Contents

Foreword xi
Preface xv
Acknowledgments xix
List of Enablers and Subenablers in Chapter 7 xxiii
List of Figures and Numbered Text Boxes xxxiii

1 Introduction 1
   1.1 Introducing Lean Systems Engineering and Lean Enablers for Systems Engineering 1
   1.2 Organization of the Book 6

2 A Brief History of Recent Management Paradigms 9
   2.1 From TQM to Six Sigma and Lean 9
   2.2 Lean Six Sigma 13

3 Lean Fundamentals 14
   3.1 Value 14
   3.2 Waste 15
   3.3 Lean Principles 17
      3.3.1 Principle 1: Value 17
      3.3.2 Principle 2: Map the Value Stream 17
      3.3.3 Principle 3: Flow 20
      3.3.4 Principle 4: Pull 21
3.3.5 Principle 5: Perfection 21
3.3.6 Principle 6: Respect for People 22
3.4 The Lean Symphony of the Principles 22

4 Lean in Product Development 25
4.1 Review of Progress 25
4.2 The Method of Lean Product Development Flow (LPDF) 28
4.2.1 Introduction to LPDF 28
4.2.2 Lean Manufacturing: A Refresher 29
4.2.3 Overview of LPDF 30
4.2.4 Integrative Events 33
4.2.5 Selecting the Project Schedule 34
4.2.6 Mapping the Value Stream 35
4.2.7 Project Leadership and Management 38
4.2.8 Project Room 40
4.2.9 Closing Remarks about LPDF 40

5 From Traditional to Lean Systems Engineering 42
5.1 Successes and Failures of Traditional Systems Engineering 42
5.2 Waste in Traditional Systems Engineering 44
5.3 Beginnings of Lean Systems Engineering 49
5.4 Lean Systems Engineering Working Group of INCOSE 50
5.5 Value in Lean Systems Engineering 51

6 Development of Lean Enablers for Systems Engineering (LEfSE) 54
6.1 Strategy 54
6.2 Development of LEfSE 55
6.3 Survey 58
6.4 Benchmarking with NASA and GAO Recommendations 59
6.5 Version 1.0 and Awards 59

7 Lean Enablers for Systems Engineering 64
7.1 Organization 64
7.2 Tables with Lean Enablers for Systems Engineering (LEfSE) 67
7.2.1 Lean Principle 1: Value 67
7.2.2 Lean Principle 2: Map the Value Stream (Plan the Program) 85
7.2.3 Lean Principle 3: Flow 116
7.2.4 Lean Principle 4: Pull 164
7.2.5 Lean Principle 5: Perfection 169
7.2.6 Lean Principle 6: Respect for People 204