

Stand in a Circle Exercise

The exercise is called "Stand in a Circle" and is said to have originated with Taiichi Ohno, the father of the Toyota Production System (later known as Lean Manufacturing) in an effort to help managers understand and "see" waste.

80% of the purpose of this exercise is to build awareness and rewire your brain to **see** many small problems. 20% of the process is purposed towards actual improvements. The more you are able to see the "*hard to see*" waste, the more you will be able to help your clients see the same.

Gather the following tools and read the steps below to get started:

- You will need to print a copy of the Stand in a Circle Exercise Worksheet.pdf
- Grab a Pencil or pen and locate a Clipboard or firm writing surface
- Put on comfortable shoes (you will be standing for 60 minutes)
- Set aside just over an hour of time
- A camera is preferred but optional*

Steps:

1. Choose a spot in *your* work environment.
2. For 30 minutes, stand and observe -- silently.
3. The key is to practice what the Japanese call **kizuki**; the ability to notice.
4. Write down anything you notice that results in waste - energy, time, a safety concern, abnormalities of any kind, maybe something that you notice you're not doing as efficiently as you could be.
5. Your task is to find 30 things - that's one every minute including writing time!

Notes:

- Just observe and write - no need to comment or discuss with others (other than within necessity of being polite).
- Describe what you see and why you see this results in waste
- Stay in **one** area and look deeply; it's easy to find 30 things if you flutter around like a butterfly and point out the large obvious wastes -instead, plant yourself like a tree and really see.
- Sometimes waste can be hard to spot - if you need a place to begin, look for issues pertaining to safety, quality, environment, or energy losses. Do lights need to be turned off? Perhaps you need better lighting? Is there a counter, carpet, wall, file cabinet, desk area or storage area in need of cleaning? Any work positions with bad ergonomics, awkward access?

That's half of the exercise; now take another 30 minutes to:

1. Choose **one** of the items you noted and make some type of improvement.
2. Create a next action for another of your notations.

Stand In A Circle Exercise Worksheet

Costing You

	Observation	Category	Space	Time	Energy	Money
1						
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30						

Name:

Date:

Use this list of categories or create your own.

- 1 Ergonomic issue
- 2 Potential safety hazard
- 3 Energy inefficiencies
- 4 Environmental distraction
- 5 Cleanliness and Aesthetics issue
- 6 Taking too long to find what is needed
- 7 Too many steps to get to what is needed
- 8 Too hard to access (reaching/unloading/loading)
- 9 More quantity of (X) than needed to keep/store
- 10 Excess or clutter
- 11 Not enough space, storage, shelving
- 12 Walking around things to access other things
- 13 Running out of supplies without warning
- 14 Stuff not needed in this space
- 15 Obsolete items
- 16 Out of date items
- 17 Non-functioning items
- 18 Broken items
- 19 Takes too long to process or complete
- 20 Too many steps to finish what has to get done
- 21 Overly complex processes
- 22 Not getting a process right every time
- 23 Not having a clearly defined process for (X)
- 24 Backlog
- 25 Log jams
- 26 Backsliding/Letting systems deteriorate
- 27 Planning issues
- 28 No clarity around a progress area
- 29 Poor follow-through
- 30 Lack of execution

