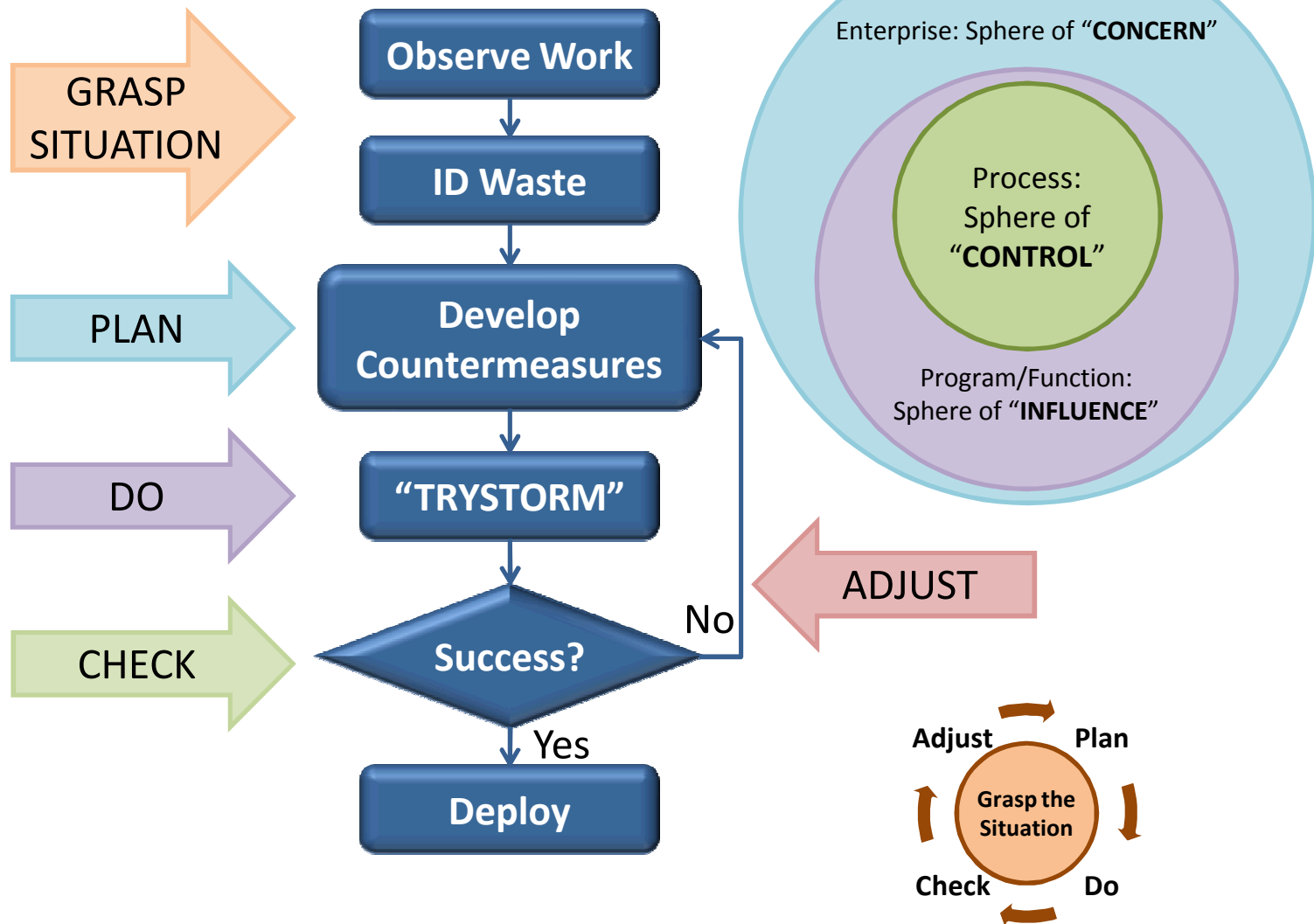


RIE Process Flow



RIE Process Description

1. Observe work. Go to Gemba. Make measurements as applicable.
2. ID Limitations or Waste. Problem solve using LM21 tools – fishbone, 5 Why's, process flows, SPC, etc. Stay within Sphere of Control.
3. Develop countermeasures. Use LM21 brainstorming techniques.
4. TRYSTORM NOW! Do not wait days, weeks or months.
5. If successful, deploy using standard work. If not, develop alternate countermeasures. DO NOT STOP TRYING to improve the work.
6. Deploy the improvement using some form of standard work. Share the countermeasure with other organizations facing the same potential limitations or waste. HOLD THE GAINS!

Finally – DO THE WHOLE THING AGAIN!

The 8 Forms of Waste

Production	Types of Waste	Transactional
Long travel distances; unplanned premium freight; batch containers; multiple moves; multiple storage locations	Unnecessary Transportation	Routing for unnecessary approvals; carbon copy forms; inter-office mail; sending too many files
Make what we can, not what customer needs; high obsolescence & write-offs, extensive rework when problems arise or changes needed	Excess Inventories	Backlog of paperwork; obsolete forms, obsolete information procedures, etc. storing excessive files, sorting thru files and information
Inefficient work flow; storage of unused parts and equipment	Unnecessary Motion	Spread out when co-location is better; starting stopping
Misuse of equipment; Not following safety procedures; Electrical shocks; Cuts; Falls;	Injuries	Poor Ergonomic conditions; Stress due to...
Waiting for machines to cycle; waiting for materials/tools setup times. Machine waiting on person	Waiting/Queue Time	Inboxes; waiting in meetings; chasing/ waiting needed information or data
Running machines and making parts to keep the machines and people busy	Over-Production	Too many reports, reviews; doing more than is needed. Sending storing too many files
Incapable machines and processes. Equipment with unbalanced flow or capacity; Process bottlenecks	Over-Processing	Lack of clear customer expectations; unnecessary steps; too many handoffs; process bottlenecks
Scrap, rework, lost capacity due to mistakes; extra manpower to inspect and fix; overtime to correct	Defects	Missing information; work not meeting requirements. Overtime to do it again

The 6S's

<p>Sort</p> <ul style="list-style-type: none"> Clearly distinguish between what is necessary and what is unnecessary Separate the necessary for the unnecessary Red tag all unnecessary items, and get rid of them! 	<p>Standardize</p> <ul style="list-style-type: none"> Maintaining and improving the standards of the first three S's Visual management and standardization are emphasized Take what's been done and make it better!
<p>Straighten</p> <ul style="list-style-type: none"> Locating the necessary items so they can be used and returned easily Location of the necessary items should be visual, striving to eliminate searches A place for everything and everything in its place! 	<p>Safety</p> <ul style="list-style-type: none"> Work areas are safe and free of hazardous conditions Hazards and dangers are identified
<p>Shine</p> <ul style="list-style-type: none"> Cleaning the entire workplace by getting rid of dirt, dust, oil, waste, and grime Use cleaning as a form of inspection Clean everything, clean everywhere! 	<p>Sustain</p> <ul style="list-style-type: none"> Achieving the ability to maintain the established 6S procedures through practice, discipline and habit Take what's been done and make it a way of life!



Lean Leadership Principles

Sustaining Lean Requires Lean Leadership

