

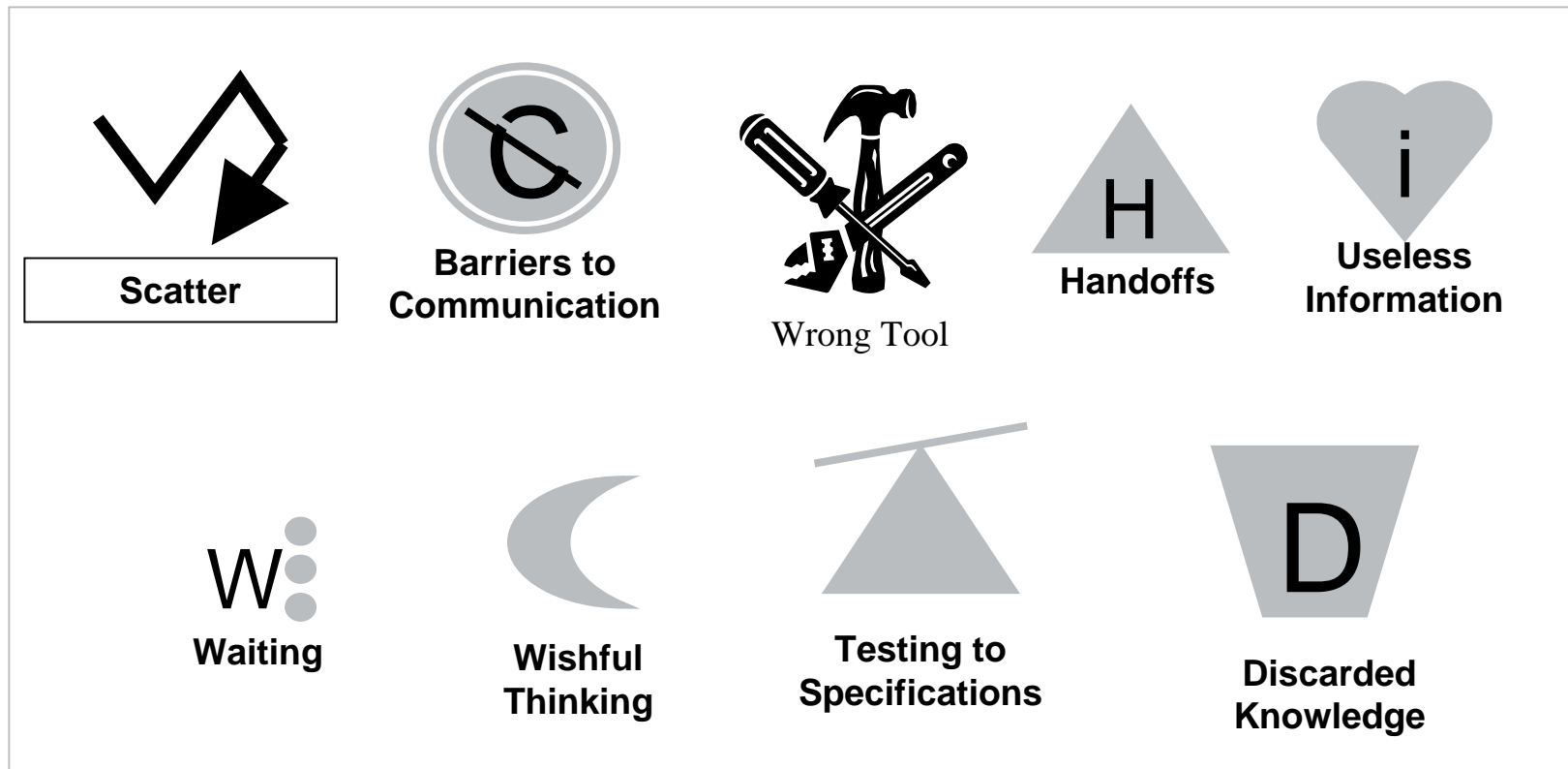
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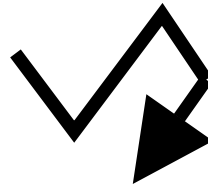
Manufacturing & Technology Solutions

Lean Office Wastes



Different “Wastes” in the Office!





