Feature Presentation

Gemba is Your Teacher

Do Muda Walks to Improve

Think Lean → Do Lean
What is Lean?

Lean Thinking is a shift in management's focus to differentiate between Value and Waste to deliver more value to the customer.
What is Value?

Transforms the product/service to what the CUSTOMER is actually willing to PAY for (USEFULNESS/COST)

Includes Functions, Features, Time & Price

Is done right the first time.

Is the opposite of WASTE. (Or Waste is anything that does not provide Value.)
7 Basic Types of Waste (Muda)

- Defects in products
- Overproduction
- Inventory
- Unnecessary processing
- Unnecessary movement of people
- Movement of goods
- Waiting
7 Basic Types of **Waste (Muda)**

Defects in products: **Rework & Punch Lists**
7 Basic Types of Waste (Muda)

**Overproduction:** Fabricating or ordering *more* material than needed or *sooner* than needed or *faster* than the process can use it. *JIC* thinking. Ordering extra material because of poor quality or fit.

The mother of all other wastes.
7 Basic Types of **Waste (Muda)**

**Inventory:** Material stored at site or yard, work in progress, unused tools & parts, forms and *stashes.*
7 Basic Types of **Waste (Muda)**

**Unnecessary processing:** Duplication of work steps, redundant or unnecessary reporting, checkers checking checkers, any non-value added steps.
7 Basic Types of Waste (Muda)

“Unnecessary” movement of people: Treasure hunts, looking for tools, material, work areas, supervision, files, and drawings. Poor layout of work area (bad ergonomics) Movement Not = WORK!
7 Basic Types of **Waste (Muda)**

**Movement of goods:** moving material, tools or parts. Moving material in to & out of storage.
7 Basic Types of **Waste (Muda)**

**Waiting:** Crews waiting for equipment, plans, RFI’s, field orders, or material, payroll waiting for time sheets, equipment waiting to fabricate material. **Workers waiting for work or work waiting for workers.**
**Everyone has 2 jobs:**

<table>
<thead>
<tr>
<th>DO WORK</th>
<th>IMPROVE WORK (Kaizen)</th>
</tr>
</thead>
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*Kaizen = Improvement for the good*

**The 8th Waste = Not using people as a resource**

*(Harder to see on a Muda walk)*
Go and See

Go to “Gemba” - where value is added
Masaaki Imai

Gemba is your teacher
Doing a Muda Walk

Go to Gemba & do a “Chalk Watch”

- **Flow** *(Don’t watch the work - watch for what gets in the way of value flowing!)*
- Treasure Hunts
- **Wastes**
- **Standards/systems/methods** *(Can’t improve if no standard way exists)*
- **Equipment maintenance & utilization**
Doing a Muda Walk

It helps to know:
- What is to be done? *(What is right?)*
- How the work is to be done? *(Flow)*
- Who should do it?
- When it is to be done?
- How much or how many are to be done?
Seeing Waste

• Each half of the table will take 5 minutes to look at a typical construction photograph to identify the wastes they see – *by type*.

• We will put the pictures up on the screen and the group’s leader will present their findings. (1-2 minutes)
  • Additional observations & questions from all.

• There is no “right answer.” Pictures were not selected due to an obvious waste.
Tips on doing Muda Walks

- Not spying – tell them about it
- Not always do the walk the same time & day
- **Watch not walk by**
- Ask **Why**? (5 times)
- Ask: *How can we make it easier for you to do your job?*
- Fix Problems Now

**Go and See – Ask Why**
**Show Respect – Do No Harm**
**Muda Walk for a Month**

- September - Masaaki Imai’s birthday
- People signed-up (free service)
- New theme every week
- Record findings/improvements

**Results:** *Observers identified about 20 ideas each during the one month*
Challenge

Do *Muda* walk for the next month

Come prepared to share observations/improvements

WE WANT YOU!