



Recognising Work And Waste

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Recognising the 3M's Muda, Mura and Muri

What is it?

Our ability to recognise the 8 Wastes are fundamental to help us improve our processes. If we can see the waste in our process, we will be able to identify ways of eliminating or reducing the impact waste has and become more efficient.

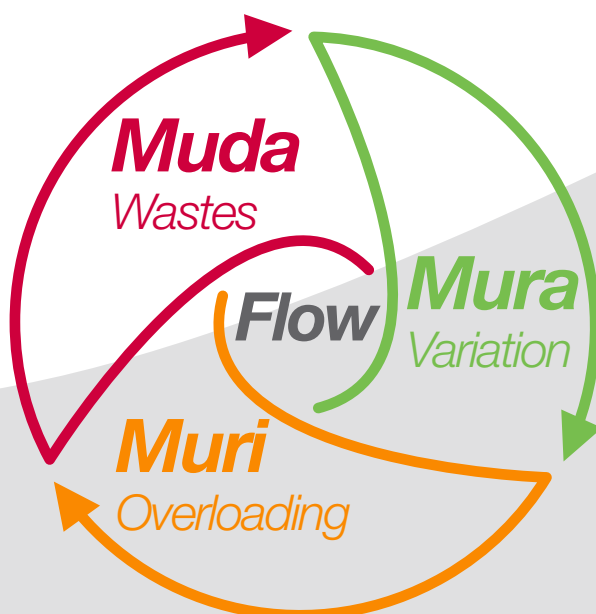
Where to use it?

We can look at every process, in the factory, warehouse or office and be able to readily identify where we are adding value or conducting wasteful activities

How to use it

There are many ways to identify waste. Most importantly we should observe the process activity using a waste walk sheet and discuss with our colleagues the process steps. Then evaluate if each activity witnessed, adds value or is it simply waste. Once we recognise a waste, we should gather ideas of how to reduce or eliminate that waste and assign an action and an owner to tackle it

Identifying the 3M's



Understanding Work and Waste

In every work activity, there are three elements

VALUE ADDED (VA)

Activities that transform materials or information into something that our customers require and are willing to pay for

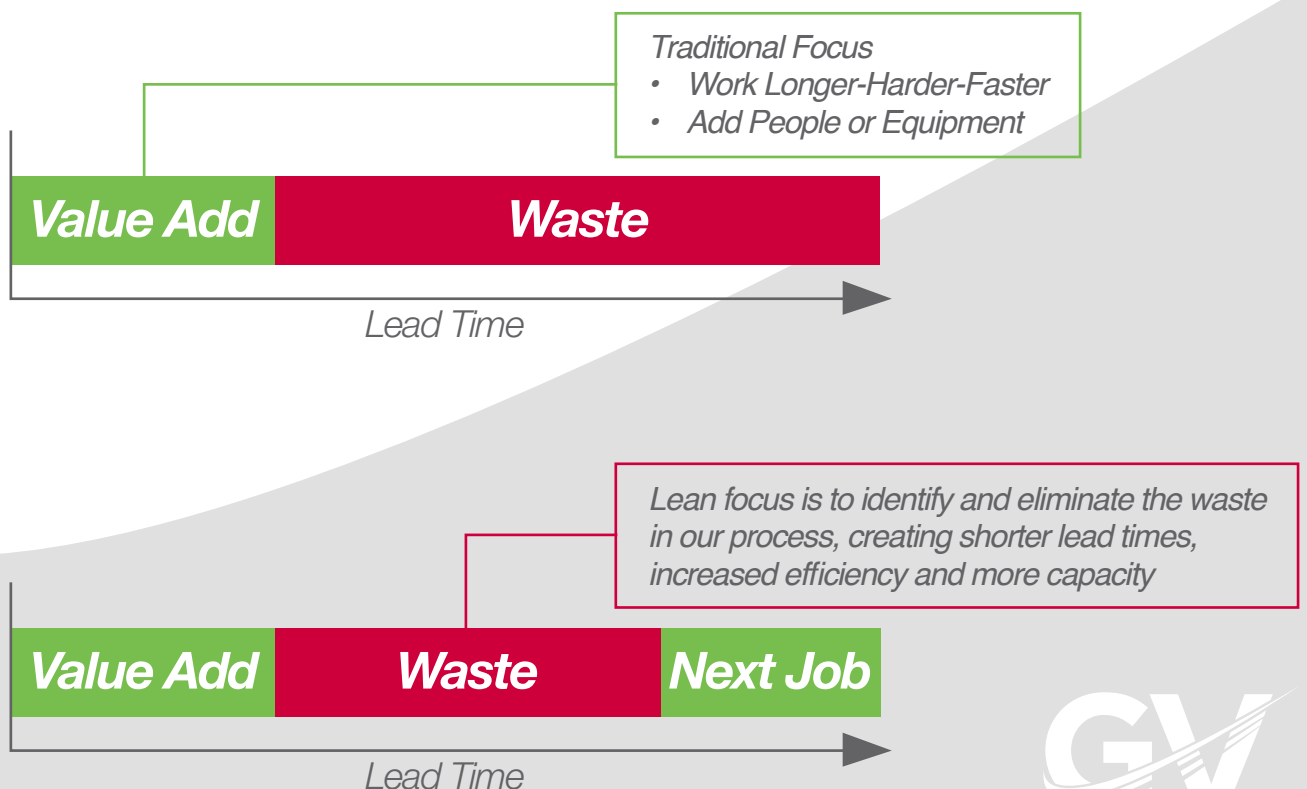
NON VALUE ADDED BUT ESSENTIAL (NNVA)

