

The Waste Scan self-check

Eight places where operational loss hides — ten minutes, a pen and your own numbers.

For each line, write your honest estimate of hours lost per month (or a cost). Rough numbers are fine — the point is to find where to look first.

1 Defects

Rework, corrections, returns, complaints.

How often does something that was marked “done” come back to be fixed? Hours / month: _____

2 Overproduction

More, earlier or bigger than the customer needs.

Which reports, batches or approvals are produced but never used? Hours / month: _____

3 Waiting

Idle time for people, material, information or decisions.

Where does work sit in a queue waiting for a signature, an answer or a delivery? Hours / month: _____

4 Unused talent

Skills, ideas and experience not put to work.

Who is doing work below their level, or has an idea nobody asks for? Hours / month: _____

5 Transport

Moving material, files or information more than needed.

How many hand-offs does one request pass through, and which are avoidable? Hours / month: _____

6 Inventory

Stock, backlog and work-in-progress that is waiting.

What piles up — materials, tickets, e-mails, invoices — and for how long? Hours / month: _____

7 Motion

Searching, walking, switching tools.

How much time goes on looking for a file, a tool or the right person? Hours / month: _____

8 Extra processing

Work the customer would not pay for.

Which checks, copies or approvals add time but never change the outcome? Hours / month: _____

What to do with this page

Circle the three biggest numbers. Those are where a Waste Scan starts: we measure each one properly, rank them by cost, and hand you a 90-day plan.