The Toyota Way Field Book  Chapter 3- Starting the Journey of Waste Reduction

The fieldbook provides practical advice to those attempting to learn from “The Toyota Way”

Lean Means Eliminating Waste

- Lean means reducing lead time in a process
- Lean means removing non-value added waste in a process
- Every process has some form of waste
- Lean is an elusive goal of identifying & eliminating waste in all work activities
- Lean means charting the process from start to finish (activities, materials & information flow)
- The Eight waste in process
  1) Overproduction
  2) Waiting (time on Hand)
  3) Transportation or conveyance
  4) Overprocessing or incorrect processing
  5) Excess inventory
  6) Unnecessary movement
  7) Defects
  8) Unused employee creativity

Developing a Long-Term Philosophy of Waste Reduction

- Lean is not a quick fix but a long term marathon
- Once a lean process is develop we must then examine the support systems
- We must build a lasting, learning organization in which Kaizen can rest
- Kaizen is merely part of a over all long term Strategic Objective

Value Stream Mapping Approach

- Isolation is mapping processes within a single department
- Value Stream Mapping is documenting processes across departments
- Map the current state map of the process
- Understand what you want to achieve when mapping the current state
- Map the future state of the process (represents what we are trying to achieve
- Develop a action Plan of how to get there
- Leaders must support the change process
- Start plan do check & act

Creating Flow Step by Step

- Value stream mapping give allows us to put the piece together
- Flow is achieved when we set up the system where material flow smoothly
- To reach flow we must gain stability where the process can be done over and over
- All piece of the process must gain a basic level of consistent capability
- The process then can be standardized and improved on