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The Goal is Lean

Alex, the plant manager, has just discovered the bottlenecks and has been on the floor to learn more about them. One night when Alex went down to check on the heat treatment bottleneck, he found something. The off-shift heat treatment supervisor, Mike, has thought up a time efficient system for heat treatment. The problem with this is that nobody else knows about it. This problem can be identified as non-utilized talent.

Mike has everybody working on heat treat set up the material for the next batch before the previous one is finished. This way they can use minimal loading time and utilize the heat treatment more efficiently.

After Alex sees this, he's very happy with Mike's system. Although, know he knows that they've not been utilizing Mike's ideas. He tells all of his other shift supervisors to apply this method. From fixing this wasteful problem, the time utilization for one of the bottlenecks has tremendously gone done.

Alex is a very disciplined worker. After finding that his plant might be closed, he spends most of his time at the plant looking for solutions to save his plant. He's also a dedicated husband. After Julie leaves, he works hard to find her and spends as much time as he can taking walks and taking her out.

Without Alex's dedication to the plant, Mike's talent might not have even been noticed. This, along with many other changes, had a huge impact on saving the plant.

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Individual Interpretation Chart

Waste	Description of Example	Explanation
Defects	Bottlenecks working on defected parts.	Parts were examined by Quality Control (Q.C.) after they went through a bottleneck to find that they were defected; this means that the time spent at the bottleneck was a waist of time. The solution was putting Q.C. before the bottleneck.
Overproduction	Releasing too much inventory	Inventory was being released whenever some resources were being idle regardless of how much work the bottlenecks had. This caused a build up of inventory/production that the company couldn't use. The solution was to release inventory with respects to bottlenecks.
Waiting	Parts waiting for bottleneck parts at assembly.	Parts that went through non-bottlenecks had to wait at assembly for bottleneck parts which meant they were waisting time. The Solution was to put colored tags on parts to distinguish bottleneck parts from non-bottleneck parts so the bottleneck parts would go through the plant sooner.
Not-Utilized Talent	Good plan wasn't utilized.	Mike had a good system running on heat treatment that only his shift ran by. The solution was that Alex talked to him and applied it to the other shifts as well.

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Group Gleaning Chart

Waste	Location	Notes/Description
Defects	157	Bottlenecks working on defective parts because Q.C. wasn't in front of them.
Overproduction	70	They released more inventory to maintain efficency and ended with to much product/inventory
Waiting	171	Parts are waiting for bottleneck parts at assembly.
Non-Utilized Talent	192	Mike had a good system running at heat treat that nobody knew about.
Transportation	205	A lot of inventory was being left in front of bottlenecks and not going anywhere.
Inventory	205	There was a huge build up of inventory in front of the bottlenecks
Motion	187	Heat Treat was spending more time on parts because workers were working on other things.
Extra Processing	193	They made one resource more efficent but added a whole nother process.