
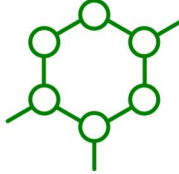






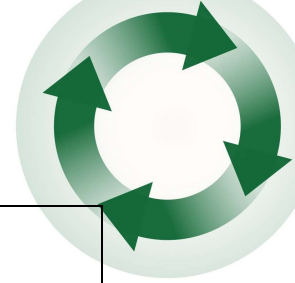




## What is it?

- A way to classify the unnecessary step(s) which do not add value in process
- [History](#) behind waste and the founders of the Toyota Production System

## Types of Waste in Service:

<p style="text-align: center;"><b>DELAY –</b> <i>waiting for information, equipment, materials or people to receive service or continue action.</i></p> <p style="text-align: center;"></p> <p><i>Common examples: putting a call or service request “on hold” or set aside a task as you wait for approval to proceed.</i></p>	<p style="text-align: center;"><b>DUPLICATION / REPLICATION –</b> <i>Requesting or entering the same information again and again within the same process.</i></p> <p style="text-align: center;"></p> <p><i>Common example: school or business asking for the same detailed registration information over and over again.</i></p>
<p style="text-align: center;"><b>PROCESSING (OVER   UNDER) –</b></p> <p><i>Over-processing: adding extra steps that the customer doesn’t value, or extra hands involved which isn’t needed.</i></p> <p style="text-align: center;"></p> <p><i>Under-processed: not using available technology &amp; tools, causing manual processes, creates errors.</i></p>	<p style="text-align: center;"><b>MOTION (UNNECESSARY) –</b> <i>Physical movement that doesn’t add value or the transfer of data / information needlessly.</i></p> <p style="text-align: center;"></p> <p><i>Common examples: check-in registration process requiring multiple stops; searching for documents, information and equipment (where is the stapler?); or getting stuck in automated phone system.</i></p>
<p style="text-align: center;"><b>UNCLEAR COMMUNICATION –</b> <i>Lack of clarity, missing information, ambiguity or confusion on the requirements.</i></p> <p style="text-align: center;"></p> <p><i>Common examples: inconsistent responses- depends on who you talk to; lack of clear guidelines or procedures; not everyone is in the “know”</i></p>	<p style="text-align: center;"><b>ERRORS –</b> <i>Service, quality or data is not right the first time. Can’t proceed until error is fixed.</i></p> <p style="text-align: center;"></p> <p><i>Common examples: the service or product delivered is wrong, not what was ordered; or information is sent to the wrong person</i></p>



<p><b>UNDER-UTILIZED TALENT –</b> <i>Not leveraging the team’s potential to solve problems or engage in finding solutions in the process.</i></p>  <p><i>Common examples: staff strengths or talents are not being utilized, disregarded or listened to.</i></p>	<p><b>OPPORTUNITY LOST –</b> <i>Missed chance or inability to serve or delight a new or existing customer. Lack of focus on understanding customer satisfaction or requirements.</i></p>  <p><i>Common examples: a bad customer experience unresolved</i></p>
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### How do I identify waste?

- Learn about the different type of wastes (8 common service wastes are described above)- and then get in the practice of naming it in your workplace.
- Normalize and accept that waste exists- and it’s no one’s fault -making it safe to call it out when you see it.
- Look for “pain points.” Pain Point is a persistent or recurring problem (product, service, process failure) or an area in our process that “feels harder” than it should be; or is inconsistent or has an unreliable outcome. You can usually find some element of waste associated with a pain point.
- Make a game around waste identification. A pack of gum for the person who identifies the most waste in a week?

### Keys to Success:

- Everyone is responsible for eliminating service waste.
- Avoid placing fault or blame around the source of the waste.
- Get in the habit of naming the waste when you find it.
- Don’t overcomplicate it.
- Fix it when you find it if you can. In other cases (when it involves more than an individual process or a team’s work task) -put it on the idea board above and discuss at the next 1:1 or at a stand-up.