A step by step guide to presenting Gemba Academy’s 5S course to lean learners in all positions. This guide includes key points, discussion items, quiz questions and answers, and helpful tips. Using Gemba Academy’s online learning content, any facilitator can get teams of people combatting the Seven Wastes.
Waste of Overproduction

Preparation and Lesson Plan
Use this page to prepare for each training session.

Resources
- Gemba Academy videos
- Online quizzes
- Red tagging templates
- Audit templates

Prepare for a Successful Training Session
- Watch videos and complete quizzes on your own at least one day before the training session.
- Read this guide thoroughly and become familiar with the course content before presenting to others.
- Prepare a suitable training room for your participants.
- Prepare a computer with internet access and a projector or large screen. Test all equipment before the training session.
- Have your Gemba Academy username and password ready.

U: ____________  P: ____________

- Choose your quiz style. The most popular option is to use the online interactive quiz, answering questions as a group with open discussion. Another option is to print the PDF version and have participants complete the quizzes individually.

Training Session Outline
- Step 1: Introduce the session topic and content to the participants.
- Step 2: Play a video.
- Step 3: Lead a group discussion using this guide. Review key points, ask prepared questions and have participants fill in the blanks in their workbooks.
- Step 4: Take the quiz and review responses.
- Step 5: Apply what has been learned in your workplace.

Choose Your Quiz Style

When questions come up, encourage other participants to answer. Responding to questions with “What does the team think?” goes a long way to build engagement.
Step 1: Session Overview

- **Introduce** the training topic.
  - This module examines the dreaded “mother of all wastes”, overproduction, and offers some tools and techniques to battle it.

- **Explain** what to expect during this session.
  - In this session we will:
    - Watch “Waste of Overproduction” (06:57)
    - Review the content with a quiz
    - Discuss what we learned from the video using the workbook

- **Before you begin…**
  - Ask your participants what they think “overproduction” means. How might it be a problem? It’s often called “the mother of all wastes”; how could it relate to the other wastes?

Step 2: Play “Waste of Overproduction”

Step 3: Review Key Points

What is Overproduction?

- Overproduction is when we make more products than the customer (internal or external) needs right now.
- Overproduction is often called “the mother of all wastes” because it directly causes many other wastes and indirectly influences others.
  - It multiplies inventory, covers up waiting and demand variability, and makes it harder to understand our true capacity.
  - Examples of overproduction include making extra parts to cover for scrap, forecast production, economic order quantity lot sizes, piece rate production, and production done simply to maximize utilization.
  - Like many other wastes, overproduction applies outside the manufacturing world as well.

What Causes Overproduction?

- “Just-in-Case” thinking: making more parts just in case we need them.
- Misuse of automation
- Long set-up times
- Inadequate forecasting
- Busy work
- Using up extra materials
- Optimizing locally vs. optimizing for the whole company

What Does Overproduction Cost?
Waste of Overproduction

-Obsolete **finished goods**: we often produce goods that, months later, nobody is willing to buy. If we are lucky, we can sell them at discounted prices; if not, we would probably throw them away.
- Lack of **visibility**: overproduction obscures our true capacity, which makes it difficult to accurately commit to our customer’s needs.
- **Waste** multiplication: as previously mentioned, overproduction feeds into or directly causes each of the other wastes.

**Tools to Battle Overproduction**

- **Kanban**: the most popular lean tool to battle overproduction, this tool is used to signal when production should start and stop.
- **Visual Management**: marking how much should be produced and where the finished product goes helps people know when to stop producing.
- **One-Piece Flow**: as we’ve discussed before, this helps limit the amount of stuff being made because we’re only producing to the pace at which our customer is buying our product.
- As this course has gone on, the same lean tools have come up time and time again. This is for a reason; since all of the wastes feed off of each other, our lean tools similarly support each other.
- The best thing to do when combatting waste is to just start; if you don’t know where to start, try 5S.

**Step 4: Quiz**

1. Overproduction occurs when we make _____ products than the customer needs right now.
   - More
   - Less

2. Companies that attempt to maximize equipment utilization at all times often overproduce.
   - True
   - False

3. Overproduction is often referred to as the _____ of all wastes.
   - Brother
   - Father
   - Mother
   - Nasty Uncle
4. Material is pushed from one process to the next using kanban.
- False

5. SMED stands for:
- Single Minute Exchange of Dies

**Step 5: Application**
Give your participants 10-15 minutes to fill out the reflection questions at the end of their workbook. Once they've finished, ask them if they know of any examples of Overproduction in their workplace or daily life. Go back over your list and see if you can find any examples of waste in your answers. If the problem can be easily fixed by one of your participants, go ahead and solve it. If the issue requires a more concerted effort, set it aside for now.