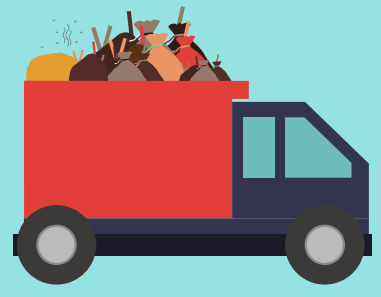


# 8 FORMS OF WASTE

Waste is defined as anything that does not provide value to the customer. Identifying and eliminating waste is at the core of Lean continuous improvement, which was popularized by Toyota.

Once you understand and recognize the 8 forms of waste you will see examples everywhere. Remove waste in processes and tools, and you will improve efficiency and overall value.

by Chris Hanna



## 1 DEFECTS

*Mistakes, errors, or efforts caused by incorrect information or quality concerns that need to be reworked.*

**Examples:** Defective products; Missing or incorrect information; Design errors; Data entry mistakes



## 2 OVER-PRODUCTION

*Producing more of something than is required or before it is needed.*

**Examples:** Producing reports that no one uses; Emailing or replying to everyone; Making extra copies, just in case; Over-staffing resources beyond what's needed



## 3 WAITING

*Wasted time spent waiting for the next step in a process or for information to arrive.*

**Examples:** Waiting on approvals or signatures; Attendees being late to meetings; System delays or slowness; Flow of information slow downs



## 4 MOTION

*Unnecessary or excessive movement by people within the work space.*

**Examples:** Searching for files on a computer; Unnecessary button clicks; Walking to and from a printer; Moving from meeting room to meeting room



## 5 EXTRA-PROCESSING

*Doing more work than necessary, potentially at a higher quality or quantity than required.*

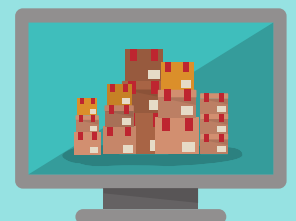
**Examples:** Collecting unused information or data; Excessive reporting; Using multiple systems to accomplish tasks; Multiple signatures and sign offs



## 6 INVENTORY

*Having excess product or materials that are not being processed or used by the customer.*

**Examples:** Excessive supplies; Equipment, files, and resources piled up; Excessive emails in someone's inbox; More content than necessary on a web page



## 7 TRANSPORTATION

*Unnecessary movement of products, materials, or information.*

**Examples:** Moving items in and out of storage; Multiple approval hand offs; Poorly designed layouts, requiring people and resources to move more than necessary; Excessive document filing



## 8 UNDER-UTILIZED TALENT

*Not using the talent of employees, team, or organization to their fullest capabilities and potential.*

**Examples:** Not providing professional development; Not aligning tasks with strengths; Limited empowerment, authority or responsibility; Failing to solicit feedback from members who do the work