Scatter

Scatter: failing to keep a cadence – a steady rhythm of repeating processes.

Typically caused by:

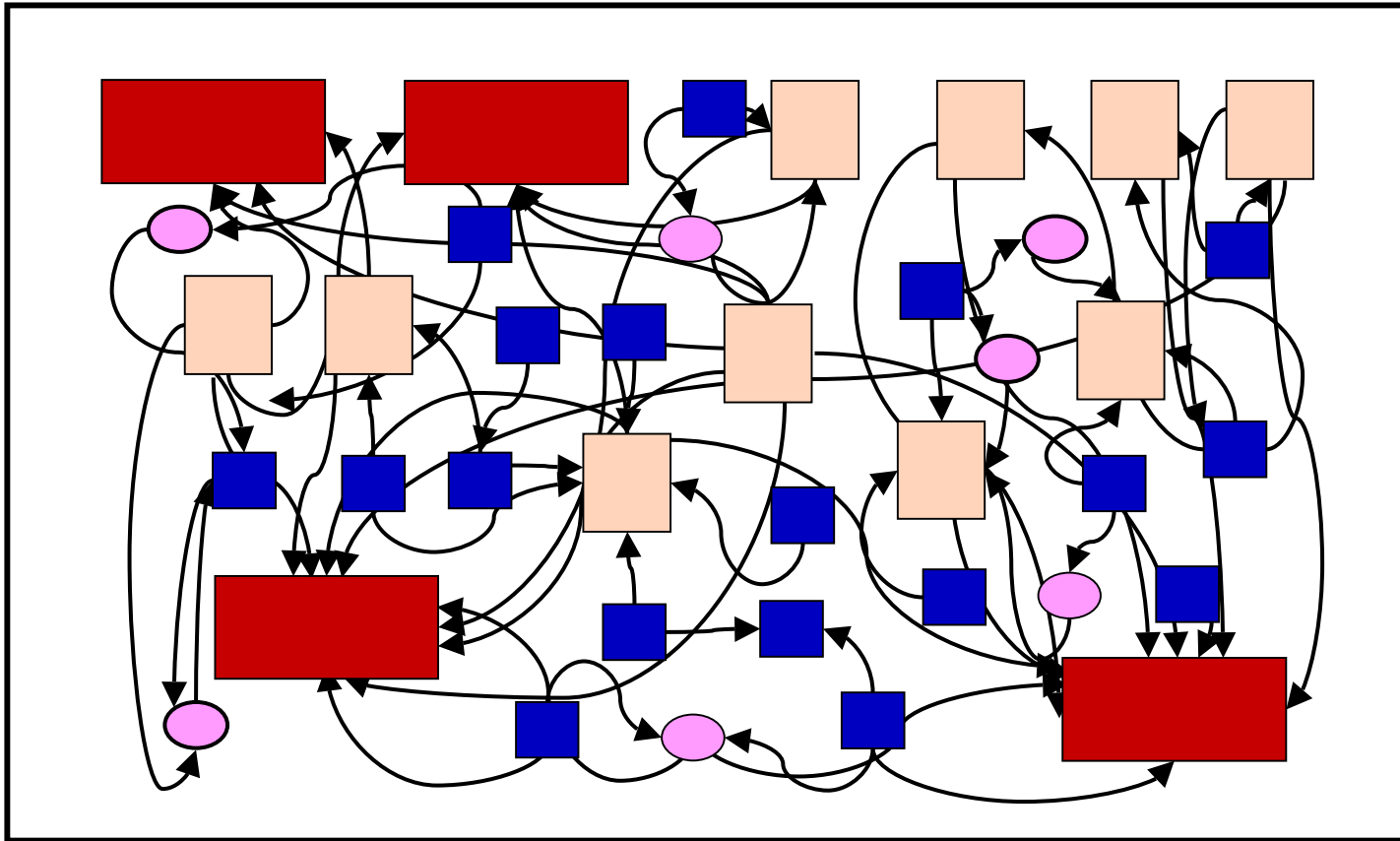
Reorganization – constantly changing the reporting relationships

Disorganization – not having thought through the organization in the first place

Reprioritization – rapid, unplanned switching between activities

Bad organization – not having the right structure for the job

Typical Office “Factory”?





