

Waste of Defects Notes

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

1) What is the Waste of Defects?

Defects are errors, mistakes or other types of problems with a product or service

Defects occur WHEN THINGS GO WRONG

Examples of defects waste:

Steak overcooked at a restaurant

Email sent to the wrong person

2) Who is “the customer?”

There are two types of “customers” in the Lean system: External customers and internal customers

External customers are the customers of your business –individuals and organizations that pay for your products and/or services

Internal customers are your employees and business partners – individuals and organization who use the output of your work activities

Example of internal customer: Employee who receives a paycheck produced by the weekly payroll process

3) Who cares about defects waste ... why is that important?

We care because defects ...

Reduce quality

Cause delays

Are a hassle

Increase cost

This leads to UNHAPPY CUSTOMERS and creates an ANNOYING and UNPRODUCTIVE work environment.

4) How to find defects waste?

You can find some defects by OBSERVING and actively looking for the SIGNALS of the waste of defects:

a) REWORK: Repeating work activities because something went wrong the first time

b) UNHAPPY CUSTOMER: Customer did not get what they were promised by your organization

Example of rework: Steak is overcooked, customer complains, replacement steak is prepared and served

Example of unhappy customer: Steak is overcooked, customer does not complain

5) How to eliminate defects waste?

Ask WHY the defects are occurring

Unclear or incomplete instructions

Lack of adequate time, tools or facilities

Then, address the answer to the why question

Don't forget the Lean Ground Rule: "Blame the System, Not the Person": Give the benefit of the doubt and look for how the SYSTEM could be changed to avoid the waste in the future

Learn to become a waste-finder and build the habit of actively looking for the signals of waste

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