

To continually examine our processes to provide greater value to our customers without waste.

# The Lean Line



- 🎯 **WOW** = enthusiastic approval, a striking success, an amazing accomplishment
- 🎯 Grunau's 2006 Interpretation of **WOW = War on Waste**

A major part of Grunau's Lean Journey in 2006 will focus of our War on Waste and how you can help us win. Reducing and/or eliminating waste in the workplace does not require any major capital expense but can save a tremendous amount of money. Winning this war on waste will be an amazing accomplishment and a striking success for all of our employees in the office, field, shops, vehicles, and everywhere.

Waste is anything other than the MINIMUM amount of time, equipment, tools, material, parts, people, and space required to ADD VALUE to the product/service/information-data. For industry as a whole, there are 8 general types of waste:

1. **Scrap/Rework/Defects** – For example: Misunderstanding requirements, defects in fabrication, info/data/material passed on that is incomplete and/or wrong, incorrect installation
2. **Material Handling / Transportation** – For example: Moving excess material around a jobsite, uncoordinated trucking deliveries, lack of identification/resorting, inefficient use of electronic data
3. **Motion** – For example: Running to supply house or shop for forgotten material, looking for drawings/tools/equipment, not completing all available work while in one area
4. **Waiting Time/Delays** – For example: Waiting for answers/tools/material, waiting for other trades' completion of work, waiting for decisions or supervisors' input
5. **Inventory** – For example: Not pre-planning what parts are needed, stockpiling material too early to fabricate, over-purchasing for "just in case", not completing paperwork to return material to vendors
6. **Overproduction** – For example: Creating photocopies for everyone, doing extras for nothing, doing something in advance of finding out what the internal or external customer really needs or wants, making a big production over a small matter that could otherwise be handled simply
7. **Overprocessing** – For example: "Selling a Chevy and installing a Cadillac", multiple reviews or authorizations, over-specifying jobs, over-engineering, double data processing (i.e. hand-writing and then computer entry)
8. **Underutilized Human Resources** – For example: Not learning from each other or teaching from experience, not sharing best practices, not cross-training, not knowing others' skills, not delegating

Each of these wastes will be further developed in future issues of the Lean Line so you can get a full understanding of the types of waste we see each and every day and usually do nothing about. This year, let's make a concerted effort to act upon eliminating or reducing that waste. Let one of the Lean Team members know how you have reduced or eliminated waste so we can keep tabs of our progress.

You can help us win this War on Waste!

