

9/10
lets

RICK STEFFER

name

Group Gleaning Chart

Waste	Location	Notes/Description
Defects	P5 157	QC was before bottlenecks which was causing more defects
Overproduction	P3 306	Stacey orders for products to be made and put on shelf, to keep the bottlenecks running at 100% capacity
Waiting	B 294	Waiting for parts to finish for final assembly made expeditions a must & increased wait time.
Non-Utilized Talent	B 192	Mike was working the heat treat, maximizing the heat treat capacity at 100% capacity
Transportation	B 137	Moving inventory to the warehouse to store them.
Inventory	P3 27	Build up of product in front of bottlenecks.
Motion	B 17	At the beginning of the book they have to reset machines programming for new stuff
Extra Processing	P3 289	Shipping 1000 parts compared to 250 at a time with 1000, you are holding up other production.

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Bills Steve

name

Individual Interpretation Chart

Waste	Description of Example	Explanation
Not utilized Talent	Mike knowing stuff that was pretty simple.	When Alex and his team found out that the heat treat was a bottleneck. They assigned most important orders to go through this first. Mike who was working on 3rd shift would put the destroyed items in the furnace. If the furnace was not full he would go down.
Inventory	Product that is not sold.	Alex had found out that they had huge amounts of excess inventory of items they may never sell. Anything that in the plant that was not sold was considered inventory which dropped throughput which was bad.
Quality Control	Q.C. was at the end of all the operations	When Alex discovered bottlenecks and how much they affect his company. He learned that time lost on a bottleneck was time lost on everything. So if a defective part made it to the bottleneck and went through it wasted time and money. So Alex put Q.C.
Overproduction	Producing parts you don't have orders for.	When Alex's company obtained the latest and greatest robots they were expected to greatly help the company. But what really happened is that they ran parts through the bottleneck that they did not have orders for. This increased inventory which is bad. This also caused the illusion that the robots with a 30% increase was helping the company. But it was quite the opposite, extremely ironic!

The list and fill it with other items that went in at the temperature to maximize capacity.

In front of Bottle-neck Process.