(CASH and CARRY make a break for it,
CLOAKED FIGURE in hot pursuit. They
exit left.)*

SUNSHINE

Don't worry Ms Watchley and Mr. Boxly. They're gone now. I guess we *really* saved time from being lost!

WATCHLEY

Yes, children, you did. And what shall we do with this time we've found?

SUNSHINE

(Singing) We can spin!

THE CAST

We can spin!

We can spin!

Jumping is fun, but spinning is dandy

If we were a sweet, we'd be cotton candy!

We can twirl!

Lean: The Musical

*We can whirl!
Cartwheels are fine, but spinning is great
If we joined the circus, we'd be a plate!
We would spin!
On a pin!*

*(CLOAKED FIGURE, CASH and
CARRY return to join the chorus. CASH
and CARRY are now handcuffed, but
happy.)*

*You can't measure life, it moves much too fast.
By the time you catch up, it's already passed!
So let's be free!
You and me!
Happily!*

(To the audience)

*Time is yours! Evermore!
Take your time!
Take...back...your...TIME!*

END

A LEAN GLOSSARY

3P: Production, Preparation, Process

5S: Key to Lean operations in maintaining a clean and well-organized workplace. Elements are:

- **Sort:** Separate the necessary from the unnecessary
- **Simplify:** A place for everything and everything in its place
- **Sweep:** Zero dirt = zero defects. Allows you to inspect your area
- **Standardize:** Standard work = everyone knows their duties. Be proactive!
- **Self-discipline:** Sustainability! A way of changing habits

Catchball: Where goals are proposed and discussed by people all the way up and down the chain of command.

Cycle time: the amount of time required for one person to complete a task or process.

Gemba: Place where the work is performed (i.e., hospital, school).

Heijunka: (or Leveled production) — levels the workload among providers using skill-task alignment.

Hoshin: Strategic focus or vision.

Hoshin kanri: Goals are determined and measures created to keep on task.

Just in Time (JIT): Having what you need at the right time in the right place in the right amount.

Kaizen: Kai = change; Zen = good (literal translation). Used to describe continuous incremental improvement.

Kanban: Signboard or billboard – physical visualization of a task.

Muda: Waste, which is anything that does not add value.

Rapid Process Improvement Workshop (RPIW): A disciplined and rigorous process where an engaged team work together to eliminate waste in a defined process.

Standard Work: A prescribed, repeatable, and observable sequence of steps balanced to “takt” time.

Takt Time: The necessary pace or beat of the work in order to meet demand.

Value-Stream Map: A graphical representation of a current real-time process.

Adapted from A Lean Glossary by 3S Health Saskatchewan, which is in turn adapted from “The Toyota Way to Health Care Excellence” by John Black.