



How can you work less, beat your competition and unlock greater profits in your business?

It's so frustrating when you're told that you should be working 'smarter' and not 'harder'.

But what are the practical proven insights on how exactly you can work smarter?

It's true that many business owners and their people are too busy, being busy.

But who do we turn to for inspiration on working smarter?

The world's most successful car manufacturer should be your inspiration!

In this edition of Business Bitesize you'll discover 7 ways to work smarter and 7 things you too can use to make your business leaner and meaner.

Toyota is the creator of and world's No.1 expert at 'lean manufacturing'. A key element of 'lean' is waste reduction. 'Lean' waste reduction is an effective way to work smarter and to build a better, more profitable business. Waste less and you do less, use less, wait less, move things around less, and stockpile less.

Reduce waste and you become leaner. Reduce waste and you drive profits up. Unless of course you're too busy to improve your profits?

In a nutshell

Fail to eliminate waste and you fail to maximise profits from your business.



Beat your competitors with lean thinking...

Removing waste from processes gave Toyota a competitive edge. A competitive edge that helped Toyota become the most successful car maker in the world.

It took a while, but most car manufacturers adopted lean and eroded Toyota's competitive edge using lean.

Will you adopt lean and gain a

competitive advantage? Or will you allow your competitors to benefit first from lean thinking?

Lean thinking has now spread to other types of businesses. Now you can find dentists, undertakers, retailers and even accountants adopting and applying lean thinking.

Lean thinking is relevant to every business. That's why you find lean being taught at Cranfield Business School, Harvard and all leading business schools around the world.

Even a local school can reduce waste and improve teaching, with a key...

The new headteacher of a local school introduced himself to his teaching staff. He then asked them a question:

Here's a proven solution for you...

Manage the 7 wastes out of your business and you'll become lean and make more money.



During your working day, what are you waiting for?

"What one thing is making your job harder than it should be?"

Almost in unison the teachers replied:
"Classroom keys!"

Every teacher regularly experienced a locked classroom. They estimated 10 minutes wasted each time, with 20 lessons a week. All because the caretaker had the only set of keys!

By issuing every teacher with a set of keys, they clawed back 200 minutes of teaching time a week. With a 13 week term that meant 43 hours a term more teaching time per class. With 30 pupils a class that's 1,300 hours of student learning no longer wasted every single term.

Naturally the new headteacher was an instant hit with the teachers. All he did was reduce 1 of the 7 types of waste – lean thinking changed a little thing for this school and made a big difference.

You can do the same in your business. Better manage the 7 types of waste and you avoid missing out on the profits, cash and growth you could have...

In which of the 7 wastes does your business burn the most cash?

Toyota and other lean businesses seek out and manage out the 7 types of waste:

- 1. Unnecessary Waiting Waste:** People stop working because they are waiting for something.
Teachers are waiting for keys to unlock a classroom (for the full impact of the keys on teaching have a look at the support tools for this Business Bitesize). Staff wait for a manager to arrive so they can start or finish their shift.
- 2. Over-Production Waste:** Doing more or

making more than is needed. A carvery bar slices more meat at lunchtime than they need to. A taxi firm sends an 8-seater to collect 2 passengers.

- 3. Transportation Waste:** Moving products or equipment around unnecessarily. Walking to the corner of the office to collect from the printer. Carrying one box at a time from the store, instead of using a trolley to bring them all together.
- 4. Processing Waste:** Repeated action that adds no value to a product or service for the end customer.
An apprentice chef finely chops vegetables that could be roughly chopped, A 30 page report when a short 2 page executive summary would have done.
- 5. Inventory Waste:** Unnecessary levels of stock or work in progress (WIP). Steel is stockpiled for a few forecast orders and uses up valuable storage space for more regular orders. Projects get started but not finished on time, building up WIP that can't be invoiced.
- 6. Motion Waste:** Unnecessary movement of workers that does not add value. Are there too many steps needed to set up a new client? Can essential forms and files be quickly found on the computer?
- 7. Defect Waste:** Poor customer service or 'not-fit-for-purpose' products are produced.

A fitted kitchen needs rework when being installed because measurements and patterns were inaccurate. A manager fails to ask the right questions at a job interview and unqualified people are recruited; needing excess training or dismissing.
Toyota is famous for its rigorous involvement of staff in improving processes and reducing waste – why don't you do this too?
If you don't involve your team you'll be

'wasting' the valuable insight of your people. And they are closest to the work and best placed to identify waste.

Quick and profitable wins from managing waste...

With the right approach you'll quickly prove to yourself that managing waste pays off.

Waste reduction strategies come in 4 categories

- Short-term low-cost (STLC)
- Long-term low-cost (LTLC)
- Short-term high-cost (STHC)
- Long-term high-cost (LTHC)

Time-Cost Grid

		Timing	
		STLC	LTLC
Cost	STHC		
	LTHC		

To begin with you're looking for STLC (short-term low-cost) ways to reduce waste. STLC waste reduction means it will pay off for you and your team fast.

To help you apply STLC reduction to your waste look for the Post-it note strategy on the back page and in the support tools for this edition.

The opposite of waste is value...

Lean thinking and managing waste is ultimately focused on value.

Every process in your business either delivers value for your customers, or it doesn't.

Reduce the waste in a process and you either reduce costs or impress customers or both.

Are you ready to take waste reduction action with your people?

TIME TO DISAGREE:

“We run a really efficient business, and don’t need to manage waste.”

As you’d expect, Toyota run a really efficient business too.

Toyota is also constantly looking to reduce waste across their business sites and business processes.

Are you really suggesting you are more efficient than Toyota? If you are, then you’re right in thinking there’s no competitive advantage, no cost savings and no profit improvement to be gained from managing waste.

Why not ask your team the question used by the headteacher and see what they suggest.

“There are too many other things to do before we start managing waste.”

Every business owner has many things to do every day and every week and every month.

