



WASTE WALK FORM

Purpose

A Waste Walk is intended to find and reduce or eliminate the Eight Wastes, but it also serves to develop the skills of the users. This document is designed to help develop "Eyes for Waste" - the ability to see and solve problems. It provides the beginning steps of the Plan-Do-Check-Act cycle by helping team members identify problems and think about potential countermeasures.

Instructions

1. Gather a small team of people who have had at least brief training in the Eight Wastes of lean manufacturing. (3-5 people are recommended.)
2. Spend 10-15 minutes at the gemba - the plant, office, warehouse, or other place where the work is happening.
3. Ask the group to use the Observations Form to make notes on what they see and hear, using the Eight Wastes to prompt their thoughts. Don't worry about solutions yet, just note the issues.
4. After the specified amount of time has passed, gather the team and discuss what was observed.
5. Use the Countermeasures Form to record ideas on what to do about the problems and wastes that were identified.
6. Once the team has agreed on some action items, assign people to carry them out and dates by when you expect to see progress or completion. Use the Action Items Form to record this information.

Tips for Success

- Before you begin, talk to the people who work in the area you plan to observe. Let them know what you are doing and why.
- Don't spend time chatting with each other about what you see, just watch, listen, and make notes.
- Focus on observations while at the gemba, not problem solving. There will be time for solutions later.
- Follow good brainstorming practice in the group discussion by not shooting down ideas or letting one person dominate the session.
- Remember that small improvements are okay, especially in the beginning. Repetition and practice will build the skills needed for good problem solving.
- Focus on actions the team can accomplish without much money or outside help. A new machine or new software might be necessary, but find other things that can be improved first.
- The observers should be involved in the implementation. Avoid creating a task list for somebody else to carry out.

Questions? Contact Paul Todd, GaMEP Operational Excellence Group Manager at
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Waste Walk *Observations*

Observer:	Operation / Area Observed:	Date:
What ideas do you have to address the problem?		
Defect / Scrap (Rework, salvage, or throw out)		
Overproduction (Too much, too fast, or too soon)		
Waiting (For machines, people, information)		
Not Using Employee Ideas (Lack of respect, not listening)		
Transportation (Pick-up/put down, long trips, multiple trips)		
Inventory (Excessive stock, in the way)		
Motion (Stressful movement of people, machine cycling)		
Extra Processing (Beyond what the customer needs or wants)		



Waste Walk *Countermeasures*

Observer:	Operation / Area Observed:	Date:
What ideas do you have to address the problem?		
Defect / Scrap (Rework, salvage, or throw out)		
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