









The Seven Wastes

Waste Type	Typical Signals	Examples
 <p>1. Defects Errors, mistakes, or problems with a product or service</p>	<ul style="list-style-type: none"> Repeating an activity because of a problem ("rework") Customer did not get what was promised 	<ul style="list-style-type: none"> Steak overcooked at a restaurant Email sent to the wrong person Missing information on an application form
 <p>2. Waiting People waiting for something to happen</p>	<ul style="list-style-type: none"> People who are idle People waiting in line Things seem to be stalled 	<ul style="list-style-type: none"> Customer waits in line for service Builder waits for permit to be issued by the city
 <p>3. Excessive Movement Walking or other human movements not needed to serve the customer*</p>	<ul style="list-style-type: none"> People walking around a lot, especially back and forth People suffering from ailments of the backs, joints, or hands 	<ul style="list-style-type: none"> Frequent walking is required because of inefficient office layout Multiple screens are accessed to answer a customer's question
 <p>4. Excessive Processing Performing more work than needed to serve the customer*</p>	<ul style="list-style-type: none"> Seems like too much effort or too many steps are required Disorganized work area Work products being discarded 	<ul style="list-style-type: none"> Hunting around to find something in a messy file cabinet Many cumbersome approval steps needed to issue a building permit

* **Customer** can mean **consumer** or **employee**

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 <p>5. Excessive Production Making or ordering more material goods than needed to serve the customer*</p>	<ul style="list-style-type: none"> ■ Pace of production/ordering exceeds pace of consumption ■ Materials produced/received which are not needed 	<ul style="list-style-type: none"> ■ Accounting firm orders too many office supplies ■ Restaurant pre-makes more salads than needed for the day
 <p>6. Excessive Inventory Holding more material goods than needed to serve the customer*</p>	<ul style="list-style-type: none"> ■ Overcrowded storage areas ■ Stock items being discarded ■ Dust on storage boxes 	<ul style="list-style-type: none"> ■ Clothing store holds onto out-of-fashion dresses in stock ■ Office holds more cleaning supplies than needed
 <p>7. Excessive Transportation Shipping or moving material goods farther than needed to serve the customer*</p>	<ul style="list-style-type: none"> ■ Multiple delivery attempts are necessary ■ Shorter travel routes are available but not used 	<ul style="list-style-type: none"> ■ Delivery driver arrives after closing time and must re-deliver the next day ■ Overseas shipment from foreign supplier
Notes		

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