So why not simply factor managing waste into one of your priorities for the week?

Hunting out STLC ways of reducing 1 of the 7 wastes should add little to your work schedule. It might even reduce the number of pressures on your time.

You’ll find the STLC framework in the tools section of this Business Bitesize. Why not use the Post-it note exercise and connect the STLC framework with 7 wastes?

You’ll then quickly have a profitable impact on your business, similar to the headteacher on page 1.

Use the Business Bitesize Support Tools And Resources to help you make the most of this edition of Business Bitesize – go here: www.businessbitesize.com/anthony_russel to download these

Your feedback is important to us. We’d love to know what you think of this edition of Business Bitesize and how you use it or plan to use it. Also we’d welcome your suggestions for future editions of Business Bitesize. To give us your thoughts please use the simple feedback form here: www.businessbitesize.com/anthony_russel

“Getting the buy-in from my people can be hard work – I’m not sure they’ll go for managing waste.”

Getting team engagement can be tough. And yet, of all things, managing waste can be the easiest way to get their buy-in. After all, you’re talking about making their job easier and making their job more pleasant. They too will want to deliver more value to your customers because customer satisfaction secures their job and secures their future.

Remember how a small interruption and small change can have a big impact.

All the headteacher did to create a leaner (less wasteful) teaching process was to get his teachers to LOOK at what and how they were doing their job.

He then chose to ASK his teachers a great question:

“What one thing is making your job harder than it should be?”

It was then easy to LISTEN and focus on an ‘STLC’ change – buying a few classroom keys.

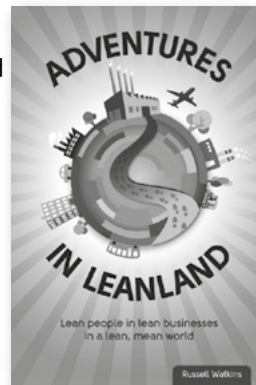
Worth trying LOOK ASK LISTEN ACT don’t you think?

Tell me more...

Lean thinking has profoundly changed thousands of businesses, thanks to Toyota sharing their lean insights in many books.

Russell Watkins has worked with Toyota, JCB and other UK businesses.

His book ‘Adventures in Leanland’ provides some brilliant examples and brilliant insights into making your business a lean and profitable business.

**4 helping hands for you...**

Lean thinking requires a time-out so that you can think clearly about what you’re doing.

Here are four helping hands to get you started:

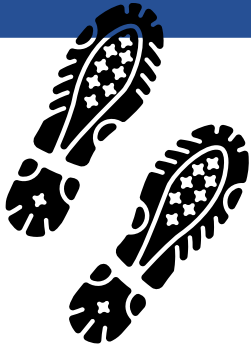
- 1. LOOK at a process you do regularly in your business**
- 2. LOOK at how you do this process and LOOK for 1 or more of the 7 wastes**
- 3. ASK your people performing the process the ‘headteacher’s question’**
- 4. LISTEN to the answers, capture all the suggestions and seek out the STLC things you can quickly change**

ULTIMATE ARGUMENT: “How do I know this will work for me and my business?”

You don’t know until you test using **LOOK ASK LISTEN** to hunt out waste. However, Toyota and many other world-class businesses treat lean thinking and waste management very seriously.

STOP: being busy busy busy and have a closer look at any processes you complete regularly or often.

START: hunting out 1 or more of the 7 wastes so that you can become more competitive, reduce your costs and increase your profits.



Your next steps:

Here's your three-step approach to flushing out waste (no pun intended!).

This checklist will help identify the everyday tasks that are harbouring waste and engage your team in the pursuit of a more profitable and effective business for all of you.

Start by asking the 'headteacher's question' to yourself...

In the tools section accompanying this edition of Business Bitesize you'll find the templates for your 'waste wall' and the 'do the maths' cheat sheets.

More tools and information for you:

As well as the checklist here, you can use the exercises and tools in the online supporting material. Together they'll help you make more of this bitesize business breakthrough.

Three steps so your business can reduce waste and increase profits

1. Prepare well:

- Get your hands on a pile of yellow and blue Post-it notes and plenty of pens.
- Take 8 sheets of flipchart paper. Mark 1 of the 7 wastes on each sheet and leave the last sheet blank.
- Book 2 x 30 minute training sessions with your team one week apart in a space that has at least one blank wall – your 'waste wall'.

2. Training session 1:

Find the waste

STOP your people "doing" for 30 minutes, ASK them: "What one thing is making your job harder than it should be?" LISTEN to their comments – actively encourage everyone to write something down on a yellow Post-it note and place it on the blank flipchart sheet of paper.

Categorise each Post-it note in turn

- Which of the 7 wastes do their suggestions fall into (it could be more than one)
- Use the Time-Cost Grid (see the tools) to identify STLC waste reduction actions for the Post-it notes
- Choose one STLC waste reduction action for one of the Post-it notes and implement immediately – ACT FAST

Add to the Post-it pile:

Ask your people to add more ideas (blue Post-its this time) to the pile whenever they think of them through their working week.

3. Training session 2:

- Do the maths for the STLC waste reduction you've already implemented
- Categorise the wastes written on the blue Post-It notes
- Choose the next waste to solve

For more details on this step-by-step process please visit the tools in the link below.

YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a suite of Business Bitesize reports and their step-by-step support tools that will help you grow your business. These tools will provide you with the keys to unlock the potential in your business.

Find the support tools to help you here - www.businessbitesize.com/anthony_russel



**business
bitesize**



business breakthroughs
in minutes



How can you work less, beat your competition and unlock greater profits in your business?

- Which parts of your business do you think are guilty of costing you time and money?
- Where do you see excess stock or people waiting around or people moving around unnecessarily?
- How do you systematically (every week or month) drive waste out and profits up?

