

LEARNING TO SEE WASTE

BROUGHT TO YOU BY:



Manufacturers Alliance
Providing Training & Education Peer to Peer

GUEST SPEAKER



Jackie Cullen, Sr. Manager of Ops.
Integer

How to:

- ✓ Build a Foundation
- ✓ Teach & Mentor
- ✓ Growth Opportunities

Learning to See Waste Webinar

Agenda

- Key Barriers
- Building a foundation (Mindset Shift)
- Teach and Mentor
- Growth Opportunities (Waste identification tools)
- Case Study



Key Barriers to Learning to See

- **Bandwidth** – Training large populations & no system prioritizing
- **No plan** – how do you keep momentum going following training ?
- **Lack of ownership** – Relying on lean Sensi
- **Culture** – too busy to listen to new ideas
- **No leadership** involvement

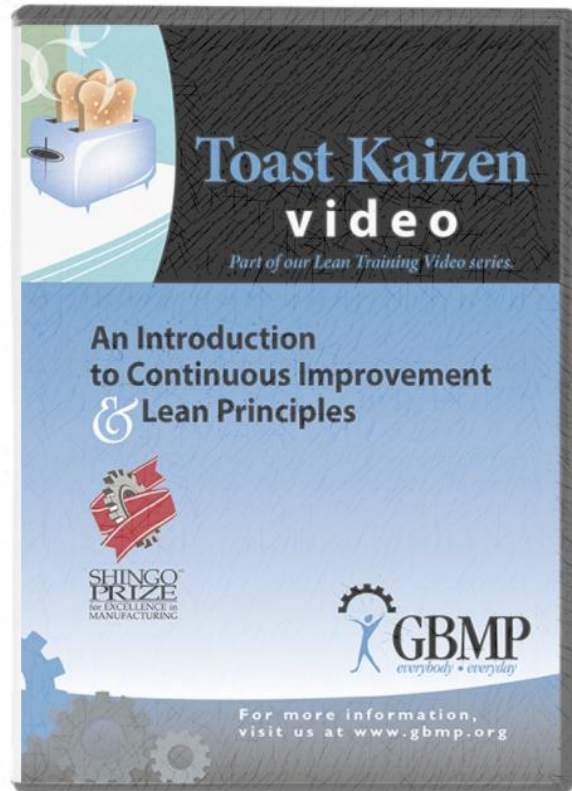
Building a foundation (Mindset Shift)



- **Avoid blame & focus on growth**
 - See all problems as opportunities
- **Start small** – Small focus group with Change Champion
- **Build System** – Track waste Align into your daily practice.
- **Teach & Mentor**— provide a positive example of the transformation you seek. Be there by their side.
- **Growth Opportunities**
 - Always create situations for your team practice and discover their new mindset
- **Always Celebrate Success!**



Teach & Mentor



Highlights the wastes in a common process of making toast.

- ✓ Great examples of how many small changes can make a difference
- ✓ Emphasizes that all improvement comes from **direct observation**
- ✓ Highlights everything that gets in the way of the work
- ✓ All associates can relate to the example
- ✓ Process improves from 4 minutes to 2 minutes with some simple changes
- ✓ Immediately follow up with Waste walk of their own process.

Waste Training



Work Process

TRANSPORT

Transporting materials to/from warehouse and production. Moving materials not required for processing.



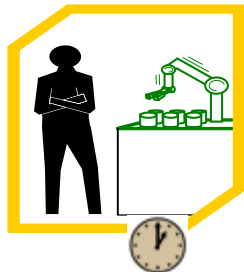
INVENTORY

All raw materials or finished goods that are not being processed... just sitting there.



MOTION

People walking or moving more than is required to perform the given task. Multiple hand-offs. Workplace ergonomics.



WAITING

Idle time spent waiting for materials, tools, equipment, next step in the process.

Everyday Life

TRANSPORT

Setting the table for dinner.
Hanging out the washing.
Lighting the fire.



INVENTORY

Groceries and foodstuffs.
Laundry and clothes.
Fuel.

MOTION

Oven at floor level.
Painting a ceiling.
Books lying flat on a shelf.

