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Randall Wallace

name

Group Gleaning Chart

Waste	Location	Notes/Description
Defects	157	More quality checks in front of collimators
Overproduction	Q 145	Machines making too many parts
Waiting	Pg. 9 P 192 P 192	NCX - 10 has employees standing around doing nothing NCX - 10 waiting idle during lunch
Non-Utilized Talent	P 192	Splitting the labor of heat front - Mike
Transportation	P 215	have smaller equipments
Inventory	P 115	Changing machines for manipulation of inventories.
Motion	P 100	dedicate 100 workers to heat front. dedicate a employee to NCX - 10
Extra Processing	P 115	Put parts in heat press that didn't need to be in there

Individual Interpretation Chart

name

Randall Wallace

Waste	Description of Example	Explanation
Waiting	NOX-10 sitting idle during lunch Pg. 189	This is related to waiting because the NOX-10 isn't producing any product and is waiting here,
Non-Utilized Talent	MIKE not getting recognition Pg. 92	MIKE is combining the priority parts and non-priority parts in the heat machine. This is related to non-utilized talent because Mike the night shift and he reduces stress on bottle neck
Extra Processing	Put parts in heat treat that is unnecessary Pg. 157	The parts that were going to heat treat only some really needed it, so heat treating didn't was a waste of time / room
Defects	Quality Control in front of bottle necks Pg. 157	Quality Control, I used after bottle necks and for many defective parts were taking up too much time in the process, moving it in front would decrease through put.
Parts going through the bottle neck and increase through put.		

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$$\frac{47}{48} \Rightarrow \frac{79}{80} \text{ m. milliam}$$

Randall Wallace

12-13-13

Mike Haley is a foreman for the company. The heat treatment isn't getting its maximum amount of parts out on time. But on one shift, they are getting more out than expected. Mike changed the loads going into the machine. He looked at the list of parts for a week, and he realized that only 50 of this certain item "number 22" could go into the machine. There was still room for other parts; then he found item "number 31." Both items were to be treated at the same temperature.

Mike, instead of doing two different loads, put both in together for the same process. Not waiting for one load to finish, he sets up for the next by pre-stacking all the items while the machine is running. This eliminated time wasted for the parts going out. Because of this they could get even more parts in and increase the throughput of the machine and the overall factory since it is in fact a bottle neck.

Mike is a big black man, "...whose arms always look as though they're going to burst the sleeves on his shirt." (Pg191). Mike is described as a very motivated person with a great work ethic. He pushes ten percent more parts through heat-treat. His helpers, the other two employees are actually doing stuff; they are setting up for the next load.

Mike creates a new process for switching out loads on the furnace. His innovative idea is what companies need, to think "outside of the box". This new layout allows more parts to go through without extending man-hours on the machine. However, because of this, it also shows how he is a little shy and when I mean "shy" I mean afraid to speak up to managers. He is a dependable person, always doing what he is told and he creates a new idea using a crane to help load the furnace instead of by hand. Alex even tells him, "you keep that mind of yours working. We need

it.”(Pg193). He has shown that he does care about the company and takes pride in his work by creating new techniques. He eliminated time and has proposed a new way of eliminating even more time. He has reduced waste of the whole company by reducing waste at a bottleneck.