CONTENTS:

1. **An inspiring story** – how a pathology lab in an NHS hospital saved more than £350,000 and improved their service by eliminating waste
2. **Avoid wasting profit exercise** – Get your team engaged to identify and eliminate profit-wasting processes – your step-by-step guide
3. **Do the maths** – how to put a value on eliminating the wastes you and your team identify on the ‘waste wall’
4. **Post-it note waste example** – analysis and ‘Act now’ solutions
5. **The Book** – Adventures in Leanland

STOP: being busy busy busy and have a closer look at any processes you complete regularly or often.

START: hunting out 1 or more of the 7 wastes so that you can become more competitive, reduce your costs and increase your profits

Appendix A: Waste wall posters – 8 templates for posters for the ‘waste wall’.

Appendix B: Do the maths templates – a table template to fill in and put a figure against the wastes you identify in your business

Appendix C: The ‘Avoid Wasting Profit’ workshop exercise



1. AN INSPIRING WASTE STORY: Lean health care...

Did you know that 70% of clinical decisions in hospitals depend on pathology (blood tests etc).

In a nutshell if pathology is running inefficiently it will have a negative impact on nearly every other department in the hospital for staff and patients alike.

A pathology lab within the Hereford Hospitals findings revealed that:

- Layout of department was not based on the sequence of the flow of work
- Courier routes were not planned to stagger the arrival times of specimens
- Specimens were put in buckets in unscheduled batches so it was not possible to see the order that the specimens had arrived in or the volume of waiting work
- Unnecessary duplication of activities and a lot of wasted movement, time spent searching for equipment and staff

After identifying and then eliminating the waste, delays and the non-value adding steps, the results speak for themselves.

Turnaround time: Down by 40%, saving 2 beds a day	£365,000 /year
Time for specimens to be picked up: Down by 93% saving	£10,000/year
Double Handling (labelling): Eliminated saving at least	£3,000
Time all work completed: Staff could go home earlier	45 minutes faster
Centrifuge productivity: Up by 252% saving	£5,000

Overall the result was a saving of more than £385,000/year.

These changes vastly increased productivity and reduced the workload on staff. As a result they really could work less, beat their previous production rates and make huge savings, just like this Business Bitesize headline suggests.

¹ *Reduced turnaround times in Pathology using Lean Thinking – Hereford Hospitals NHS Trust , Neil Westwood*

2. 'AVOID WASTING PROFIT' EXERCISE

Step by step waste reduction and profit improvement...

1. Set up two team meetings one week apart

Create the 'waste wall'

- a) Gather together the 8 waste wall posters featured in appendix A either as flipchart paper or printed out on A3.
- b) Put them up on a large blank wall in a communal space.
- c) Get an ample supply of Post-it notes ready – you need two or three colours (yellow - to do now; green – suggested solution; blue - to do next)
- d) Run this meeting in the work setting, not in a meeting room.

2. First meeting – Get started:

- a) Ask the question:
“What thing or process is making your job harder than it should be?”
- b) Ask your people to answer using the yellow Post-its you give them – at least one answer each.
- c) Ask them to stick their answers to the blank poster sheet on the wall.

Start the conversation – find the quick wins:

- d) Take the first yellow Post-it note you set eyes on and get your people to suggest 1 of the 7 waste types it best fits.
Use the guidelines on your wall posters to help determine which type of waste it is. Stick your yellow Post-it note on the cross-hairs of the relevant sheet.
- e) Now ask your team to suggest one or more solutions to this problem (green post-its can help).
Discuss the solutions and decide what your solution will be and when it will be implemented. Put the yellow Post – it note in the relevant quarter of that poster. STLC, STHC, LTLC or LTHC.
- f) Choose the STLC solution you can definitely implement by the next meeting in a weeks time – MAKE IT HAPPEN. Repeat steps d, e and f for 2 or 3 more yellow Post-it notes.
- g) Agree the date and time for a second meeting a week later. Give everyone blue Post-its and ask them to record any other wastes they see/experience during the week and add them to the blank flip chart sheet on your 'waste wall'.



In the first round of this exercise you are looking for quick low cost wins so focus on STLC suggestions. Capture any solutions that are not STLC and come back to them during a future 'avoid wasting profit' planning session.

3. Second meeting

Do the maths:

- a) Take a look at last week's yellow Post-it note 'wastes' and the 'solution' you have made happen.
- b) Work through the maths of the change you have made happen.

Use the 'do the maths' exercise from the next page to help you and the template in Appendix B.

This will demonstrate the value of the change you'll see in the next 12 months and prove the worth of the 'avoid wasting profit' process.

Have another go:

- c) Now look at the yellow and blue Post-it notes and choose the next 'waste' you all want to tackle and make it happen again.
- d) Agree the date for your next 'avoid wasting profit' meeting.

Weekly meetings give you 52 opportunities for change, monthly meetings give you 12 opportunities for change.

We suggest you run this weekly for at least a month and then choose weekly, fortnightly or monthly when you see the benefits starting to pay off.

IMPORTANT WARNING

Don't create a 'waste wall' unless you seriously intend to deal with what's put on it!

Ask your people to invest their time in coming up with 'wastes' and 'solutions' and fail to act and you'll undermine any faith your people have in you.

Fail to follow through on 'acting on' the wastes you discover here and you'll be creating the biggest waste of all, wasting everybody's time, energy and enthusiasm.

3. DO THE MATHS

This is the exciting bit where you and your people really see the money, time and resources saved by hunting down and eliminating the waste in your business.

See how easy it is to waste 1.3million sheets of paper, waste 155 trees and waste over £7,000...

Wasteful document templates:

The wasteful activity	What time or resources are being wasted	How often	Resource or time wasted every week	Resources or time wasted every year
Document template going over more pages than necessary	2 sheets of paper for statement	5000 times per day	25,000 sheets of paper	25,000 x 52 (weeks/year) = 1.3 million sheets of paper wasted per year. That's a lot of trees, cash and printer resources being used up unnecessarily.

