

FREE SELF-ASSESSMENT · 5 MINUTES

The Process Health Scorecard

Score your operation against the 8 hidden wastes — and find the capacity you're already paying for.

Most operations lose **15–30% of their capacity** to waste that never shows up on a P&L. This one-page diagnostic — built on the Lean framework I've used across manufacturing, healthcare, oil & gas, and services — turns that invisible drain into a number you can act on.

HOW TO USE THIS SCORECARD

Rate your reality — honestly

The 8 wastes are remembered by the acronym **DOWNTIME**. For each statement below, score how often it's true in your operation. Add every box you mark to get your total (max 48). Higher score = more trapped capacity = more upside.

Scoring key — mark one box per statement:

0 Never / Not us

1 Sometimes

2 Often

3 Constantly

D Defects

Rework, errors, scrap, corrections

Work that has to be redone because it wasn't right the first time.

Healthcare: lab samples re-drawn from mislabeling; **Manufacturing:** parts scrapped at final inspection.

We regularly rework, correct, or scrap output that failed the first time.

0 1 2 3

Errors are usually caught downstream (or by the customer), not at the source.

0 1 2 3

O Overproduction

Making more, sooner, or faster than needed

Producing ahead of real demand — the "worst" waste, because it hides all the others.

Services: reports nobody reads; **Oil & Gas:** batch processing runs ahead of the next stage's pull.

We produce to a forecast or schedule rather than to actual downstream demand.

0 1 2 3

We create outputs "just in case" that often go unused.

0 1 2 3

W Waiting

Idle time, queues, approvals, downtime

People, work, or equipment sitting idle waiting for the next step.

Healthcare: patients waiting for a bed or discharge sign-off; **Manufacturing:** machine idle awaiting changeover.

Work routinely sits in a queue waiting for the next person, approval, or machine.

0 1 2 3

Handoffs stall because someone is waiting on information or a decision.

0 1 2 3

N Non-Utilized Talent

Skills, ideas, and experience left on the table

The 8th waste — people's knowledge and problem-solving capacity going unused.

All sectors: frontline staff who see the problem daily but are never asked, or improvement ideas that die in an inbox.

The people doing the work are rarely involved in improving it.

0 1 2 3

Skilled staff spend significant time on low-value or administrative tasks.

0 1 2 3

The remaining four wastes

T

Transportation

Unnecessary movement of materials or information

Moving things — parts, samples, files, data — that the movement itself adds no value to.

Oil & Gas: samples couriered between sites; **Services:** a request emailed across five departments before action.

Materials, documents, or data are handed off across many locations or systems.

The same information is re-entered or re-transmitted between systems.

I

Inventory

Excess stock, WIP, or backlog

More work-in-process, stock, or backlog than the next step can pull — capital and space frozen in place.

Manufacturing: WIP piled between stations; **Services:** a 200-item ticket backlog aging silently.

Work, stock, or backlog accumulates faster than it's consumed downstream.

We hold buffers "to be safe" without knowing the true required level.

M

Motion

Unnecessary movement of people

Extra steps, reaches, searches, and clicks people make to get their work done.

Healthcare: nurses hunting for supplies; **All sectors:** staff clicking through 6 screens to log one entry.

People walk, search, or click far more than the task should require.

Tools, information, or supplies aren't positioned where the work happens.

E

Extra-Processing

Doing more than the customer values

Effort, approvals, or detail beyond what the customer actually needs or will pay for.

Services: triple sign-offs on a routine request; **Manufacturing:** tolerances tighter than the spec requires.

Our process has steps, approvals, or detail the customer doesn't value.

We gather or format information that no one actually uses to decide or act.

Add up every box you marked. Your total (0–48) is your Process Waste Score. Turn the page to see what it means — and what to do next.

YOUR RESULT

What your score means

This isn't a grade — it's a map. A higher score doesn't mean you're failing; it means there's **recoverable capacity** sitting in plain sight. Here's how to read it:

0–12
LEAN

Lean-Leaning — protect the gains

You're running tight. The risk now is drift. Lock in what works with standard work and simple control charts so performance doesn't erode when people or volume change.

13–24
MODERATE

Moderate Leakage — targeted kaizen

Waste is real but contained. A few focused rapid-improvement events on your worst two wastes will likely return double-digit capacity within a quarter.

25–36
SIGNIFICANT

Significant Waste — structured DMAIC

The waste is systemic, not incidental. This calls for a data-driven Define–Measure–Analyze–Improve–Control project to find root cause and rebuild the flow — not another quick fix that fades.

37–48
CRITICAL

Critical — capacity is being destroyed

A third or more of your effort is likely non-value-add. The upside here is the largest — and so is the cost of waiting. This is where a focused engagement pays for itself fastest.

Want to know **which** waste is costing you most?

The score tells you the size of the prize. A 30-minute Process Health Review tells you where to dig first. We'll walk your top two wastes together and leave you with one concrete, measurable next step — whether or not we ever work together.

[Book your free 30-min review →](#)

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Built on the DOWNTIME framework. For a rapid read of your operation — not a substitute for a full value-stream analysis.