



Business Leaners

Gemba walks

What is Gemba



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Gemba = “the real Place”

Gemba is a Japanese term which means the real place or the place where the work happens. This is not restricted to manufacturing and therefore could include sales rooms or construction sites or production lines.



What is Genchi Genbutsu



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Genchi Genbutsu = Go and See

Genchi Genbutsu or Go, Look, See is one of the [5 Lean guiding principles](#) that should be practiced by Lean leaders on a daily basis.

What is a Gemba Walk



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A Gemba walk is a tool that can be introduced into an organisation that supports the development of Go, Look, See as part of the organisations culture.

As with many of the Lean tools the full benefit of Gemba walks is not always that apparent.

This presentation is designed to support the realisation of the whole benefit achievable from the application of this tool.

What is a Gemba Walk



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Purpose

To aid Go, Look, See in becoming part of the organisations culture.

To engage frontline employees with Lean principles and Lean Leaders with Frontline employees.



What is a Gemba Walk



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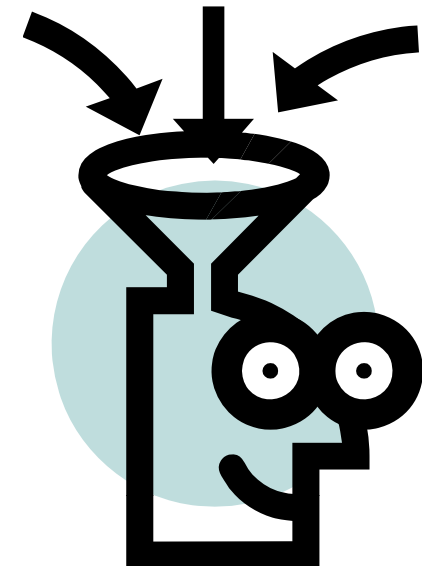
Objective

To develop both Leaders and frontline workers knowledge and understanding of the Lean principles.

Develop servant leadership behaviours

Drive engagement and ownership of frontline employees

Support continuous improvement.



What is a Gemba Walk



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The idea of Gemba walks is simple: go to the workplace, look at the process and engage with the people and processes.

It is an opportunity to coach and mentor others

Look for evidence of lean in action and coach where the Lean principles can be applied. Identify waste and question its existence and removal.

Site personnel inc. Leaders will start to see through different eyes as new opportunities are identified.

As you walk around ask why something appears as it does and is there an alternative?

Avoid giving answers or direction, Use open questions that encourage thought and reflection.

Important points of note

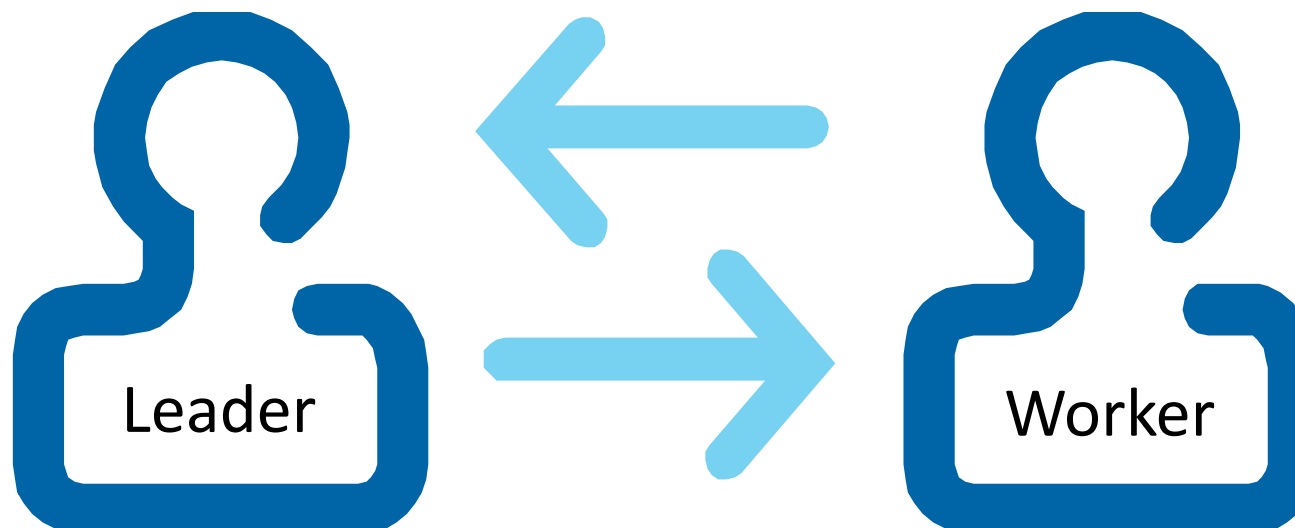


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Make a point of making a positive difference with every Gemba walk you undertake.

Always follow up on actions agreed during the walk.

Never forget to give open and honest feedback to all that you encounter.



What is a Gemba Walk

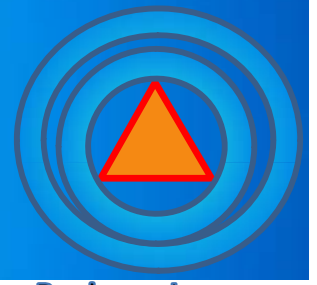


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Over time the necessary Lean mindset and culture is developed through personal experience – “learn by doing”



What is a Gemba Walk



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Gemba Walks are an effective way to learn Lean Management and practice the 5 Lean guiding Principles

Challenge

Go, Look, See

Respect

Continuous Improvement

Teamwork

Benefits for Workers



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- Feeling that they are being listened to and heard.
- Problems being dealt with making their work better.
- A greater feeling of being respected in the workplace.
- A greater level of ownership and pride in their work.
- Regular communication with the leaders in their organisation.

Benefits for Leaders



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- A better understanding of their processes.
- A better understanding of the issues being faced on a daily basis.
- An opportunity to practice Lean's 5 guiding principles.
- A better understanding of their people and their grievances.
- Reduced waste
- Continuous improvement.



- Eventually Gemba Walks will become part of the organisations culture.
- At this point they will happen constantly throughout the day with no prompting required.
- In the early days however, it is best to schedule them in daily and utilise some standardised paperwork.
- An example can be found [Here](#)



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End