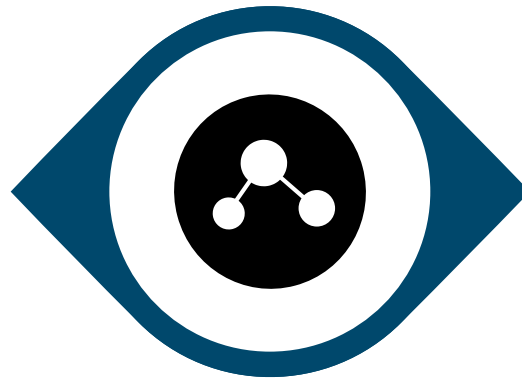
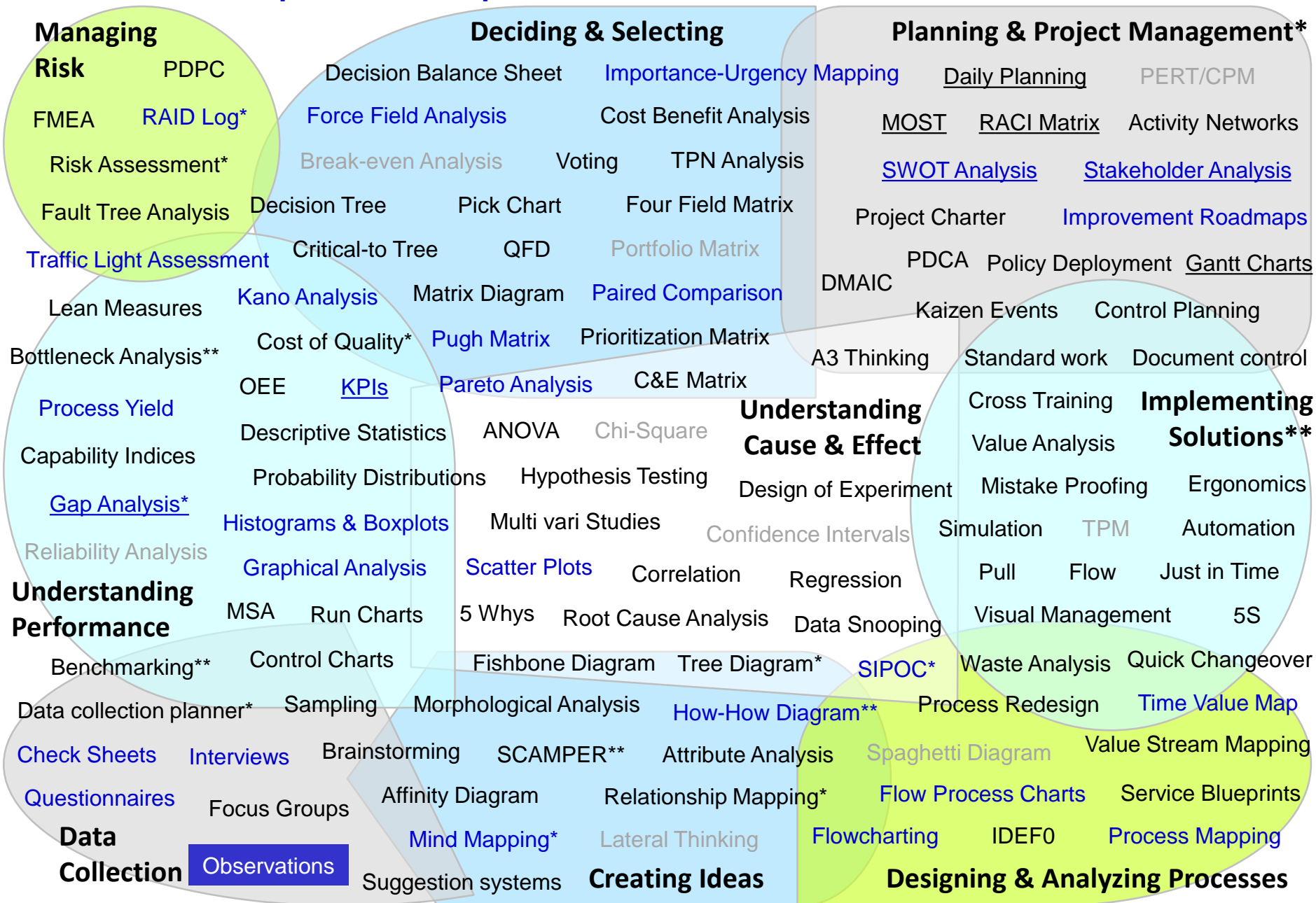