Barriers to Communication

Intellectual “class” structure & hierarchy of authority

Functional silos

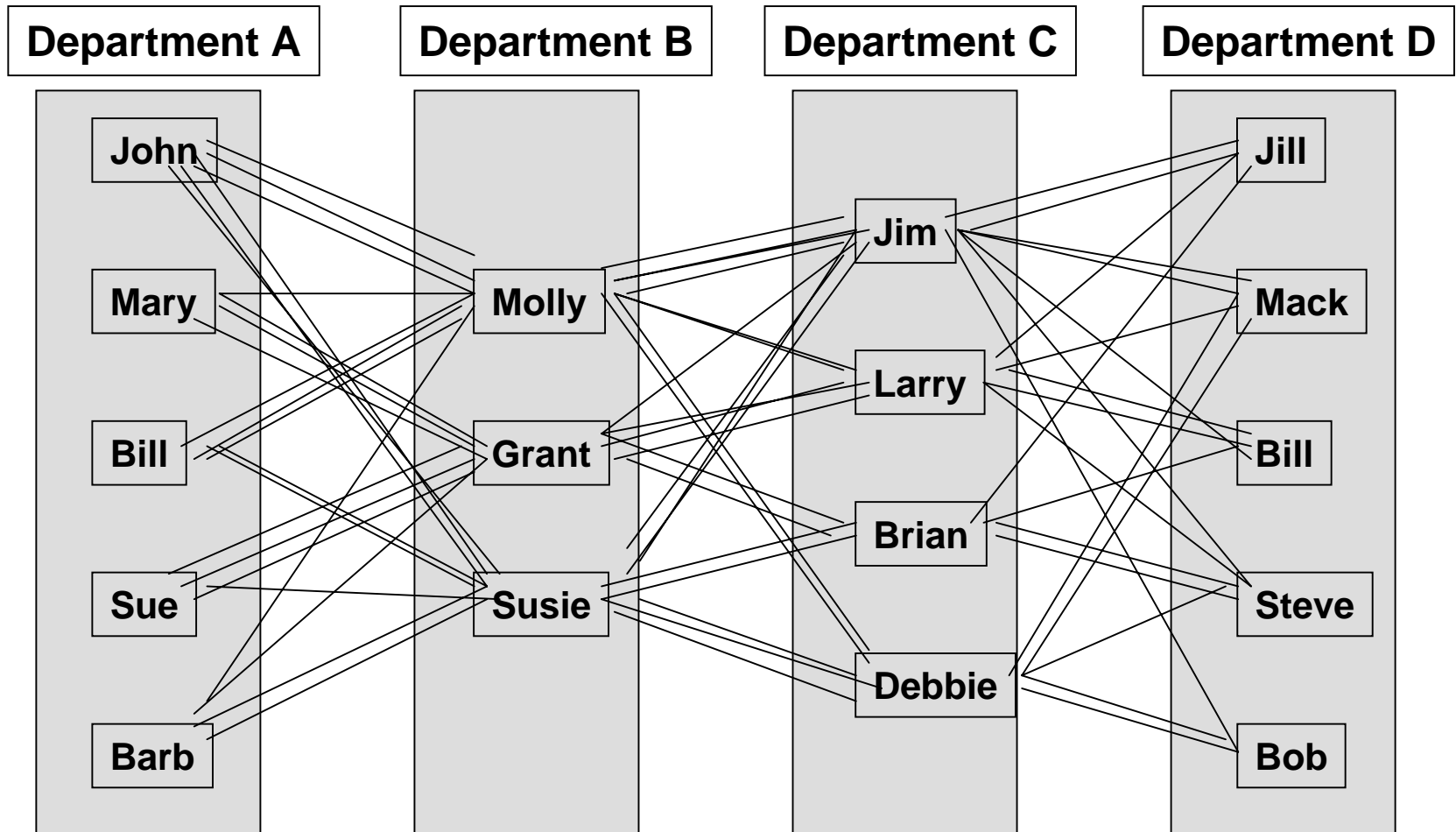
Geographic separation of individuals who need to work together

Data too complex for everyone to understand

NIH syndrome

People not speaking the same language (figuratively)

Complex Pathways for Communication





Wrong Tool

“To the person with a hammer, everything looks like a nail.”