Activities that do not create any value for our customers but are still currently necessary to complete the task

NON VALUE ADDED (NVA)

Any activity that consumes resources, but does not create any value for our customers.

Waste Elimination



Muda – The 8 Wastes

Transport:

How many times do we move materials? How far do they travel around the process. How much transport between workstations?

Inventory:

How much inventory do we have in our process?

- This could be Raw materials
- Work in Progress.
- Finished goods stock

Motion:

Remove unnecessary movement from the operations and improve the flow of the workplace. (walking, reaching, looking for materials, walking to meetings, stores locations etc.)

Waiting:

Minimise the process waiting time and maximise “value add” time.

Waiting for materials, Information, Machines broken down, people to do the work, authorisation, quality checks etc.

Over-Production:

What is required to meet the customers demands? Always aim to meet exactly what the customer expects, just in time, to the correct quality standard. A common example is making more product than required.

Over-Processing:

Doing more than is required by the customer and indeed something the customer will not be willing to pay for. Rectifying errors working to too tight tolerances, doing things more than once

Defects:

Reducing the number of processing, reducing the amount of defects, scrap and rework.

Skills:

Failing to use the skills and talents of our employees correctly. Allowing work to be routine and unchallenging will lead to boredom, frustration, demotivation and stress

The 7 Wastes of Service

Delays: delays in providing the customers with information, a product, or a service.

Such delays can take many different forms (e.g. waiting in queues, waiting on hold on a phone, etc.). Identifying your own organisation's delays is crucial, as these delays can cause your customers to choose your competitors' services.

Duplication: filling in multiple forms with repeated data.

This waste can be highly interruptive to the efficiency of your customer service model.

It is essential to cut down on duplication as much as possible - your business' customers will perceive it as annoying, time-consuming and unnecessary.

Unnecessary Movement: unnecessary segmented points of communication. Making the customer journey as comfortable as possible is the recipe for success.

If your customers' experience is too segmented (e.g. having to contact different internal departments in order to access a service), they may lose interest along the way.

Unclear Communication: unclear industry jargon and unclear communication: creating a confusing customer experience through unclear instructions and industry jargon will frustrate your customers keeping the communication clear and straight forward will prevent confusion and mistakes, and keep your customers happy

Incorrect Inventory: Products being out-of-stock or expired.

Offering expired or out-of-stock products does not only frustrate your customers but will also come across as disorganised and highly unprofessional

Errors: customer receives the wrong product or wrong information.