Continuous Improvement Toolkit

Observations (And Gemba Walks)

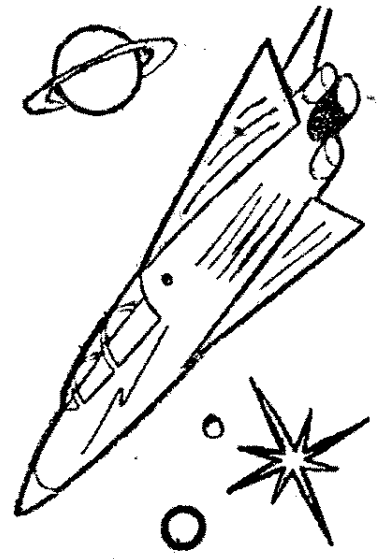


The Continuous Improvement Map



- Observations (And Gemba Walks)

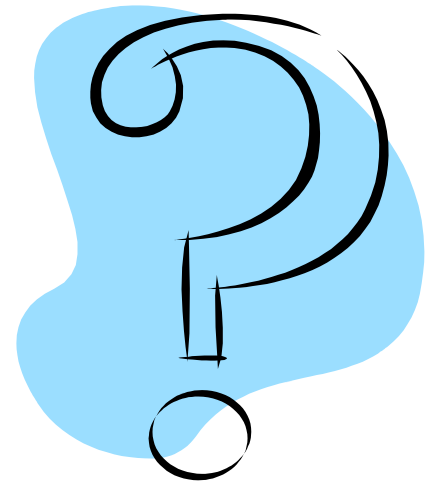
- ❑ A data collection method used to gather detailed information about a process or a situation.
- ❑ Allows to collect data in real time at the location where the data is generated.
- ❑ Commonly used during process improvement and change management initiatives.
- ❑ An inexpensive method.
- ❑ Only requires time and note-taking.



- Observations (And Gemba Walks)

Used:

- ❑ To gather information about a process or situation.
- ❑ To fully document the value stream of a process.
- ❑ To measure the actual performance against goals.
- ❑ To acquire benchmark information.
- ❑ To measure customers' perception of quality.



- Observations (And Gemba Walks)

An Observation:

□ **Allows to better understand the process and the many factors involved:**

- Cycle times.
- Yield rates.
- Items in queue.
- Recourse availability.
- Etc.



- Observations (And Gemba Walks)

Example - Process Observation Form:

Process:		Observer:			Observation date:
Purpose of observation:					
Step #	Process step	VA, NVA or ENVA	Cycle time (AVG)	Yield (AVG)	Process map/drawings:
					Total time:
Remarks/improvement opportunities:					

- Observations (And Gemba Walks)

- ❑ Also used to measure customers' perception of quality on products and services.
- ❑ Helps to identify the customer satisfaction level.
- ❑ Provides insights for improving products, services and processes.
 - By watching how the customer is using the product or service.

Train the observers and ensure they leave a good impression on the customers



- Observations (And Gemba Walks)

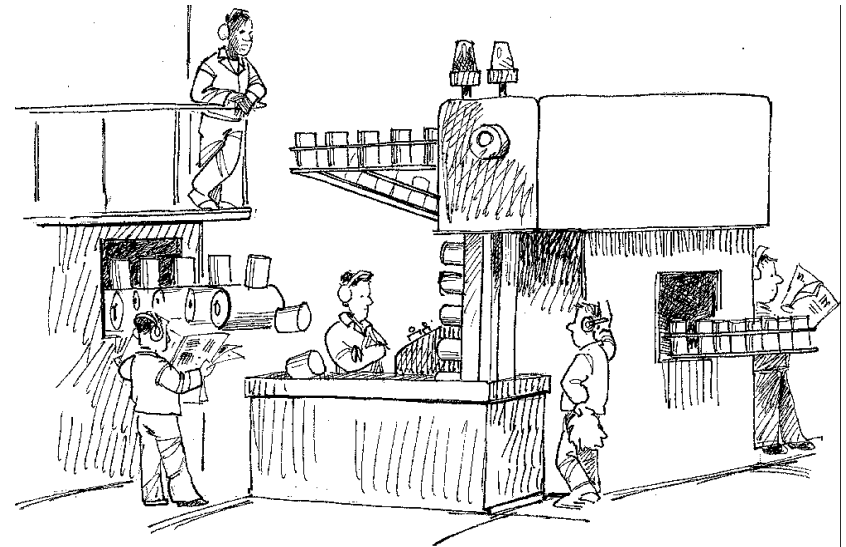
Example - Customer Observation Form:

