

## Waste Walk Instructions

**Purpose:** To help unit-based teams focus their improvement efforts by identifying waste and developing ways to eliminate it.

**Who:** For UBT consultants to guide level 2 teams or higher







**Use these instructions to help lead a walk to observe a process or work area and identify areas for improvement. Allow at least 1½ hours for the exercise, which can be broken into two parts if needed.**

1. Prior to meeting, identify a representative team of four to six people to conduct the observation walk. People should go in pairs. Work with the team to identify work areas or processes to be observed. If the group is observing an area or process outside their department, make sure to inform those areas in advance.
2. Review the eight types of waste with this team, using the **8 Types of Waste** handout or the **Waste Walk: Engaging UBTs in Affordability** presentation. [15–30 minutes]
3. Distribute the **8 Types of Waste** handout and the **Waste Notes** sheets to each participant. Provide clipboards to make it easier to write notes about what is observed. [5 minutes]
4. Give participants the following instructions: [5 minutes]
  - a. Divide into pairs or small groups.
  - b. Spend 30 to 40 minutes observing the agreed-upon process or work area.
  - c. Write down examples of waste you see on your **Waste Notes** sheet.
  - d. Reconvene at the designated meeting room to debrief and discuss findings.
5. Send participants on waste walk. It's helpful to join or visit the group(s) to act as a resource as needed. [30–40 minutes, plus travel time]
6. When participants return to the meeting room, ask them to organize observation notes or stickers by waste category on a large piece(s) of flip chart paper. [10–15 minutes]
7. Facilitate a discussion on the wastes observed, focusing the team on improvement opportunities and next steps. [1 hour or longer depending on discussion]

## Waste Walk Instructions [continued]

You can use the following tools to help direct the discussion and focus follow-up projects:

	<p>Use a <b>PICK chart</b> to categorize the difficulty of projects.</p>
  	<p>Other performance improvement tools that can be used include:</p> <ul style="list-style-type: none"> <li>» <b>6S process</b> [For supplies and inventory]</li> <li>» <b>Fishbone diagram</b> [For determining root causes]</li> <li>» <b>Process mapping</b> [For identifying steps and tasks in a process]</li> </ul>



These tools can be found on [LMPartnership.org](http://LMPartnership.org).