Possible Solutions

- STLC:** Change to double-sided printing by default across the organisation if your printers support that.
- LTLC:** Investigate a design change to the template that reduces font size or layout to fit on a complete page.
- STHC:** Invest in a new set of printers that support double-sided printing.
- LTHC:** Make a commitment to replace printers on a rolling basis to spread cost..

Wasteful digital filing:

The wasteful activity	What time or resources are being wasted	How often?	Total per week?	Total per year?
Looking for digital files	5 mins	6 times a day	150 mins	150 x 46 (weeks/working year) = 6900 minutes or 14.4 working days wasted. You are paying someone for 14.4 days – to look for digital files.

Possible solutions

- STLC:** Agree on file naming and filing structure that holds all files in one place and accessible by all with relevant security permissions (such as dropbox). All new files to be stored from now on in this way.
- LTLC:** Set up a work process for an admin team member to work through historic and archived files so that over time the filing system becomes easier and easier to use.



Avoid Wasting Profit

Support tools and resources

Wasteful waiting for sign off:

The wasteful activity	What time or resources are being wasted	How often	Resource or time wasted every week	Resources or time wasted every year
Delay in process due to waiting for a signature	3 days	3 times a week	9 days	9×46 (weeks / working year) = 414 days waiting time /delay per year. Would you want to be having your workflow processes stopped for 414 days next year?

Possible Solutions

- STLC:** Create a regular diary time for signature approvals at the beginning of every day (or whatever interval is going to work best for your people).
- LTLC:** Investigate if signatures are actually required in all cases. Can these be signed off by other team members that are more frequently available?

In Appendix B you will find a blank table for you to use as you come up with your own examples of the 7 wastes. Fill it in and start seeing the resources, money and time rack up.



4. POST-IT NOTE WASTE EXAMPLES

Here's an example Post-it note from our imaginary team member, Geoff.

How annoying is it to have to look for paper!

On the face of it – a small thing. Why get cheesed off because of that? Just go and get the paper Geoff and get on with your job.

BUT – chances are if Geoff is experiencing this problem... other people are too.

What kind of waste is it? Movement? Waiting? Both?

Is there a short-term low-cost solution to Geoff's problem?

How about this STLC solution:

- Keep the printer paper in one place that is close to the printer (Geoff doesn't have to go hunting for it)
- Keep a minimum number of reams of paper stored
- Create a system whereby the person that orders the paper is notified by WHOEVER opens the 'last-but-one' ream that more paper needs to be ordered. This could be as simple as writing on the paper packaging – "Let Jan know (Jan's phone number) when this is the last packet" – at Toyota this is called a 'Kan-Ban' process.

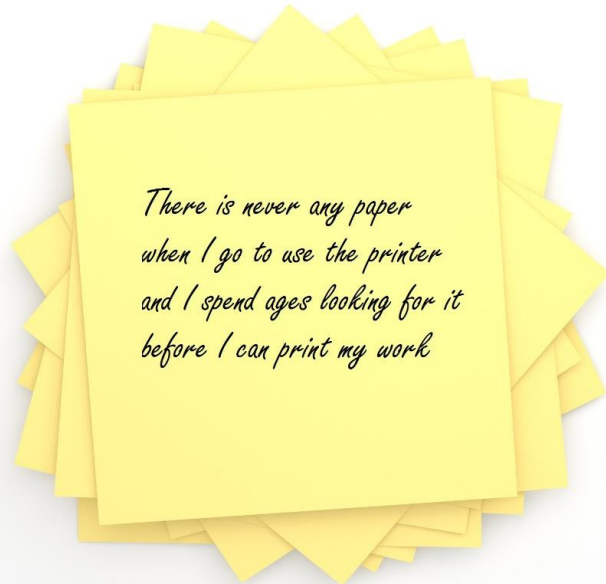
This costs no money to implement and can be put into action straight away – that day. This is a **short term low cost** solution to Geoff's Post-it.

Geoff is happy (and so is everyone else that has ever experienced the same problem).

Workflow for any one person who needs to print in that office is improved.

Time is saved on unproductive zero-value work (walking around looking for paper) and Geoff can get back to the work he was trying to do in the first place (improved workflow).

On the next page is a Post-it note from Sarah - an upholsterer in a furniture factory...





Avoid Wasting Profit

Support tools and resources

Sarah's waiting time waste:

Hmm, this is a similar problem to Geoff in the office– not being able to get on with your job because the resource you need to do it isn't there. Or is it?

If an upholsterer is not able to deliver furniture to the timescales agreed in a furniture business ... this is very serious. In fact it could lead to unfulfilled orders and LOST CUSTOMERS.

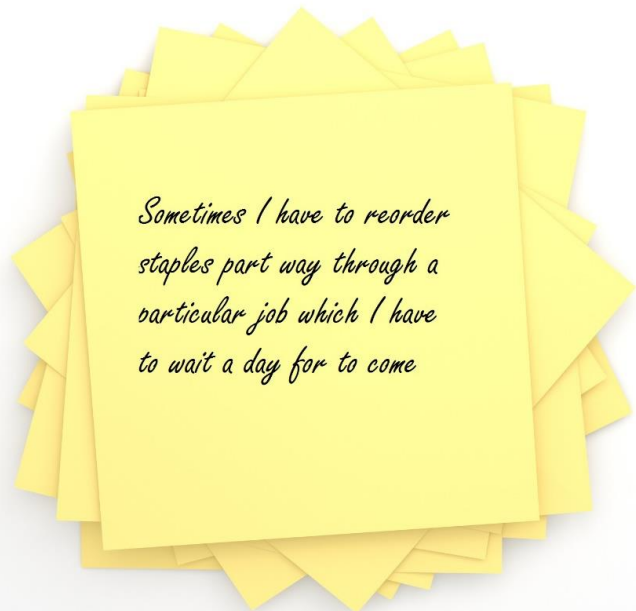
The general solution could be the same as for Geoff but the implications of solving it straightaway are likely to be far more significant to the business as a whole.