Customer:		Observer:		Observation date:	
Time entered:		Time exited:		Store/location:	
Purpose of observation:					
Product #	Product description	Stock level	Time to process order	Complaints handling (Cases and minutes)	
				Exchange:	
				Payment:	
				Service:	
Remarks/improvement opportunities:					

- Observations (And Gemba Walks)

Gemba:

- ❑ A Japanese term that means “**the real place**”
- ❑ Refers to the place where value is created within the value stream.



- Observations (And Gemba Walks)

Gemba:

□ It could be:

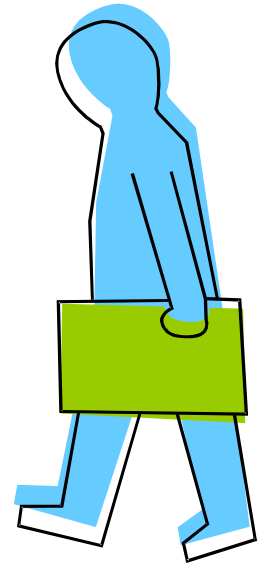
- The factory floor.
- The sales floor.
- The construction site
- Where there is a direct interaction between the service provider and the customer.



- Observations (And Gemba Walks)

Gemba Walks:

- ❑ An activity that takes an observer to see the actual process at the actual place.
- ❑ Allows walkers to gain valuable insights on how to reduce existing waste and safety hazards.
- ❑ Allows to discover where improvement opportunities exist.



Leaders are highly encouraged to regularly walk the process in their workplace and apply Kaizen or other improvement initiatives where necessary.

- Observations (And Gemba Walks)

Gemba Walks:

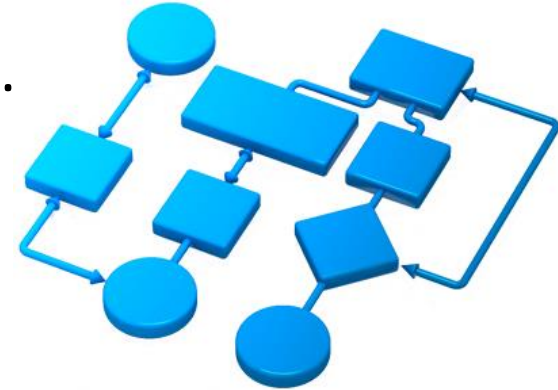
- ❑ Gemba walkers should focus on something that is moving through the process:
 - A product.
 - An application.
 - A work order.
- ❑ They should not focus on the people who are working on the process.
- ❑ The goal is to find out what is really happening.
 - Not what is suppose to happen.
 - Not whether people are following procedures or not.



- Observations (And Gemba Walks)

How to Conduct an Observation:

- ❑ Clearly define the purpose of the observation.
- ❑ Prepare an observation form.
- ❑ Review procedures, product information, etc.
- ❑ Get permission to conduct the observation sessions and talk to the people there.
- ❑ Plan your observation including time, location and observers.
- ❑ Conduct the observation and walk the process.
- ❑ Collect data, observe actual practices and interview people.
- ❑ Take time to document important ideas and findings.
- ❑ Process and analyze the data.



- Observations (And Gemba Walks)

Further Information:

- ❑ Sometimes there is a need to schedule multiple observation sessions so that you can capture the variation in the process (when measuring the cycle time, for instance).
- ❑ Combining observation with **photography** can lead to even richer information and adds much interest to the work.
- ❑ Gemba walk is very similar to **MBWA** (Management by Walking Around).

