

Waste and **TIM WOODS**

T. Transport

- Description: unnecessary movement of materials
 - Example: sending information packs rather than using e-mail
 - Costs include: labour, fuel and increased risk of delay
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I. Intellect

- Description: failing to utilise the talents of your colleagues
 - Example: not empowering individuals at work
 - Costs include: frustration, boredom, stress and increased staff turnover
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M. Motion

- Description: unnecessary movement of people
 - Example: double keying onto multiple databases or travel between offices
 - Costs include: time and cost to complete the activity, risk of error
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W. Waiting

- Description: delays between one work step finishing and another starting
 - Example: waiting for approvals and clarification
 - Costs include: lost time and customer attrition
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O. Over-processing

- Description: adding more to a service than a customer is willing to pay for
 - Example: multiple repeat quality checking
 - Costs include: lost capacity that could have been used elsewhere
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O. Over-production

- Description: providing more than is immediately needed
 - Example: hiring people for roles that don't exist
 - Costs include: increased processing time
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D. Defects

- Description: errors caused by the process
 - Example: issuing checks to correct mis-payments
 - Costs include: rework and testing
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S. Stock

- Description: items in excess of customer need
 - Example: excess IT capacity
 - Costs include: write offs and complexity
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