So solve the staple problem with keeping a ready stock of them in place – set up a process to make this happen consistently (similar to 'Kan-Ban' process overleaf).

Or it could be Sarah needs to have a supplier(s) that responds more rapidly.

Or it could be both!

That's why every single Post-it note must be considered. Until you investigate the wastes and the solutions you will not see the true value or benefit from driving that particular waste out.

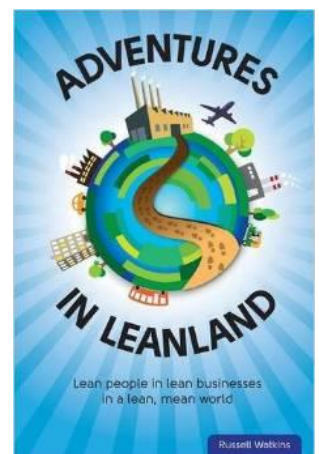


5. THE BOOK: Adventures in Leanland

Managing the '7 wastes' is only one way to achieve a 'lean' business.

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Avoid Wasting Profit

Support tools and resources

Appendix A: Waste Wall Posters

On the following 9 pages are the waste posters that you can print out on A3, or replicate with flip-chart paper for best impact

- I. 8 waste wall posters to help you run the 'avoid wasting profit' exercise.
- II. What your waste wall will look like when you use the waste wall posters.



Avoid Wasting Profit
Support tools and resources

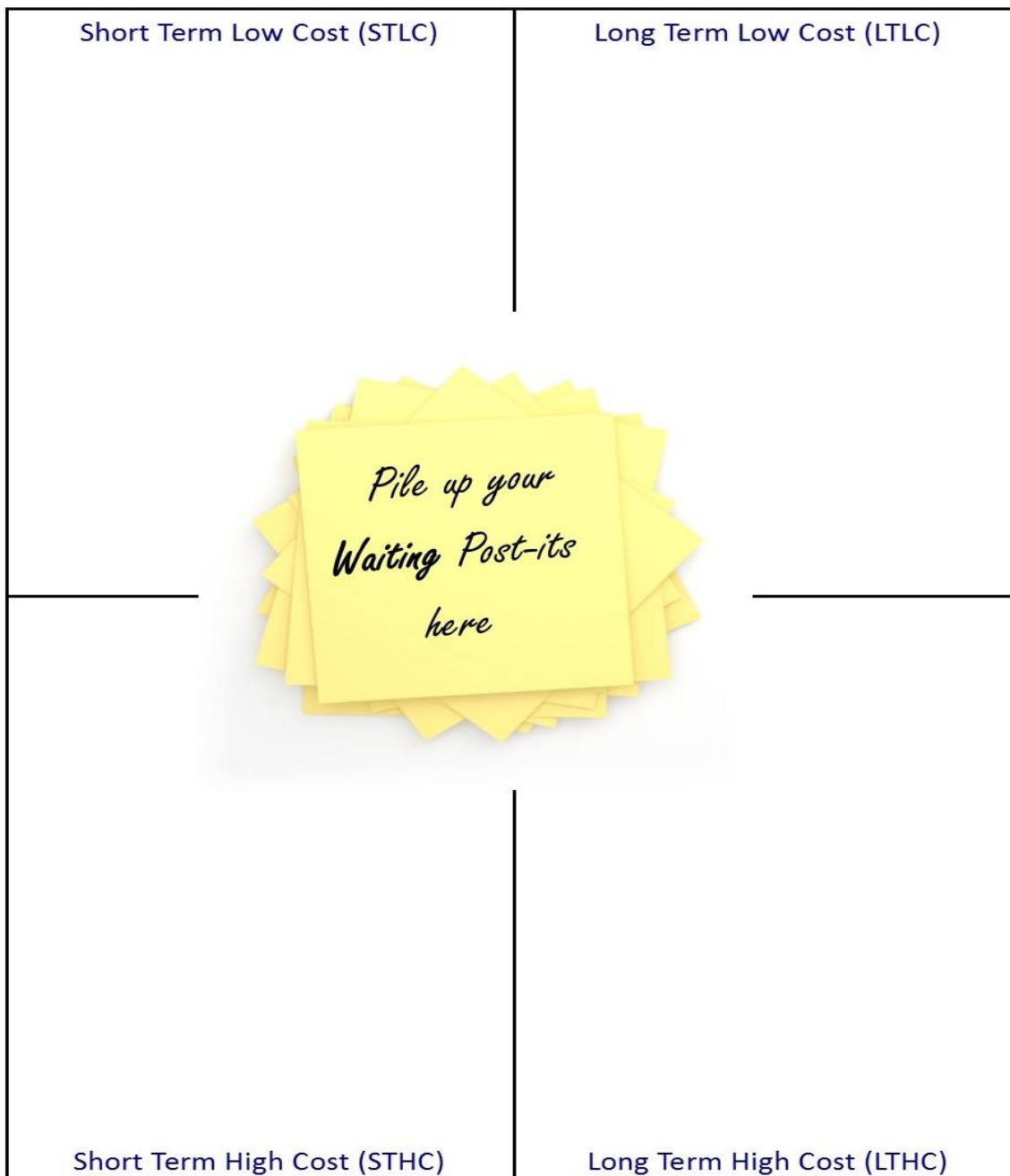
BLANK POSTER FOR COLLECTING POST-ITS

What one thing is making your job harder than it should be?



WASTE #1 - Waiting

People stop working, or interrupt their flow of work on a particular task because they are **waiting** for something – this could be waiting to use a printer or photocopier, the loo, access to a room (waiting for a key holder), a document (you need someone else to do a task before you can complete yours), other team members to arrive for a meeting ...





