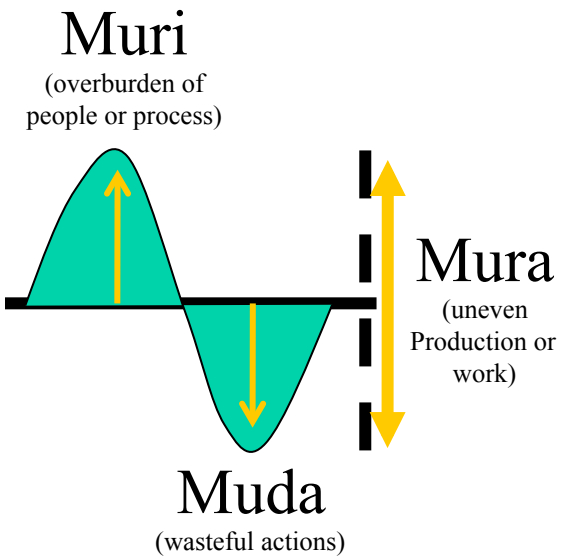
Using TIMWOOD as a Model

Category of Waste	Learning Process	Common Solutions
T ➔ Transportation	❖ Thinking lean	❖ The purpose of lean is always about reducing / eliminating waste.
I ➔ Inventory	❖ Learn to expose waste	
M ➔ Motion	❖ Apply clear steps:	❖ 5 Common ways:
W ➔ Waiting	1.Understand the waste	1.Connecting upstream processes
O ➔ Over Processing	2.See / experience it	2.Point kaizen
O ➔ Over Production	3.Evaluate it (think benefit + cost)	3.Create standard work
D ➔Defects	4. Reduce or eliminate it	4. Combine or simplify steps
		5.Stop doing the process at all

Quality First Thinking: Managing Muda

Focus on 3 Mu's



Maximizing ERCA

- **E** → Eliminate
- **R** → Reduce
- **C** → Combine
- **A** → Automate or Simplify

7 Wastes (Muda)

- **T** → Transportation
- **I** → Inventory
- **M** → Motion
- **W** → Waiting
- **O** → Over Processing
- **O** → Over Production
- **D** → Defects

Critical Thinking for Stopping & Impacting Muda:

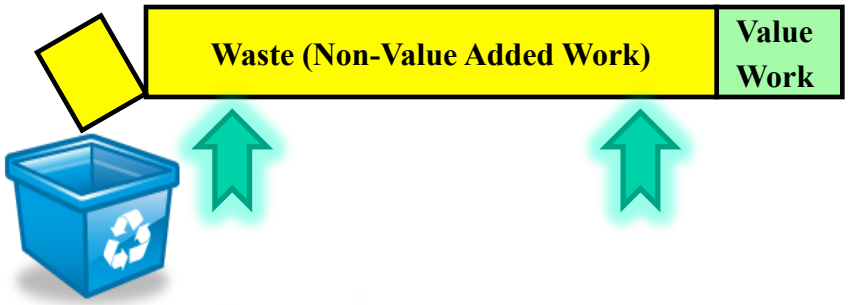
1st – We NEVER pass muda (waste) or problems onto the next process

2nd – Don't accept poor quality

3rd – In-process checks to avoid making poor quality

Muda Elimination: Understanding Muda

"Our Focus"



"The most dangerous kind of waste is the waste we do not recognize."

- Shigeo Shingo (Toyota)

Dealing with People Systems

"Remember true behavioral and cultural change occurs at the emotional level, not the intellectual level."

Senn & Childress, 1999