

The tasks

Most of the following 5 tasks prepare you to undertake the role of a manager from a section in your workplace.

There are 4 managers:

Production Manager

Maintenance Manager

Human Resources Manager

Warehouse and Distribution Manager

Each group will have three participants who will undertake the role of one manager.

Each manager has three wastes to research, identify, analyse/monitor and report.

Each group member will research information about one of the categories of wastes before meeting to explain the waste category to the other group members.

Together, the group will brainstorm the processes from their manager's department to facilitate identifying three types of waste from their categories. Depending on your experience you may need to do some investigation on site to gain a deeper perspective of the processes.

If three types of waste have been identified, they will be individually analysed and monitored by a group member. If it is a struggle to find three, then two can work on one.

The waste needs to be a clearly outlined process. Analysis will take form in a detailed explanation of the waste and the impact that it has on the business either internally (within the business) or externally (from a customer perspective), in terms of effort, time, cost and total damage. The process will need to be observed and monitored for impact in cost, time or effort over a short period. Figures can be estimated, they do not have to be specific. Further impacts down the line can also be considered.

The three reports will be combined as an analysis of waste from your department.

The 3-waste report will be used to report to the other department managers. You are asked to suggest a possible solution to your waste as preparation for the next phase of lean manufacturing – using lean tools.

Worksheets, glossaries and links to the internet will assist you to complete these tasks.