WASTE #2 – Over-Production


Producing more (or faster) than required. It results in tying up your capital in stock, raw materials, work in progress (expended time not ultimately utilised) and finished goods. This could be a bulk production of products for which you do not have an order, writing a long and detailed process description which will never be looked at. Where can you see over production during your day at work?

Short Term Low Cost (STLC)	Long Term Low Cost (LTLC)
A stack of several yellow sticky notes with a scalloped edge. The top note has the text "Pile up your Over-Production Post-its here" written in a cursive font.	
Short Term High Cost (STHC)	Long Term High Cost (LTHC)



WASTE #3 – Transportation

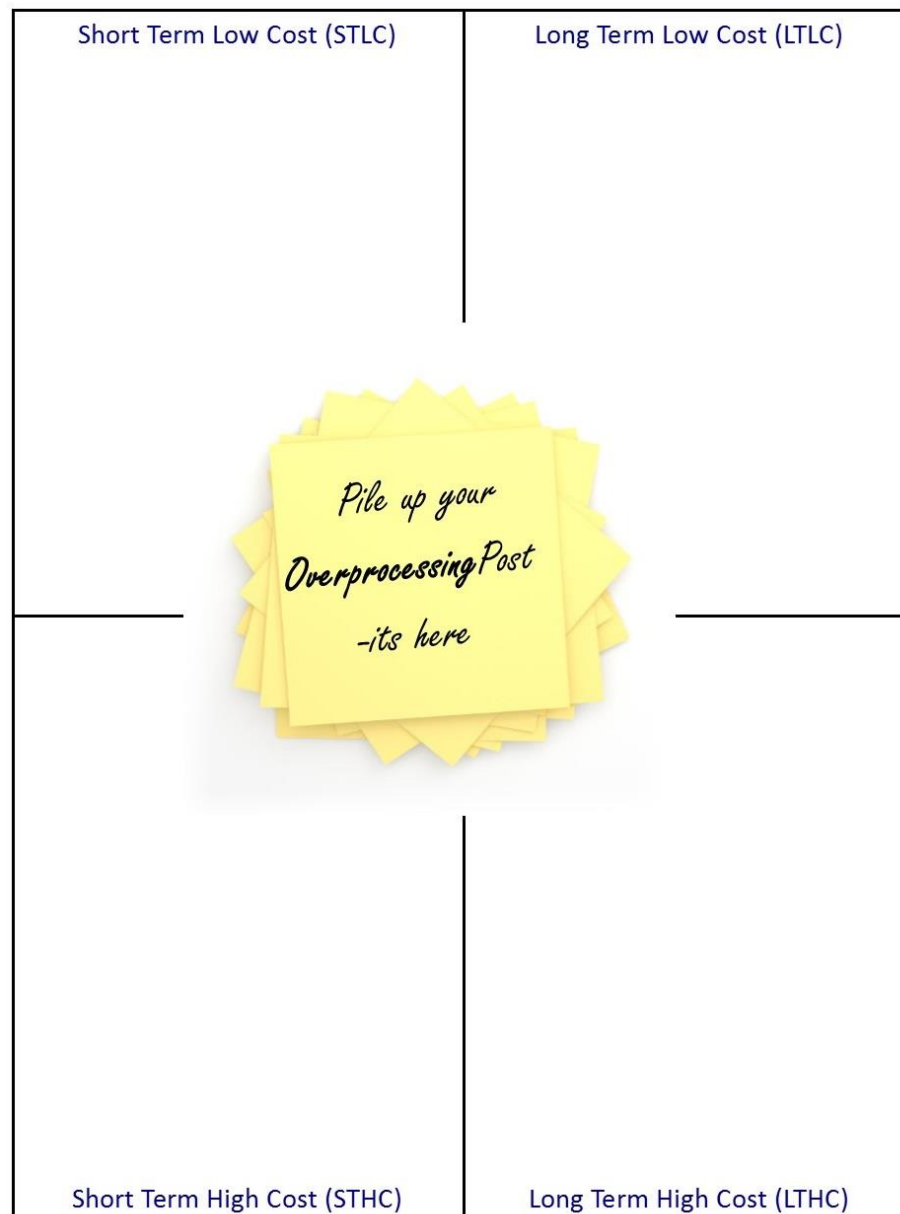
Relating to **movement of the work** or product itself. This could be handoffs where the work is transferred from one person to another. Unnecessary movement of electronic files around between people which could be held centrally. Movement of printed materials from storage which could have come about because of over production. What are you moving around in your work day that could be avoided or simplified?

Short Term Low Cost (STLC)	Long Term Low Cost (LTLC)
	
Short Term High Cost (STHC)	Long Term High Cost (LTHC)