1-hour meetings – wrong tool

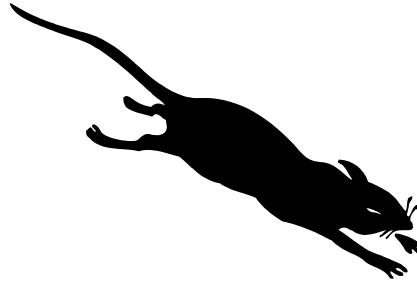
Computers and software that are incompatible

No use of a common process (or misuse of it)

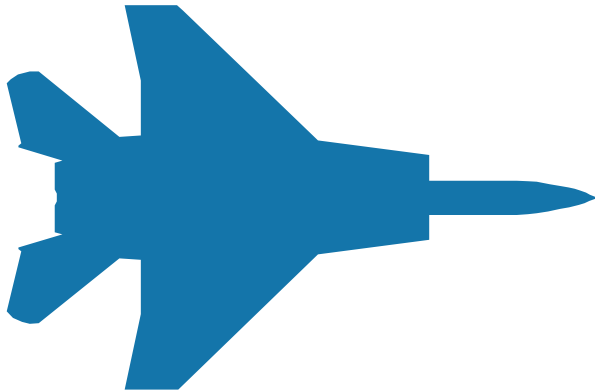
HR processes incompatible

Compensation processes incompatible

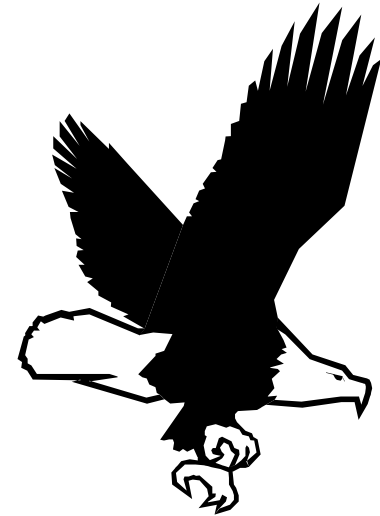
Objective:

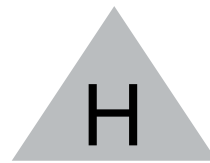


Wrong Tool:



Correct Tool:





Handoff

Handoff = the separation of 1) knowledge, 2) responsibility and 3) action.

Most often occurs between levels of an organization:

- one level for “thinking” (example: Engineering)
- one level for “deciding” (example: Management)
- one level for “doing” (example: Operations)

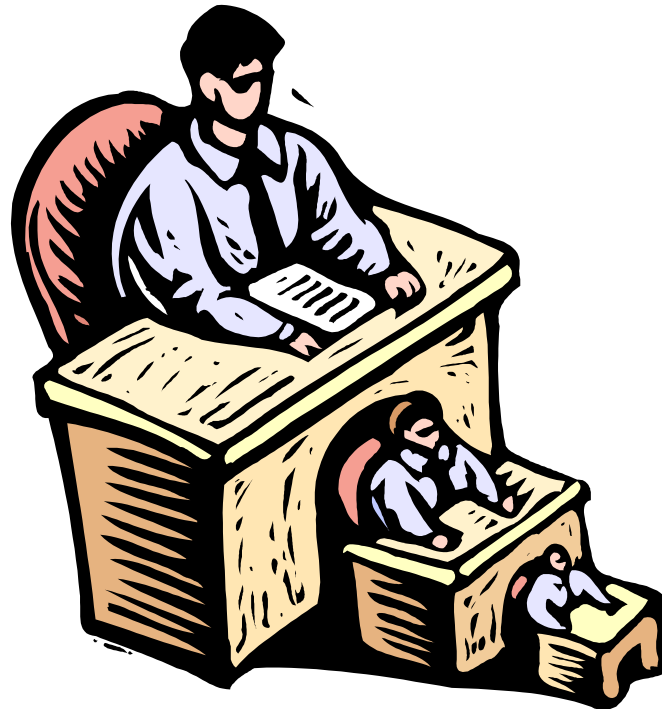
Typically occurs between functional departments or areas.

