

## NINE CATEGORIES OF WASTE

		EXAMPLES	CREATES	TOOLS/SOLUTIONS
<b>D</b>	<b>DEFECTS</b>	<ul style="list-style-type: none"> <li>• Errors</li> <li>• Not following procedures and quality guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Re-work</li> <li>• Lost opportunity</li> <li>• Poor service</li> <li>• Non-compliance</li> <li>• Bottlenecks</li> <li>• Creates frustration/stress</li> </ul>	<ul style="list-style-type: none"> <li>• Pareto Charts</li> <li>• Proper feedback</li> <li>• Develop consistency</li> <li>• Quick checks</li> <li>• Poke Yoke</li> <li>• Training</li> </ul>
<b>O</b>	<b>OVERPRODUCTION</b>	<ul style="list-style-type: none"> <li>• Significant time on tasks that do not take precedence</li> <li>• Prioritizing the wrong projects</li> </ul>	<ul style="list-style-type: none"> <li>• WIP</li> <li>• Lost capacity</li> <li>• Bottlenecks</li> <li>• Strained employees</li> </ul>	<ul style="list-style-type: none"> <li>• Triage</li> <li>• “Managing the door”</li> </ul>
<b>W</b>	<b>WAITING</b>	<ul style="list-style-type: none"> <li>• Non-value added time</li> <li>• Productive output is not being performed</li> </ul>	<ul style="list-style-type: none"> <li>• Increased costs</li> <li>• Lost capacity</li> <li>• Bottlenecks</li> <li>• “Learning Curve”</li> </ul>	<ul style="list-style-type: none"> <li>• Analyze process steps</li> <li>• Level-loading work responsibilities</li> <li>• Cross-training</li> </ul>
<b>N</b>	<b>NOT UTILIZING PEOPLE’S TALENT</b>	<ul style="list-style-type: none"> <li>• High-skilled people performing low-skilled work</li> <li>• Not maximizing staff strengths</li> <li>• Failing to cultivate staff ideas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Job dissatisfaction</li> <li>• Employee turnover</li> <li>• Increased costs</li> <li>• Limited value to customers</li> <li>• Bottlenecks</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the VOC and your people</li> <li>• Staff A-B-C- matrix</li> <li>• Training &amp; development</li> <li>• Creating team culture</li> </ul>
<b>T</b>	<b>TRANSPORTING</b>	<ul style="list-style-type: none"> <li>• Poor office design – not accounting for teams, flow</li> <li>• Not properly leveraging technology</li> <li>• Paperwork going through “too many hands”</li> </ul>	<ul style="list-style-type: none"> <li>• Longer cycle time</li> <li>• Increased costs</li> <li>• Lost capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Value stream maps</li> <li>• Creating work cells/teams for high-volume areas</li> <li>• Properly leveraged technology</li> <li>• Spaghetti Diagram</li> </ul>
<b>I</b>	<b>INVENTORY</b>	<ul style="list-style-type: none"> <li>• Filled inboxes</li> <li>• Email backlog</li> <li>• To-do list</li> <li>• WIP</li> <li>• Supply storage</li> </ul>	<ul style="list-style-type: none"> <li>• Stress</li> <li>• Low throughput</li> <li>• Poor service</li> <li>• Bottlenecks</li> </ul>	<ul style="list-style-type: none"> <li>• 5S and Visual Management</li> <li>• Triage workflow</li> <li>• Performance</li> </ul>
<b>M</b>	<b>MOTION</b>	<ul style="list-style-type: none"> <li>• “Search parties” in the office</li> <li>• Forms/Supplies centrally located</li> <li>• Trips to printer/copiers</li> </ul>	<ul style="list-style-type: none"> <li>• Longer cycle time</li> <li>• Increased costs</li> <li>• Chaos</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluating workflow</li> <li>• Properly set up work centers</li> <li>• 5S</li> </ul>
<b>E</b>	<b>EXCESS PROCESSING</b>	<ul style="list-style-type: none"> <li>• Performing more work than necessary</li> <li>• Striving for perfection when less is acceptable</li> <li>• Over-documentation</li> <li>• Creating “works of art”</li> </ul>	<ul style="list-style-type: none"> <li>• Non-value added project time</li> <li>• Increased costs</li> <li>• Lost capacity</li> <li>• Bottlenecks</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding the VOC</li> <li>• Use 80-20 rule for getting work done</li> <li>• Training/Development</li> </ul>
<b>(PLUS)</b>				
<b>A</b>	<b>ATTITUDE</b>	<ul style="list-style-type: none"> <li>• Whether you think you can or can’t, you’re right</li> <li>• Not respecting needs of the customers</li> </ul>	<ul style="list-style-type: none"> <li>• Redundant discussions</li> <li>• Inaction to pressing issues</li> <li>• Inefficient, low-quality work</li> </ul>	<ul style="list-style-type: none"> <li>• Performance metrics that promote the right behaviors</li> </ul>