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Gemba Walk

Questions

What is...?

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Introduction

One of the key tenants in practicing Lean is to “Go and See,” sometimes called Gemba Walking. The Gemba is the place of action or “the real place”. If we are to lead improvement we need to spend time where the action is taking place. What follows are 12 questions to help us to enhance our Gemba Walks and tips about what to look for to help answer the specific questions. As we practice our walking, we can exercise our “Kaizen Eyes” and see more opportunities to correct and improve. There is no replacement for going and seeing. As we go we must ensure we show respect for people and their contributions and help them to see as well. Let’s get walking.

--Tom Curtis

What

is

the value

created?

Look for:

What the Customer Pays for
Activities done Correctly
The Expected Output

What

is

the

process?

Look for:

Steps required to add Value

Flow between Steps

Division of Labor

Standardization of Activities

What

is

normal/

abnormal?

Look for:

Standard Processes

Expected State

Variation to Expected State

What

is

working

well?

Look for:

Standards being Followed

Opportunities to Complement

Positive Lessons to Share

What

is

not being

maintained?

Look for:

Checklists to Review

State of Equipment

Cleanliness of Work Area

Pace and Flow of Process

**What
is**

broken?

Look for:

What is not Working
Standards not Followed
Equipment requiring Repair

What

is

not

understood?

Look for:

Variation from Standard
Opportunities for Training

What

is

not

documented?

Look for:

Undocumented Process Steps

Missing Standard Work

What

is

creating

waste?

Look for:

Ohno's 7 Wastes

Inconsistency

Scrap or Damage

What

is

creating

strain?

Look for:

Poor Ergonomics

Overburdening Activity

What

is

creating

unevenness?

Look for:

Stop and Go

Bumpy Output Requirements

**What
is**

**not
visible
enough?**

Look for:

Signals not Clear

Metrics not easy to Read