- between engineering & manufacturing
- between purchasing & engineering
- between front office & shop floor

Also occurs between individuals with specific “jobs”.

- between design engineers & manufacturing engineers
- between product development managers & manufacturing managers

Example: the Organization Hierarchy





Useless Information

Information generated to satisfy a procedure (but not to improve the robustness of the operational value stream).

Examples:

- Excessive numbers of slides in powerpoint presentations
- Progress reports swearing “we’re on schedule” when we’re not
- Meetings, meetings, meetings
- Pre-meetings (in preparation for meetings)
- New designs that perform pretty much the same as the old ones
- Capital approval briefings
- Design reviews (and design re-reviews)

Meetings to Satisfy the “Boss” (not necessarily the customer)





Organizing office activities sequentially causes a “batch & que” push system, with lots of waiting at each step in the process (each step waiting for information from the previous step before it can commence)

Waiting for critical pieces of information.

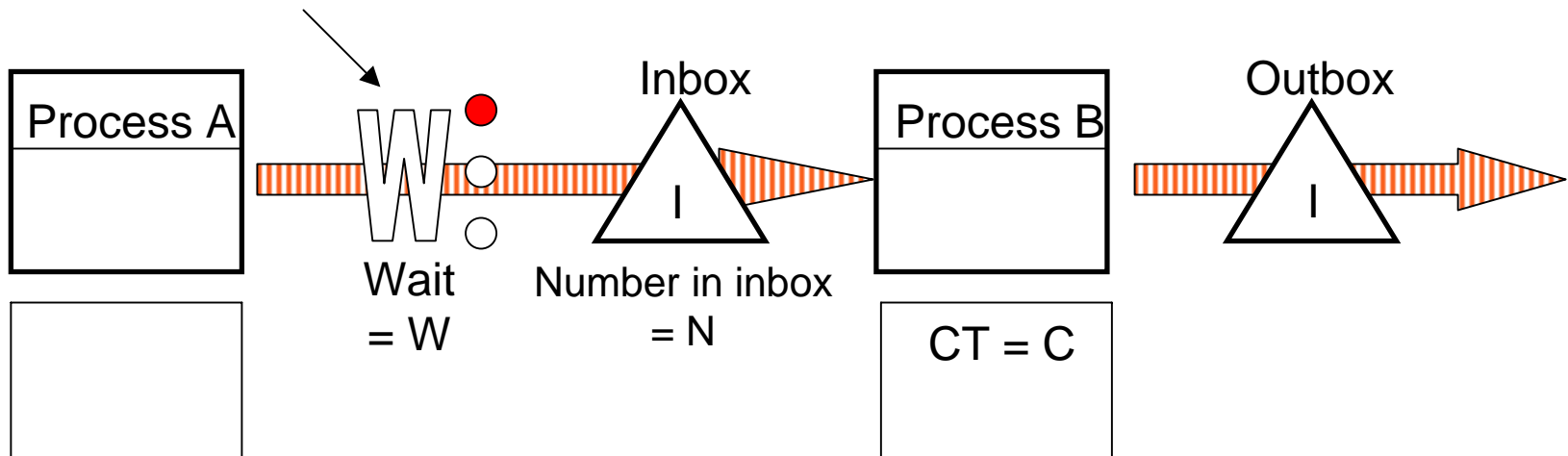
Waiting for the right time to do a task (or enough time to do it).

Waiting for signoffs and signatures of approval (especially multiple signatures).

Waiting for technical information from whoever has it.

Non-Repetitive with Wait Scenario (Office Mapping)

Example: process B operator away for meeting for 4 hours



Production lead time between process A and process B is...
 $(N \times C) + W$



Wishful Thinking

Premature selection of one alternative as the solution to a problem.

Inadequate experimenting or questioning.

Avoid “rocking the boat” (especially downstream)

Excessive agreement.

Failure to question (or to reinforce/reward questioning).

