

Waste Finding Notes

1) What is waste finding?

Waste is any work activity that does not produce value for the customer

Waste finding is a technique for identifying waste

Waste finding can be difficult because waste often seems NORMAL, a part of our daily routine

The Seven Types of Waste

Waste Type	Description
Defects	Errors, mistakes, or problems with a product or service
Waiting	People waiting for something to happen
Excessive Walking	Walking or other human movements that are not needed to serve the customer
Excessive Processing	Performing more work than is needed to serve the customer
Excessive Production	Making or ordering more material goods than are needed to serve the customer
Excessive Inventory	Storing or holding more material goods than are needed to serve the customer
Excessive Transportation	Shipping or moving material goods farther than is needed to serve the customer

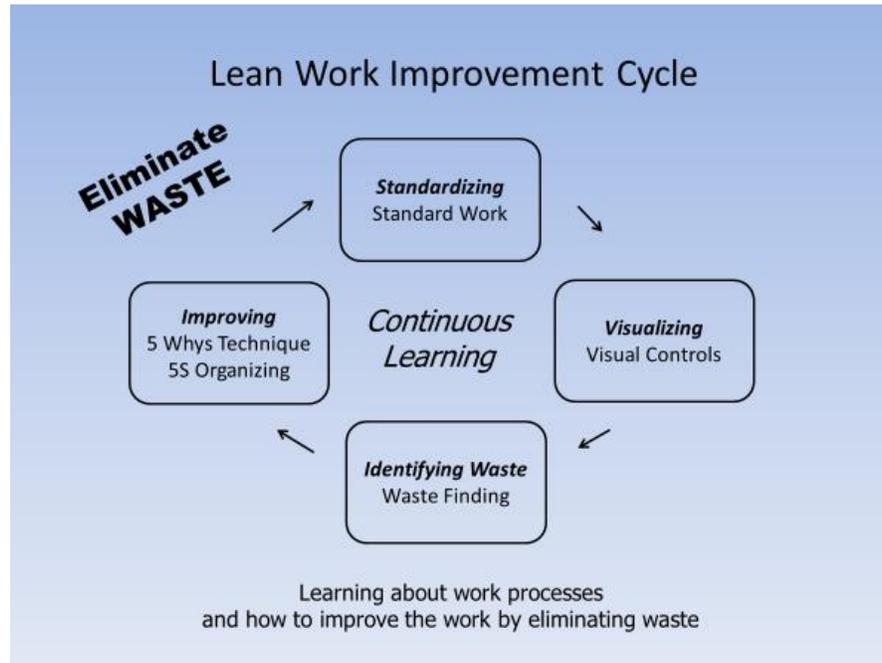
2) How does waste finding contribute to the Lean management system?

The waste finding technique is part of the “Identifying Waste” activity of the Lean Work Improvement Cycle

The prior activity in the cycle, Visualizing, sets the stage for finding waste because it makes the work processes transparent, where it is easier to find waste

The next activity in the cycle, Improving, involves finding the cause of the waste and then making an improvement to the work by addressing that cause

The Lean Work Improvement Cycle goes on all the time and so the idea is to eliminate a little bit of waste every day as you continually LEARN what works and what doesn't work



3) How to organize and implement waste finding activities?

Waste finding can occur in two different ways:

- 1) As part of an organized Lean event, like a Kaizen event
- 2) As part of the daily work routine

Lean events like Kaizen events can be very effective, but they are excluded from this training program because initial events normally require expert facilitation

In waste finding, everyone must ACTIVELY OBSERVE and look for waste

The seven waste types help you to identify waste when you see it

Each of the seven waste types has one or more SIGNALS which provide explicit evidence that waste exists (see table below)

Signals of Waste

Waste Type	Signals to Look For
Defects: Errors, mistakes, or problems with a product or service	<ul style="list-style-type: none"> • Rework, needing to do something over again • A customer who did not get what was promised
Waiting: People waiting for something to happen	<ul style="list-style-type: none"> • People waiting in some form of line • Things seem to be stalled
Excessive Walking: Walking or other human movements that are not needed to serve the customer	<ul style="list-style-type: none"> • People walking around a lot, especially back and forth • People suffering from movement-related ailments such as sore backs, joints, or hands
Excessive Processing: Performing more work than is needed to serve the customer	<ul style="list-style-type: none"> • A lot of activity or people involved in the work • Work products that are not used and are discarded
Excessive Production: Making or ordering more material goods than are needed to serve the customer	<ul style="list-style-type: none"> • Pace of ordering exceeds pace of consumption • Materials received which are not needed
Excessive Inventory: Storing or holding more material goods than are needed to serve the customer	<ul style="list-style-type: none"> • Signs of old inventory such as dust on storage boxes • Stock items which are being discarded
Excessive Transportation: Shipping or moving material goods farther than is needed to serve the customer	<ul style="list-style-type: none"> • A lot of goods being held on carts and in vehicles • Long in-transit times

If you are not sure of what waste type you are seeing, don't worry about it – Putting the waste in the “correct” category is not important – what IS important is that you identified the waste so you can address it in the Improving activity

Remember that finding and eliminating waste is a “team sport” and so always apply the first Ground Rule of the Lean System: “Blame the System, Not the Person”