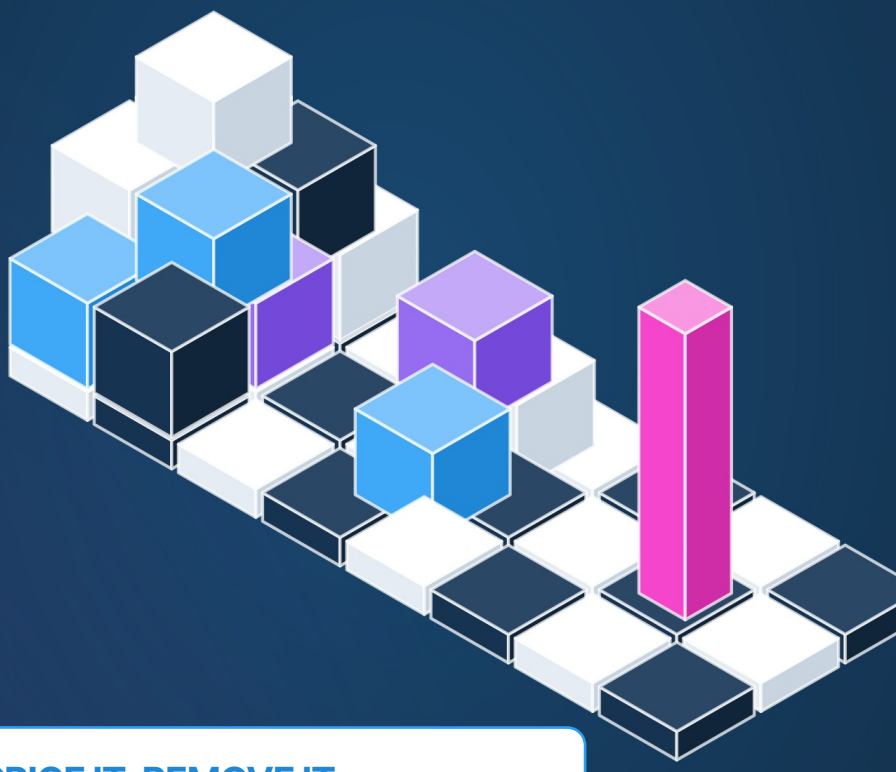
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S WASTE ELIMINATION QUICK START CHECKLIST

Score one area in twenty minutes, with evidence you can point at.



SEE IT. PRICE IT. REMOVE IT.

START HERE

How to Use This Check

One area, one walk, the people who work there. Twenty minutes, twenty-five statements, one number.

01 WALK	02 SCORE	03 ACT
Walk the area with the team leader and one operator. Follow the material, not the office route.	Score each statement from 0 to 4. Without something you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across shifts.
3	Mostly in place and visible in the area.
4	Consistently in place, visible, reviewed and improved.

> **WHY ONE AREA**
>
> **A plant does not have a waste level. An area does. Score the area where lead time, stock or changeovers hurt most and repeat the check there every quarter.**

Before You Start

- **Area:** one cell, one line or one value stream that a team of six can overlook.
- **Evidence:** the log, the map, the marked maximum, the changeover record. If it is not in the area, it does not count.
- **Safety:** stay on marked walkways and out of forklift routes. Do not enter guarded zones for this check.

THE CHECK

01 Seeing Waste

NO.	CHECK	SCORE 0 TO 4
01	The eight wastes are explained at the area board, each with one photo example taken in this area.	
02	A waste walk on a written route takes place at least every two weeks, and the findings are logged by type.	
03	Every logged waste has an estimated cost in EUR per year, calculated with one written method.	
04	At least half of the findings in the waste log were raised by people who work in the area.	
05	The five most expensive wastes of the area are known, ranked by cost, and each one has an owner.	

02 Value Stream and Inventory

NO.	CHECK	SCORE 0 TO 4
06	A current state value stream map of the main product family exists and is less than twelve months old.	
07	Lead time and flow efficiency are calculated from counted stock, not from estimates.	
08	Every stock location has a marked maximum, and the actual quantity can be seen without a computer.	
09	Reach in days is known for the twenty items with the highest stock value, and each one has a target.	
10	A future state map with dated steps exists, and progress against it is reviewed every month.	

THE CHECK

03 Quick Changeover

NO.	CHECK	SCORE 0 TO 4
11	Changeover time is recorded on every changeover, from the last good part to the first good part at full speed.	
12	Each critical changeover has been filmed and split into internal and external elements.	
13	Tools, material, documents and the next job are ready at the machine before it stops.	
14	A changeover standard with sequence, times and preset tools hangs at the machine and is followed.	
15	The use of time won in changeover is decided and written down: smaller batches or more capacity.	

04 Transport, Material and Energy

NO.	CHECK	SCORE 0 TO 4
16	Transport routes inside the site are drawn and measured in metres, and double handling is being removed.	
17	Scrap and material losses are recorded every week by cause, with quantity and value.	
18	Energy consumption per good unit is known for the largest consumers in the area.	
19	Compressed air leaks are tagged, logged with an estimated flow and repaired within an agreed time.	
20	Machines and equipment go to standby or off in breaks and at weekends according to a written standard.	

THE CHECK

05 Data, People and Governance

NO.	CHECK	SCORE 0 TO 4
21	ERP and machine data are searched for waste at least monthly: slow movers, idle machines, long queues, express freight.	
22	Every improvement has a cost estimate before and a confirmed saving after, agreed with finance.	
23	Ideas from the team are logged, answered within two weeks, and the share implemented is visible.	
24	Leaders walk the area for waste every week with the same short agenda and record what they saw.	
25	A written rule states that time released by improvement is not used to cut jobs, and the team knows it.	

Your Result

BLOCK	POINTS	OUT OF
01 Seeing Waste		20
02 Value Stream and Inventory		20
03 Quick Changeover		20
04 Transport, Material and Energy		20
05 Data, People and Governance		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you where the area stands. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Blind. Waste is part of normal work and nobody counts it.	Run a waste walk with the team. Log every finding with a cost estimate.
40 to 59	Aware. Waste is seen, but removal depends on single people.	Map the value stream and count the stock. Film the worst changeover.
60 to 79	Reducing. The largest wastes are ranked by cost and being removed.	Shorten changeovers and set stock targets. Add energy and scrap to the log.
80 to 100	Lean. Lead time and stock fall every quarter and savings are confirmed.	Hold the level. Take the method to the next value stream.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check in the same area in 90 days and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
WASTE ELIMINATION STARTER KIT	The guide for your first 30 days in one area, plus the walk and changeover tracker in Excel.
WASTE ELIMINATION EXCELLENCE BUNDLE	The full playbook, workshop pack, shop floor forms, the Excel system and a ready-to-use workshop deck.

Both are available at operationsinsider.com.