**Focus on Identifying Waste in the Current State Process**

Anything that does not increase value in the eye of the customer must be considered waste and should be minimized in accordance with the acceptable level of risk.

<table>
<thead>
<tr>
<th>Defects</th>
<th>Overproduction</th>
<th>Waiting</th>
<th>Not Utilizing Talent</th>
</tr>
</thead>
</table>
| Mistakes that require resources to fix:  
  - Poor documentation  
  - Poor quality control | Producing more than needed:  
  - Based on erred forecast  
  - Engineering change  
  - Just in case | Work isn’t happening:  
  - Unbalanced workload  
  - Upstream bottleneck | Good ideas not appreciated:  
  - Poor communications  
  - Poor management  
  - Lack of trust |

<table>
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<tr>
<th>Transportation</th>
<th>Inventory</th>
<th>Movement</th>
<th>Excess Processing</th>
</tr>
</thead>
</table>
| Moving things around:  
  - Shipping parts / inventory  
  - Moving things across facilities / systems | Demand / supply misalignment:  
  - Mismatched flow  
  - Bad forecast | Unnecessary movements:  
  - Hunting for parts  
  - Poor space layout | Non-value-added efforts:  
  - Too many signoffs  
  - Re-entering data |