Classic “Group Think”: Bay of Pigs Invasion of Cuba





Testing to Specifications

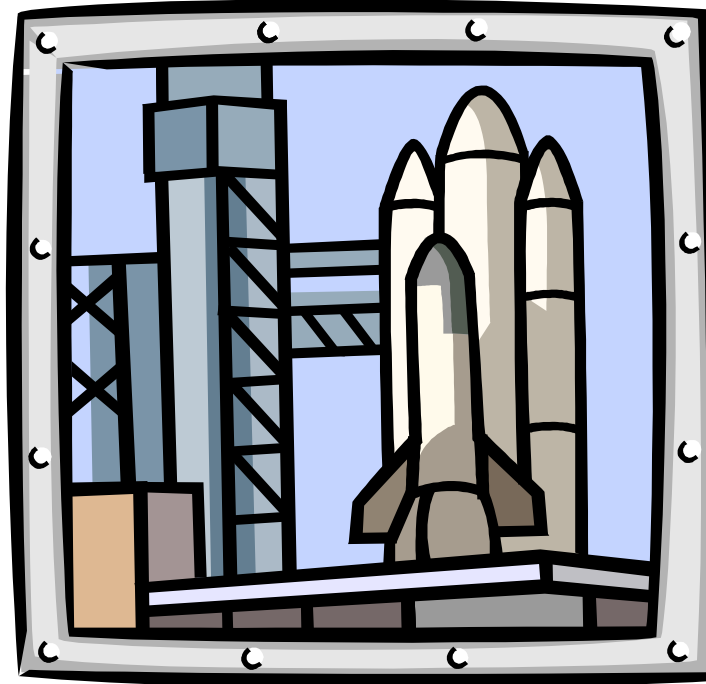
Verifying conformance to the design (vs. testing for failures)

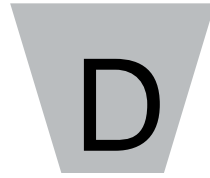
The product can be made to specification (vs. the product is robust)

Testing in pilot or lab-scale equipment (vs. testing on full-scale equipment)

Testing to convince ourselves we're okay (vs. testing to find out the limits)

Example: O-Ring Failure on Challenger Launch





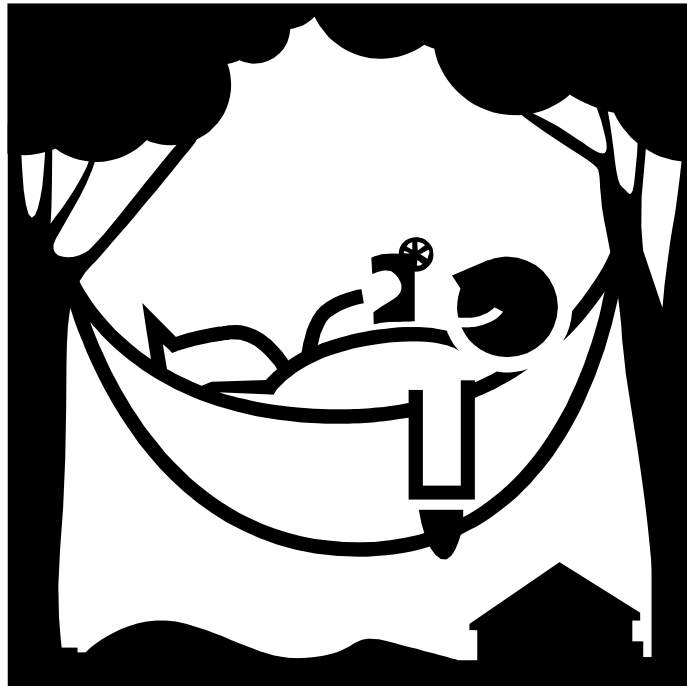
Discarded Knowledge

Knowledge generated during the process, but, after the project is completed, not captured and stored in any organized way.

Knowledge not retrievable.

Knowledge kept in the heads or file drawers of key individuals, but not generally available to others.

Example: Retirement



Exercise #1: The Waste Tour... or “seeing is believing”

- You will be assigned two types of office waste
- Go to the office
- Identify and document an example of each type
- Quantify how much of it you “see”
- Determine the root cause of each example
- 30 minutes
- Report back to the main group

Waste Tour Notes

Office Area: _____

Scatter	
Barriers to Communication	
Wrong Tools	
Handoffs	

Waste Tour Notes

Office Area: _____

Useless Information	
Waiting	
Wishful Thinking	
Discarded Knowledge	

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Questions?

