

現場

Gemba 201

Observe, Engage, Improve

- An effective lean method



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How Gemba* can Help

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▶ KNOW YOUR STRENGTHS

Gemba can be a powerful piece of your Lean toolbox.

* The term Gemba means “The real place”, and is the location where any real action is taking place. Thus the need for the walk - to see it first hand.

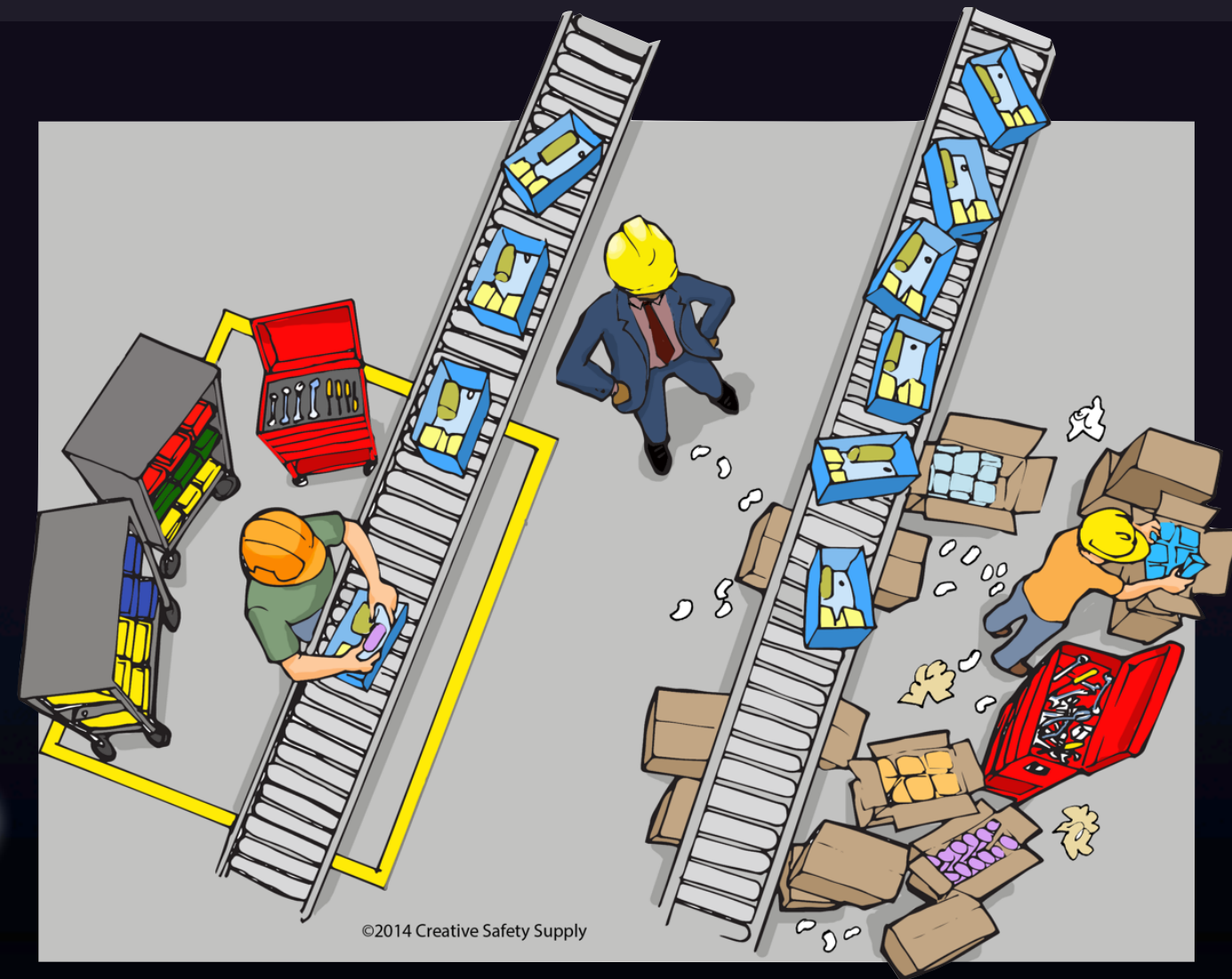


Gemba as a tool

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Gemba is a straightforward way for business owners and managers to find and remedy issues that can affect their production.