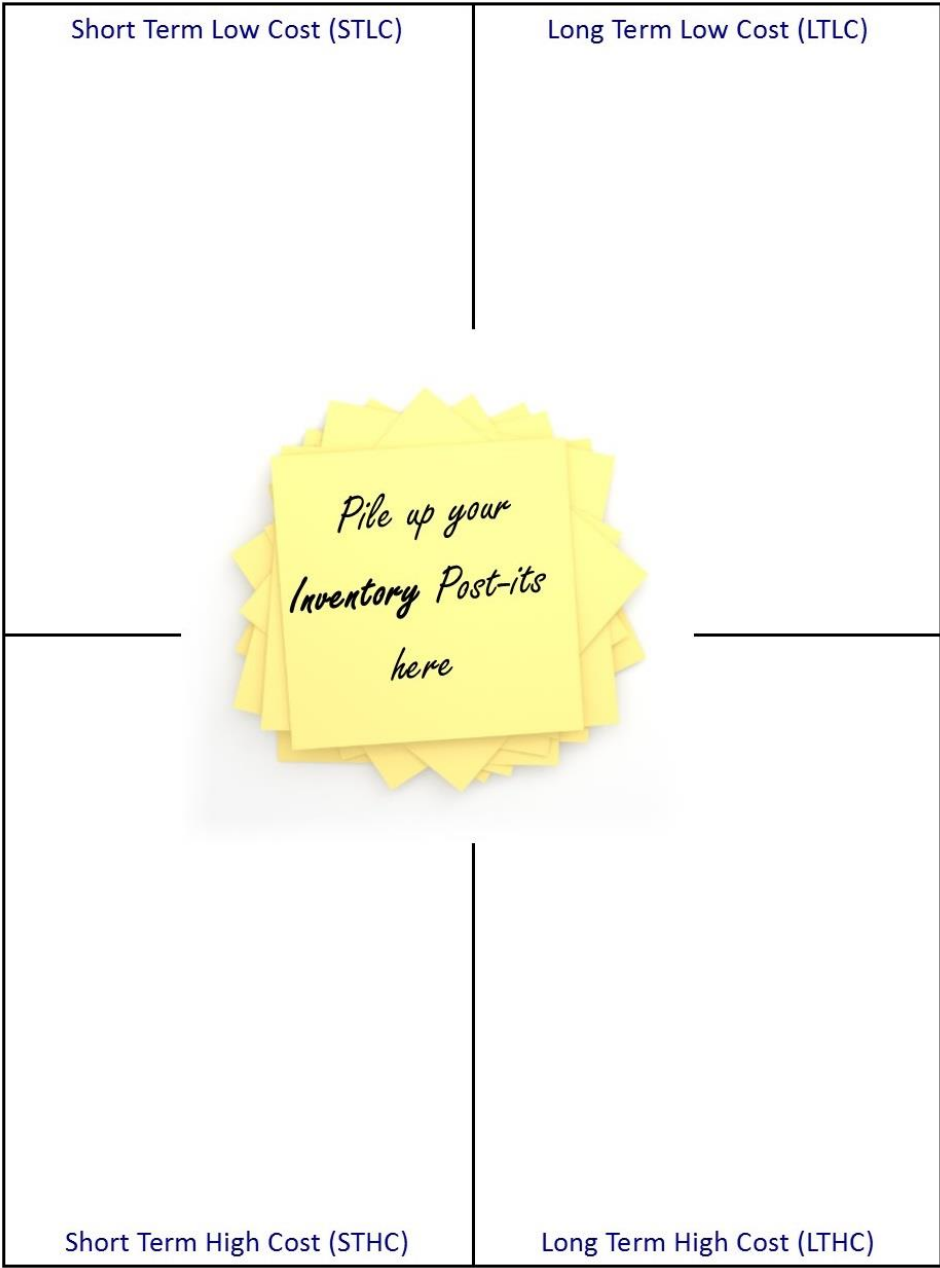
WASTE #4 – Over-Processing

Using unnecessary effort to get the work completed. Additional signature approvals, data entry or data format changes, frequently revising documents or information, or complex forms or databases that require information to be entered repeatedly. It could also be finishing work to a standard far higher than that that is actually required because of unclear standard and specifications. Can you see any overprocessing taking place in your work day?



