

<b>Waste</b>	<b>Value</b>	
<b>Anything that consumes resources without adding value.</b>	<b>Anything that</b> <b>1. The customer recognizes as valuable and is willing to pay for, <u>and</u></b> <b>2. Changes the product or information, <u>and</u></b> <b>3. Is done right the first time.</b>	
<b>Forms of Waste</b>		
<b>1. MOVING</b>	<b>Any movement of people, items, or information</b> Motion of people · Travel of people · Transport of items (product, information)	
<b>2. STOPPING</b>	<b>Any delay in value-adding activities.</b> Waiting (person, product, information) · Something arrives too late · Delay in processing · Interruptions · Needed resource is missing	
<b>3. SEARCHING</b>	<b>Locating something or someone needed to do work.</b> Materials · People · Information	
<b>4. INSPECTING</b>	<b>Checking to ensure work has been done correctly.</b>	
<b>5. GETTING READY</b>	<b>Activity to prepare to do work.</b> Setting Up · Changing Over · Tearing Down	
<b>6. THINGS GONE WRONG</b>	<b>Any unexpected outcome</b> <u>Defects:</u> Output of work that does not meet standards, specifications, or expectations. <u>Variation:</u> Movement around a target <u>Rework / Fixing:</u> Effort to correct a defect.	
<b>7. MORE THAN NEEDED</b>	<u>Too Much:</u> Inventory of any item not actively involved in work · Overproduction leads to inventory · Extra steps in a process <u>Too Soon:</u> Items or Actions sooner than needed or before ready	
<b>8. NOT NEEDED</b>	<b>Something that is not necessary in order to provide value to the customer.</b> Step or Task in a Process · Information (or information processing) · Product or Product Feature	
<b>9. UNDERUTILIZED POTENTIAL</b>	<b>Not utilizing the capability of every team member</b> Knowledge, skills, abilities · Creativity	

# Adding Value Checklist

## Everyone:

- Teach EVERYONE how to identify value & waste from the customers perspective and in their work processes.
- “Be your customer” - experience your offering from the perspective of the customer (what people call going to the Gemba).
- Use customer information, value/waste data; summarize it into key understandings of their values for use by everyone in the organization
- Set strategic and annual improvement plans and problem solving with targets that increase value in products/services in all processes.
- Ensure everyone in the organization understands the key ways and measures that are used to improve customer value in their daily work
- Develop everyone’s knowledge and use of improvement methods (e.g., cause and effect analysis, 5S, Kaizen, Mistake Proofing, Flow) that enable teams to quickly get at the root causes of the identified wastes and put in place effective solutions.
- Learn from your problem-solving efforts and share
- Measure the improvement, celebrate the successes, and keep going!

## As a leader:

- Challenge you and the organization to continually see to what adds value and waste
- Adopt a helper’s perspective and ask customers and team members how you can help them add more value
- Communicate that increasing value, identifying, and eliminating waste is everyone’s responsibility
- Ensure that identifying wastes is recognized as positive (problems are gold and no shooting the messenger}
- Role model the behavior- go visit the work processes with your staff, listen, look, and help them identify wastes and solutions
- Eliminate waste in your leadership work processes