

Waste of Excessive Walking 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 walking?

Excessive walking means that a person is walking more than necessary and/or making other kinds of unnecessary human movements like bending, lifting or hand movements like keyboard clicking

Examples of excessive walking waste:

Waiter walks back and forth because they forgot something or their work stations are far apart

Many keyboard clicks are needed to obtain necessary information

Office worker strains to lift and store a heavy box of copy paper

2) Who cares about excessive walking waste ... why is that important?

We care because excessive walking (and other unnecessary human movements)

- Cause delays

- Reduce productivity

- Can be physically straining

A great deal of excessive walking and movement can create an ANNOYING and CHAOTIC environment for customers and for employees

3) How to find excessive walking waste?

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

- a) PEOPLE UP AND WALKING AROUND: Especially back and forth walking

- b) STRAIN INJURIES: Sore backs from lifting, repetitive hand motion injuries like carpal tunnel

How to know if the walking is “excessive?”

- Rely on intuition and common sense

- Sometimes prepare and look at a “spaghetti chart” of typical walking patterns (see below)

4) How to eliminate excessive walking waste?

Ask WHY the excessive walking is occurring

- Back-and-forth walking between two particular locations

- Need to pick up material that is not near the “point of use”

Then, address the answer to the why question

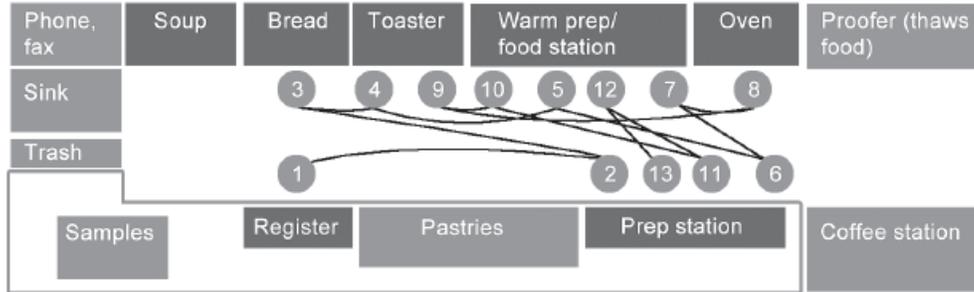
- Reorganize work stations (see example “before and after” spaghetti chart below)

- Create “kits” of necessary materials that are located near to the point of use

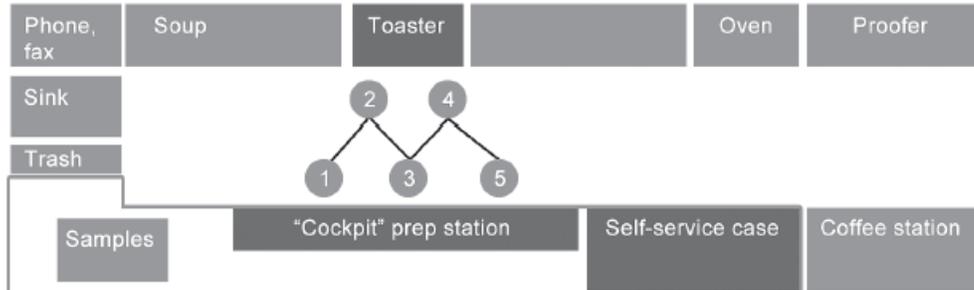
Some walking is healthy, but excessive walking is unproductive and can be annoying and chaotic. Don't assume that all walking is “normal”.

Service steps for fulfilling order (example: hot chicken sandwich)

Before improvements



After improvements



Reduced preparation time for ...

... a breakfast sandwich by 51 seconds

... a lunch sandwich by 1 minute, 11 seconds

Figure 10. Before and After Spaghetti Chart

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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