

# Waist Not: Healthy Habits for a Lean Profile



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# 8 Lean Manufacturing Wastes

Extra-processing



Defects

Over-production



Motion



Waiting



Inventory

Transportation

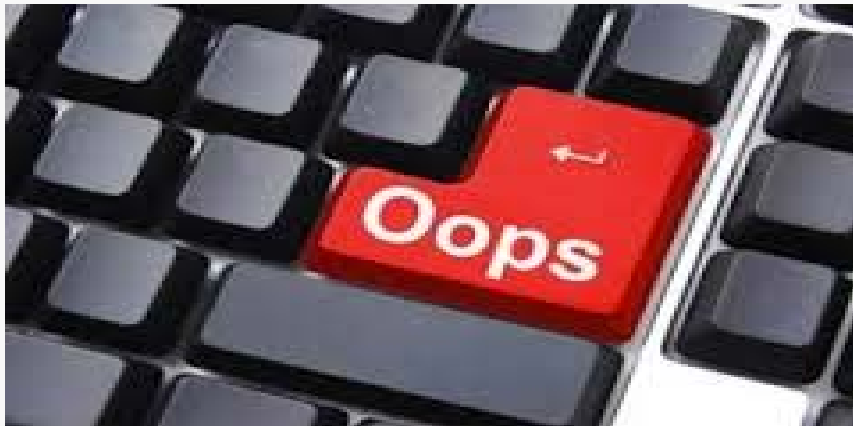


Non-utilized  
talent



# Defects

*Efforts caused by rework, scrap, and incorrect information*



- Errors
- Omissions
- Irrelevant information
- Outdated content
- Broken links



# Reasons for Defects

- No access to the actual product
- Unavailable SMEs
- Poor user and need analysis
- Inadequate editorial and technical reviews
- Last minute changes to the product
- Failure to thoroughly review existing content



# Preventing Defects

- Identify needs and expectations for product and SME access up front
- Plan for frequent, small iterations so you can fix the small mistakes
- Allow time for editorial and technical reviews
- Invest in automated quality review tools
- Test as many iterations as you can with actual users



# Overproduction

*Production that is more than needed or before it is needed*



- Including everything but the kitchen sink “just in case” someone needs it
- Documenting things the user already knows
- Adding gratuitous bells and whistles
- Recreating content that already exists



# Reasons for Overproduction

- Poor user and need analysis
- SME input
- Legal or regulatory requirements
- Lack of awareness of what already exists
- Inability to locate what already exists



# Preventing Overproduction

- Define a clear and shared vision of objectives
- Improve communication and collaboration across groups developing content
- Conduct user analyses to determine pre-existing skills and knowledge
- Establish thorough metadata guidelines to assist authors in locating existing information
- Publicize what content has been created





# Waiting

*Wasted time waiting for the next step in the process*



- for budget
- for authorization to begin
- for the product to be completed
- for information from others
- for teammates to complete their tasks
- for reviews



# Reasons We Wait

- Others are busy with higher or conflicting priorities
- We are ahead of schedule
- Others are behind schedule
- Schedule is nonexistent or unrealistic
- We don't know how long things actually take



# Promoting Weight (Wait) Loss

- Use visible project management with agile boards or online tools, where critical tasks and slack periods are easily seen and communicated
- Work in small, sometimes parallel, chunks to deliver what you can, when you can
- Track actual time spent to improve estimates in the future
- Fill in downtime by helping others on the team



# Non-Utilized Talent

*Underutilizing people's talents, skills, and knowledge*



- Pigeon-holing team members into a single responsibility
- Assigning team members with the wrong skill sets or roles to the project
- Making assignments based on availability, rather than expertise
- Requiring everyone at every meeting



# Reasons for Underutilization

- Inability to load balance
- Lack of empowerment
- No cross-training
- “That’s not my job” attitudes
- Failure to think outside the box
- Being unaware of individual’s skills and interests



# Using Team Members to Their Fullest

- Make deliberate team-member selections based on roles and working styles in addition to availability for the project
- Identify people who should attend meetings based on RACI analysis
- Empower team members to do more than what they were assigned to do
- Provide adequate coaching and support for team members



# Transportation

*Unnecessary movement of products and materials*



- Sending files for review in print or non-native formats
- Moving content from one program to another for differing outputs
- Copying and pasting content from file to file, even within the same program