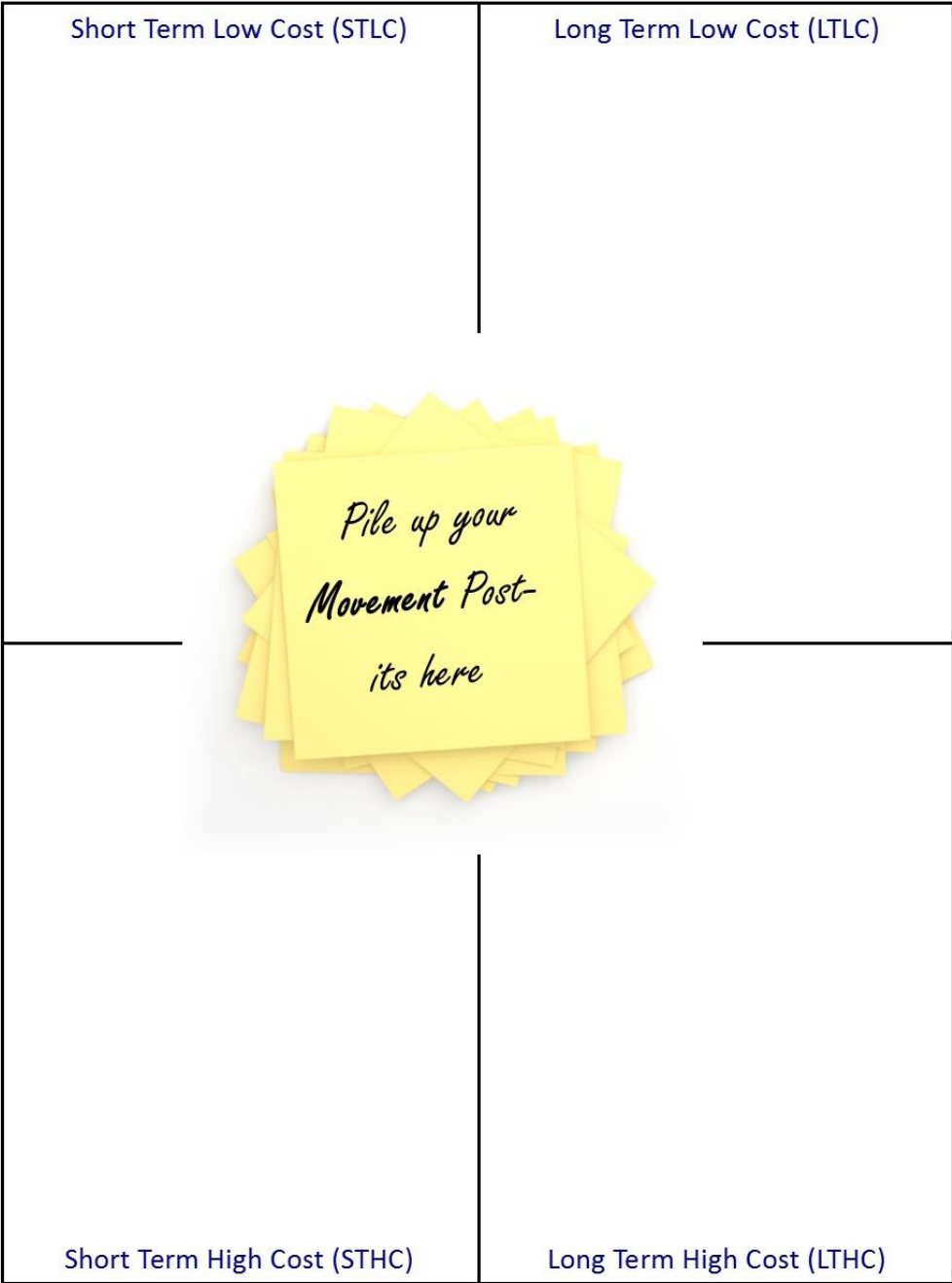
WASTE #5 – Inventory

Work that is waiting to be processed. Inventory in an office is a common result of multi-tasking and otherwise un-balanced workloads. Inventory can be found in e-mail or work order in-boxes, to-do lists, product development pipelines, and resource assignment charts. It is more obvious in a physical production situation where one can see parts, components and work in progress stood around. What elements of your work do you have in your work pipeline that are static?



WASTE #6 – Motion


People moving or working without producing. Motion shows up as people search for files they can't find, in phone calls to track down information, or from unnecessary button clicks to get to the bottom of a work order to update the to-do list. It could also be retrieving a tool frequently from a location that is not close to where the tool is actually used. Can you see repeated movement in your workplace that could be avoided?





WASTE #7– Defect / Re-work

Work that did not accomplish its purpose or was not correct the first time. Defects include late work, incorrect information, conflicting information, instructions that must be clarified, insufficient information, partially complete work or information, mis-named files, lost files or information, and anything that must be re-worked. Re-work is the pain that results from defects. Where do you see re-work taking place during your day at work?

Short Term Low Cost (STLC)	Long Term Low Cost (LTLC)
	
Short Term High Cost (STHC)	Long Term High Cost (LTHC)



Example Waste Wall

This is how your waste wall may look at the end of your first meeting.

All Post-its categorized and allocated by waste and time-cost.

The STLC Post-its in the top left quarter of each poster are the places to look for the immediate and low cost solutions to driving out waste.





Avoid Wasting Profit
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Appendix B: ‘Do The Maths’ template

Here’s a blank sample ‘Do the maths table’ for you to fill in with your team when you are considering the benefits of addressing each Post-it note.

The wasteful activity	What time or resources are being wasted	How often	Resource or time wasted every week	Resources or time wasted every year

Possible Solutions

- STLC:
- LTLC:
- STHC:
- LTHC:



Avoid Wasting Profit

Support tools and resources

Appendix C: Introducing the ‘Avoid Wasting Profit’ workshop

Work with your workshop delegates as individuals, or pairs or tables using this example to get a healthy discussion going. When you’ve done this exercise you could ask one of your delegates to describe a working situation that you could all brainstorm using the same process below.

Your ‘avoid waste’ scenario:

- You can see your neighbour trimming the hedge that is on three sides of his garden.
- It looks like the hedge is going to be uneven because of the blunt manual shears he is using.
- The trimmed leaves and branches fall onto his lawn.
- After each section you watch him cut the trimmings into smaller pieces, put the shears down and bend over to pick the leaves and branches up and put them in a bin bag.
- You see him walk to the green wheelie bin at the side of the house with the bag to get rid of it.
- He then starts the next section and goes through the same process.
- He stands back at the end of the three sections and goes back to trim the uneven parts.

Movement waste is the unnecessary movement of a worker that does not add value

Where’s the movement waste in the hedge-cutting example?

The repeated walking back and forth to the bin – the bin could be brought to the hedge.
Or...

Over-processing waste is the repeated action that adds no value to a product or service for the end customer

Where’s the process waste in the hedge-cutting example?



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Transport waste is the repeated moving of products or equipment around unnecessarily.

Where's the transport waste in the hedge-cutting example?

Defect waste is the production of a 'not-fit-for-purpose' or flawed end result.

Where's the defect waste in this example?

Ask each group to consider what changes to the above example would create inventory, over production and waiting waste as well?

Inventory waste: Unnecessary levels of stock or work in progress (WIP).

Where could there be inventory waste in the hedge-cutting example?

Over-production waste: Doing more or making more than is needed.

Where could there be over-production waste in the hedge-cutting example?

Unnecessary waiting waste: People stop working because they are waiting for something.

Where could there be waiting waste in the hedge-cutting example?



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Cost Time Analysis

In teams look at each of the 7 wastes.

Come up with four solutions (one for each quarter of the cost time grid) that would drive out each waste from the hedge cutting example.

<p>Short Term Low Cost (STLC)</p> <ol style="list-style-type: none"> 1.Waiting 2.Over-Production 3.Transportation 4.Over-Processing 5.Inventory 6.Motion - 7.Defect – Sharpen the shears 	<p>Short Term High Cost (STHC)</p> <ol style="list-style-type: none"> 1.Waiting 2.Over-Production 3.Transportation 4.Over-Processing 5.Inventory 6.Motion 7.Defect – Purchase a hedge trimmer
<p>Long Term Low Cost (LTLC)</p> <ol style="list-style-type: none"> 1.Waiting 2.Over-Production 3.Transportation 4.Over-Processing 5.Inventory 6.Motion 7.Defect – Borrow a hedge trimmer 	<p>Long Term High Cost (LTHC)</p> <ol style="list-style-type: none"> 1.Waiting 2.Over-Production 3.Transportation 4.Over-Processing 5.Inventory 6.Motion 7.Defect - Purchase a hedge trimmer