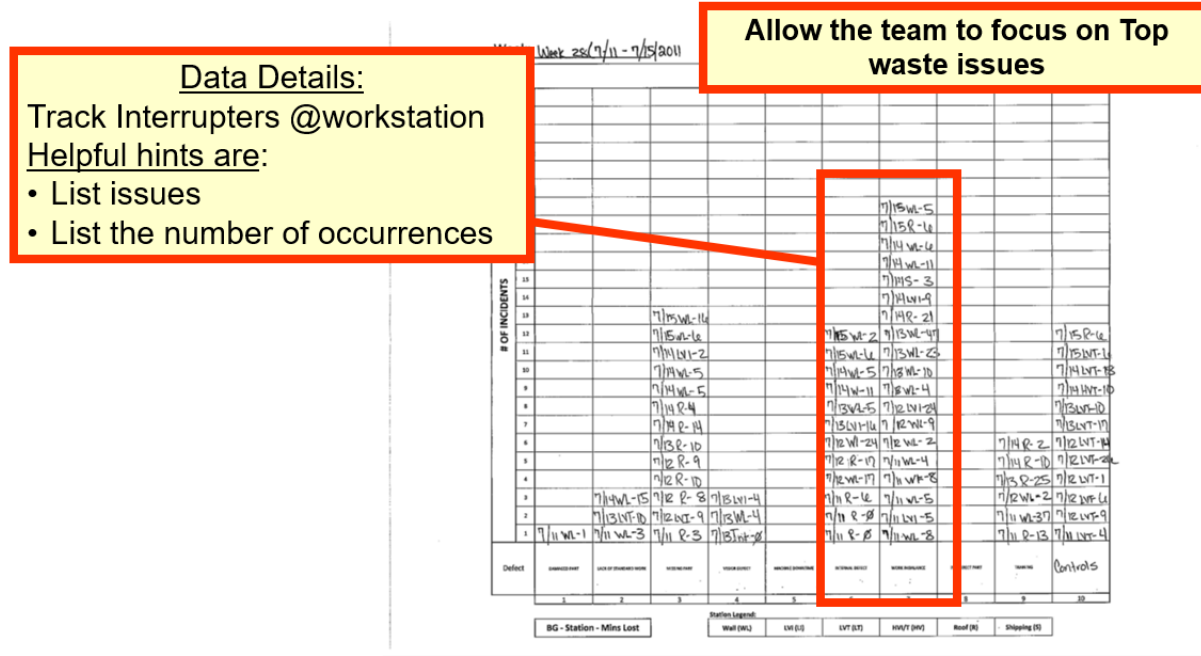
WAITING

Dishwasher cycle.
Kettle to boil.
Immersion heater.

Track and Prioritize

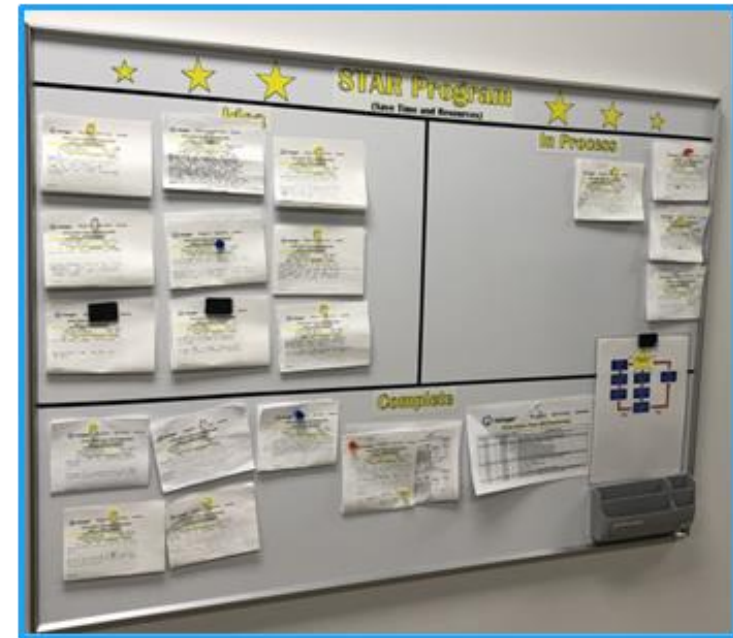
Daily systems to track waste “Practice makes perfect”

Pareto of Waste *Recorded at cell / machine by the team*



Idea Board

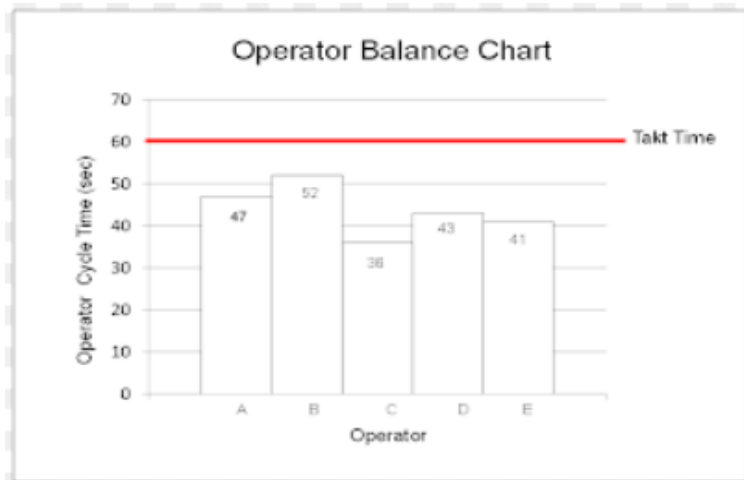
STAR Board (Saving Time & Resources)



