



CONSULTANTS • ENGINEERS • STRATEGISTS

Quarterman Lee Profile



For more than 30 years, Quarterman Lee has been a trusted advisor to clients across many industries and in many countries. He has also been a Plant Manager, Maintenance Superintendant and Design Engineer. His early employment included Ford Motor Company, Boeing, Crown-Zellerbach and Atchison Casting.

As a consultant, Mr. Lee believes in collaboration. **He helps clients bring their own knowledge to bear on the critical “leverage points”**—those elements of a problem where small changes bring big results. He helps them to organize the discovery process.

Mr. Lee knows that the tough issues cross organizational boundaries.

Resolving them requires specialized knowledge from Marketing, Engineering, Accounting, Information Technology and other functional specialties. He is adept at bringing these people together and achieving consensus on the root causes and solutions to business problems.

The overall theme of Mr. Lee’s career might best be described as the art and science of work processes. It has led him into the areas of time and motion study, facilities planning, workcells, Group Technology and **Operations Strategy** and, of course, **Lean Operations**.

Quarterman Lee is widely known for his work in Operations Strategy. Building on Wickham Skinner’s writing on Focused Factories, Mr. Lee has extended these concepts into beyond manufacturing and shown how they apply to departmental and workcell levels as well as at the site level.

He developed the first systemized process for **designing workcells** that included human as well as technical elements. These procedures provide for the design of many types of workcells—not just the high-volume, low-variety cells used at Toyota. He has designed and implemented many workcells in administrative and professional operations in addition to manufacturing cells.

A turning point in Mr. Lee’s career came in 1983 when he participated in a study mission to Japan. What he saw at Nissan, Sony, Toyota and other Japanese factories was the precursor to **Lean Manufacturing** and then **Lean Enterprise**. These Japanese manufacturers had successfully brought together many developments (both human and technical) in a well-thought-out **Operations Strategy**. Since that seminal trip, he has participated in the effort to bring structure and system to the field of work process design and integrate it into comprehensive and effective operations strategies for clients.

Somehow, along the way, Mr. Lee also found time for more traditional engineering work. He designed structures and mechanisms for the F4 Phantom, one of the most successful and long-lived fighter aircraft of the postwar period. He has designed industrial electric and ventilation systems, specialized machinery and a patented commercial dishwasher that is still in production after more than twenty-five years.

Education & Professional

Mr. Lee holds a Bachelor of Science in Mechanical Engineering from Purdue University. He is a member of the Institute of Industrial Engineers, Society of Manufacturing Engineers and APICS. He has authored or co-authored five books, hundreds of professional articles and several dozen training programs.

Personal

Quarterman’s personal interests are eclectic and include family, reading and classic cars. Current projects include the restoration of a Fiat X1/9 sports car and a 107-year-old home in Kansas City.