Receiving the wrong item or possibly nothing at all is a waste of both yours and your customers' resources. In order to maintain a positive relationship with your customers, it is essential to ensure that items function properly and services or deliveries reach their destination. Similarly, receiving the correct information at the first time of asking.

Opportunity Lost: not recognising opportunities to 'go the extra mile':

Maintaining good customer relations is crucial - treating customers in a rude or annoyed manner will ruin your reputation and result in the loss of many opportunities. Make sure to 'go the extra mile' in order to create customer evangelists and further opportunities for referrals.

Mura - Unevenness

Mura Unevenness

Mura is the waste of unevenness or inconsistency

Mura creates many of the seven wastes that we observe, Mura drives Muda!

By failing to smooth our demand we put unfair demands on our processes people and equipment and cause the creation of inventory and other wastes.

An example is where the manager is measured on monthly output, the department rushes like mad in the final week of the month to meet targets, using up components and producing parts not actually required.

The first week of the month is then slow due to component shortages and no focus on meeting targets. This gives us the hockey stick graph of production as we see here on the right, far better to smooth out production and work at the demand of the customer.

Muri Overburden

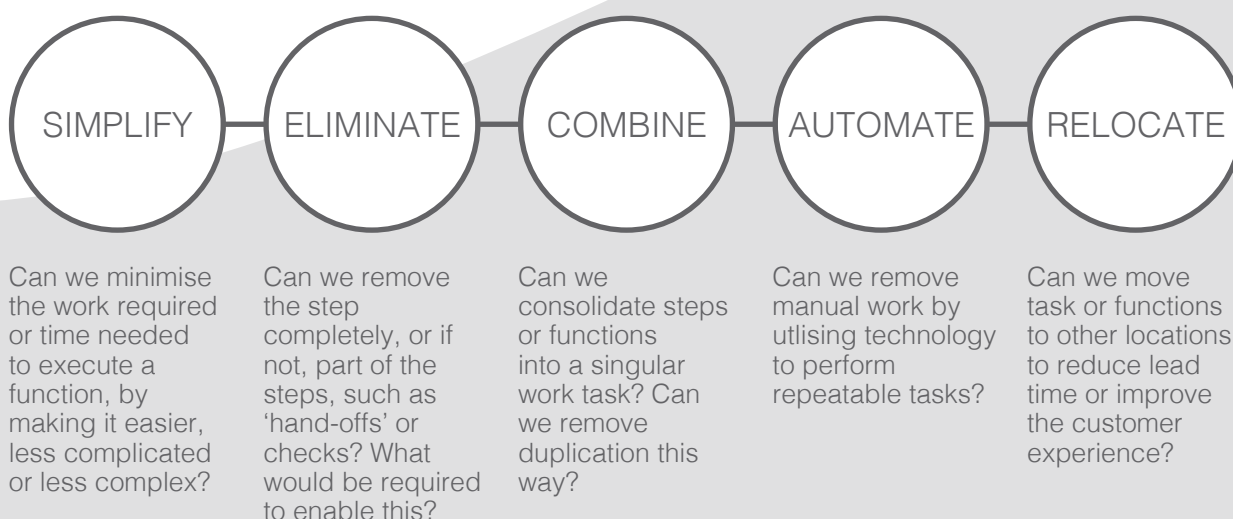
Muri is to cause overburden, by this we mean to give unnecessary stress to our employees and our processes.

This is caused by Mura and a host of other failures in our system such as lack of training, unclear or no defined ways of working, the wrong tools, and ill thought-out measures of performance.

Again, Mura causes Muda, the seven wastes are symptoms of our failure to tackle Mura and Muri within our processes not the root cause!.

Removing Waste with SECAR

Analyse **every step** of your current process, and ask yourselves....



Waste Exercise

- 1** Grab a sheet of paper, Create four columns Waste, Example, Improvement, appropriate SECAR
- 2** In the waste column, list the 8 Wastes down the page.
- 3** Find one example of each of the wastes and how you could improve it, listing the appropriate S E C A R methodology in the fourth column

Waste	Example	Improvement	appropriate SECAR

GV
GembaVision

Gemba Vision
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Address line three
Postcode

Email address
Website