

## Waste of Excessive Processing 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 excessive processing?**

Excessive processing means performing more work than is necessary to serve the customer

*Examples of excessive processing waste:*

Giving your account number multiple times during a phone call to the cable service call center

Hunting around for five minutes to find a needed file in a disorganized file cabinet

Having too many “hand-offs” in a process (too many people involved)

Sending too many notices to a customer, flooding their email inbox

## **2) Who cares about excessive processing waste ... why is that important?**

We care because excessive processing can ...

- Cause delays

- Reduce productivity

- Lead to worker strain and other types of waste like defects

This UPSETS customers and creates an ANNOYING and UNPRODUCTIVE work environment.

Is the waste of excessive walking just a special case of the waste of excessive processing?

Yes, it is. Putting waste into the “correct” category is not important – it’s only important that you recognize the waste so you can do something about it.

## **3) How to find excessive processing waste?**

You can find excessive processing waste by OBSERVING and actively looking for the SIGNALS:

a) LOTS OF ACTIVITY: You ask yourself, “Why is this so cumbersome ... Isn’t there an easier way?”

b) WORK PRODUCT THAT ARE NOT USED OR DISCARDED: If these items are not used, then the effort taken to create them was excessive processing

Rely on intuition and common sense to determine if the processing is “excessive”

## **4) How to eliminate excessive processing waste?**

Ask WHY the excessive processing is occurring

- Disorganized workplace makes it harder to find things

- Don’t have the right tool or facilities to support the work being done

Then, address the answer to the why question

- Bring organization to a disorganized workplace (5S Organizing Technique)

- Obtain appropriate office equipment or computer support systems

Don’t assume that the current way of processing is good because “It is always the way we have done it.” Stay alert and try to imagine “better ways of doing things”

# Signals of Waste

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