

The 9 Wastes in Education	Definition of the waste	What it can look like	Where it can be found
Overproduction Effort	Generating more of something or information than is needed right now, duplications, redundancies, unwarranted changes for the sake of change	<ul style="list-style-type: none"> • More information than the parent, student or staff member needs • More information than the next process requires • Creating reports no one reads • Making extra copies • Requiring curriculum that is not needed, not offering what is needed 	<ul style="list-style-type: none"> • Sending multiple information packets home • Redundant communications between staff and between staff and parent • New curriculum with no reason • Doing more than needed or than is valued • Duplications in curriculum • Unnecessary electives
Talent	<p>Not fully utilizing or developing the skills, training, and passion of staff and students</p> <p>Limiting authority and responsibility for basic tasks</p>	<ul style="list-style-type: none"> • Must wait for management before can make a decision on basic tasks • Professionals doing non-professional tasks. • Under or over utilization of people's Skills • Not soliciting or listening to other ideas 	<ul style="list-style-type: none"> • Don't use people's talents, skills, and passions • Committee selection/assignment • Solving building/scheduling problems • Not meeting student learning/teaching challenges • Pointless meetings • Limiting opportunities to contribute • Staff frustrated with inefficient processes
Motion	Unnecessary physical movement, searching, or transportation of items or people which do not add value	<ul style="list-style-type: none"> • Searching for, storing, retrieving files • Extra computer clicks or key strokes • Taking files to another person • Going to get a signature • Searching/looking through manuals and resources for teaching aids • Handling paperwork • Moving resources between buildings 	<ul style="list-style-type: none"> • Transporting resources or information • Materials not at hand • Unnecessary moving due to disorganization • Searching for information or materials located far from the work area • Moving student groups/teachers/meetings • People
Time	Idle time created when actions, information, people or equipment are not ready; excess or unwise use of time	<p>Waiting for...</p> <ul style="list-style-type: none"> • The system to come back up • Copy machine, faxes • Parent/student/staff response • A handed-off document to come back 	<ul style="list-style-type: none"> • Invasion of instructional time • Interruptions • Confusing/conflicting information causing delay • Poorly run/scheduled meetings – late arrivals • Late arrival/departure appointments • Waiting for authorization to act
Processing Handling	Extra or unnecessary steps, reviews, approvals, or requirements, confusion	<ul style="list-style-type: none"> • Unclear directions or expectations • Repeated manual entry of data • Use of outdated standard forms • Use of inappropriate software • Creating reports no one reads 	<ul style="list-style-type: none"> • Unclear or duplicated roles and responsibilities • Information/money gathering/distribution • Field trips • Report card compilation and publishing • Inspections
Assets	More inventory, physical resources, or information than needed or their misuse	<ul style="list-style-type: none"> • Files waiting to be worked on • Open projects • Office supplies • Unread E-mails • Unused/inadequately used facilities 	<ul style="list-style-type: none"> • Space not utilized well • Instructional resources • Use/misuse of materials • Obsolete books/equipment/stored information • Negative public image

The 9 Wastes in Education	Definition of the waste	What it can look like	Where it can be found
Capacity	The failure to realize full potential and experience its benefits; capacity can be measured at both the individual and organizational levels.	<ul style="list-style-type: none"> • Students who fail to dream, set goals, learn, and experience success • Students who do not understand how they learn • Students who see no value in school • Non-mastery of assigned curriculum • Various unresolved challenges, problems, or abandoned opportunities • “Can’t” or “we’ve always done it this way” environments • Negative school/community growth • Significant population that relies on community rather than contributes to it • Burned out, disheartened staff • Loss of student population through open enrollment 	<ul style="list-style-type: none"> • Students who drop out of school, repeat a grade, or are ill prepared for college or entering the workforce • Failure to meet AYP and other learning goals • Non-aligned scope & sequence, failure to complete assigned curriculum, infrequent assessment • Untapped areas of passion for staff, community, and students • School cultures not open to innovation and change • In environments lacking a primary commitment to developing, nurturing, and celebrating the people potential at the individual level for every person • Choosing short term cost reductions that result in the loss of employee cooperation on future improvement efforts
Knowledge	Re-creating already existing knowledge	<ul style="list-style-type: none"> • Going through training you have already had • After searching and finding information, recalling you already knew it • Re-teaching previously taught curriculum • Creating a new report when the data exists in a different department or format 	<ul style="list-style-type: none"> • Annual mandated training, videos, certification meetings without benefit of test-out opportunities • Departmental silos, turf-protective departments, blaming cultures • Non-coordinated or improperly prepared planning, meetings, and reviews • Poor inter-organization or team communication
Defects	Work that contains errors, lacks something necessary, requires rework, or must be redone	<ul style="list-style-type: none"> • Data entry error, corrections • Failure to meet scope and sequence targets • Missing information, lost records • Missed specifications/requirements • Learning mastery deficiencies 	<ul style="list-style-type: none"> • External / internal e-mail requirements • Internal bulletin boards • Training on machines • Need for homework on the internet/late slips • Failure to meet deadlines • Quality issues, unmet AYP