# Reasons for Excessive Movement of Content

- Lack of common tools
- Limitations of tools being used
- Failure to capitalize on reuse mechanisms available





# Eliminating Excess Movement of Content

- Standardize tool set used by all authors and reviewers
- Implement a format-independent authoring system
- Educate team members on the use of tools and reuse mechanisms



# Inventory

*Excess products and/or materials not being produced*



- Content doesn't meet the needs of the end users
- Topics are never accessed by end users
- Content exists, but cannot be found by end users



# Reasons for Unused or Non-existent Content

- Poor or no user and task analysis
- Lack of metrics or failure to act on them
- Inadequate metadata or search engine capabilities



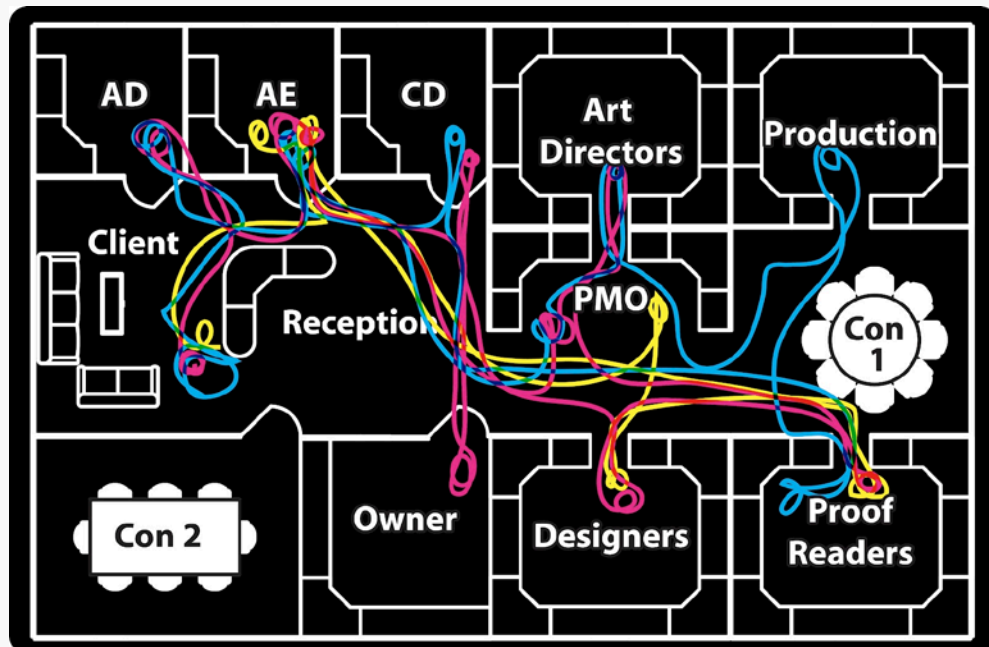
# Developing the Right Topic Inventory

- Identify the characteristics of users who will access the content
- Conduct a task analysis to determine what tasks users will complete
- Collect metrics on actual topic access and eliminate or replace topics that are rarely used
- Develop a comprehensive taxonomy to catalog information
- Enforce consistent metadata tagging



# Motion

*Unnecessary movements  
by people*



- Team separated within building, across buildings, across sites, globally



# Reasons for Excessive Motion

- Information development not co-located with development
- Teams distributed globally



# Reducing Unnecessary Motion

- Co-locate teams as much as feasible
- Kick off projects together in one location
- Plan/budget for periodic team meetings
- Encourage local team members to work at home occasionally to grow empathy for the challenges of their remote colleagues
- Use video conferencing
- Use cloud-based collaboration tools for meetings
- Implement a content management system for file sharing



# Excess Processing

*More work or higher quality than is required by customers*



- Duplication of effort, where the same content is developed by multiple groups
- Tweaking the look and feel of the content
- Rework and minor changes for personal preferences rather than actual defect





# Reasons for Excess Processing

- Failure to define requirements and expectations up front
- Lack of templates and standards
- Poor communication / coordination within teams



# Preventing Excess Processing

- Work with stakeholders to define “done”
- Coach reviewers and SMEs to provide appropriate, useful feedback
- Make intentional decisions about what requested changes you will make, instead of making them all
- Improve communication and collaboration across groups for release planning

# Bottom Line



- What are you doing that brings no value
  - to the customer?
  - to the company?
  - to your department?
  - to yourself?
- Why are you doing it?
- How can you stop?