Continuous Improvement Toolkit

Observations (And Gemba Walks)



The Continuous Improvement Map

Managing	Decidin	g & Selecting	Plann	ing & Project	Management*
Risk PDPC	Decision Balance Sheet	Importance-Urgency	Mapping Da	aily Planning	PERT/CPM
FMEA RAID Log*	Force Field Analysis	Cost Benefit Analy <mark>sis</mark>	MOST	RACI Matrix	Activity Networks
Risk Assessment*	Break-even Analysis	/oting TPN Analy <mark>sis</mark>	<u>SWOT</u>	Analysis Stal	ceholder Analysis
Fault Tree Analysis	Decision Tree Pick Chart	Four Field Matrix	Project Cha	arter Impro	vement Roadmaps
Traffic Light Assessmen	nt Critical-to Tree QFD	Portfolio Matrix	PDCA	A Policy Deploy	ment Gantt Charts
Lean Measures Ka	ano Analysis Matrix Diagram	Paired Comparison	DMAIC Kaiz	en Events Co	ntrol Planning
Bottleneck Analysis**	Cost of Quality* Pugh Matrix	Prioritization Matrix	A3 Thinking	Standard work	Document control
O Process Yield	EE <u>KPIs</u> Pareto Analy	vsis C&E Matrix	rstanding	Cross Training	Implementing
D Capability Indicos	escriptive Statistics ANOVA	Chi-Square Cause	e & Effect	Value Analysis	Solutions**
	Probability Distributions Hyp	othesis Testing Design	of Experiment	Mistake Proofi	ng Ergonomics
His	tograms & Boxplots Multi va	ari Studies Confidenc	e Intervals Si	mulation TPM	Automation
Reliability Analysis	Graphical Analysis Scatter Pl	ots Correlation R	egression	Pull Flow	Just in Time
Performance MS	SA Run Charts 5 Whys	Root Cause Analysis D	ata Snooping	Visual Manage	ment 5S
Benchmarking** (Control Charts Fishbone	Diagram Tree Diagram	"* SIPOC*	Waste Analysis	Quick Changeover
Data collection planner*	Sampling Morphological	Analysis How-How Dia	gram** Proc	ess Redesign	Time Value Map
Check Sheets Intervie	ews Brainstorming SCAM	PER** Attribute Analy	sis Spaghetti	Diagram Valu	e Stream Mapping
Questionnaires Focu	IS Groups Affinity Diagram	Relationship Mappin	g* Flow Pro	cess Charts	Service Blueprints
Data	. Mind Mapping*	Lateral Thinking	Flowcharting	IDEF0 P	rocess Mapping
Collection Obse	Suggestion systems	Creating Ideas	Desigr	ning & Analyz	ing Processes

- A data collection method used to gather detailed information about a process or a situation.
- Allows to collects 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.



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.



An Observation:

- Allows to better understand the process and the many factors involved:
 - Cycle times.
 - Yield rates.
 - Items in queue.
 - Recourse availability.
 - Etc.



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:							

- 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



Example - Customer Observation Form:

Customer:		Observer:			Observation date:		
Time entered:		Time exited:			Store/location:		
Purpose of observation:							
Product Product description		Stock level	Time to	Complaints handling			
#			process order	(Cases and minutes)			
				Exch	ange:		
				Рау	ment:		
				Se	ervice:		
Remarks/improvement opportunities:							

Gemba:

- A Japanese term that means "the real place"
- Refers to the place where value is created within the value stream.



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.



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.



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.



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.

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).