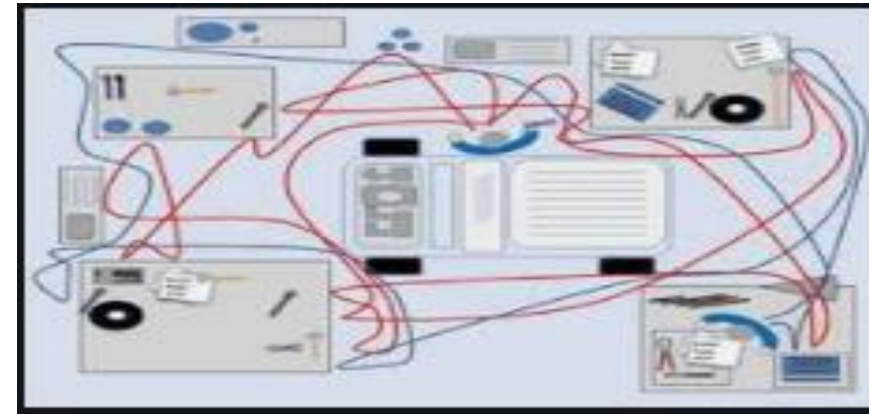
Reasons for missing Takt are listed on this chart
Keeps team engaged in identifying waste

Provide Growth Opportunities

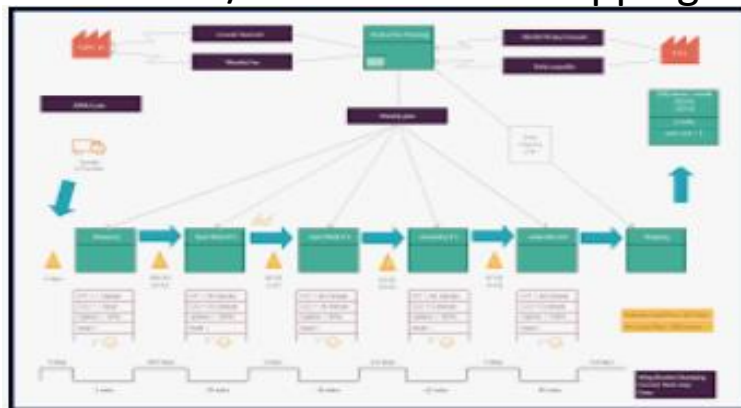
Expose the team to waste identification tools



Spaghetti Diagram

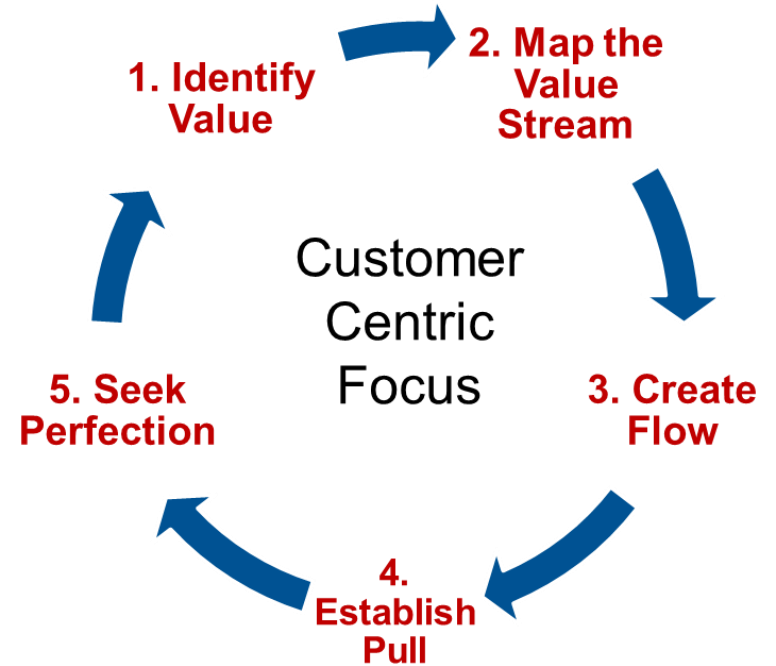


Process / Value Stream Mapping



Call to Action:

- Start SMALL focus group with Change Agent
- Set up Tracking system
- Spend time mentoring and supporting the Group
- Celebrate Success!!
- REPEAT



Progress Begins with You!

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