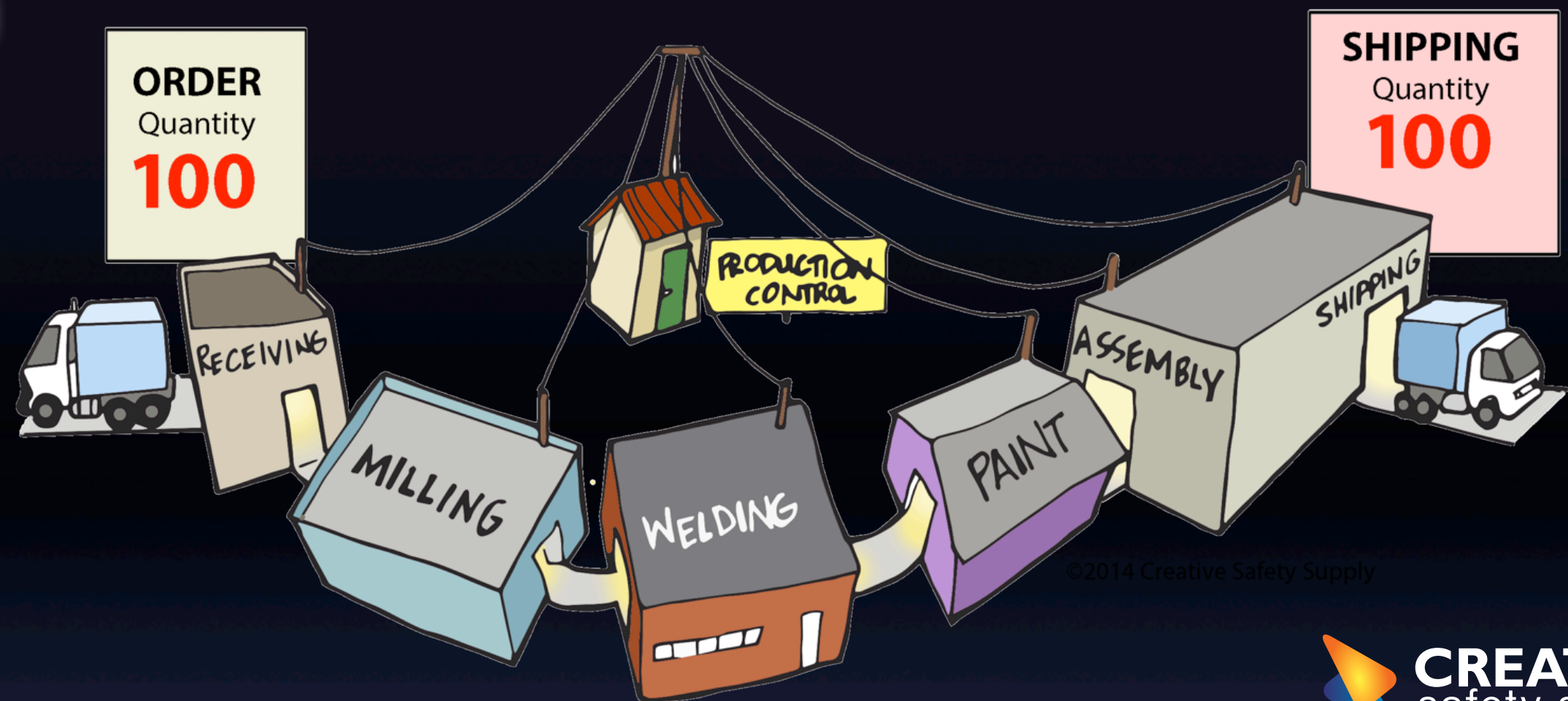
Gemba walks can easily fit into any improvement regimen that is planned or already in motion.



Gemba Refresher

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During a Gemba walk, observations will be made regarding specific or various systems within the business.



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Gemba Refresher (cont.)

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After the walk, the observations will be used to make improvements in how the business runs.

The end goal will be to cut down on waste and to skyrocket efficiency levels overall.



Things to observe during a Gemba Walk:

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▶ EFFICIENCY

- How well (or badly) a process currently runs.
- Where employees appear to be struggling or where bottlenecks are potentially occurring.



Things to observe during a Gemba Walk: (cont.)

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▶ POTENTIAL SAFETY HAZARDS

- Employee behavior, both positive and negative.
- The state of the facility itself.



Preparing for the First Gemba Walk:

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▶ DO NOT BE REACTIONARY

- Don't just grab a notepad or iPad and head out onto the work floor.
- Plan ahead.



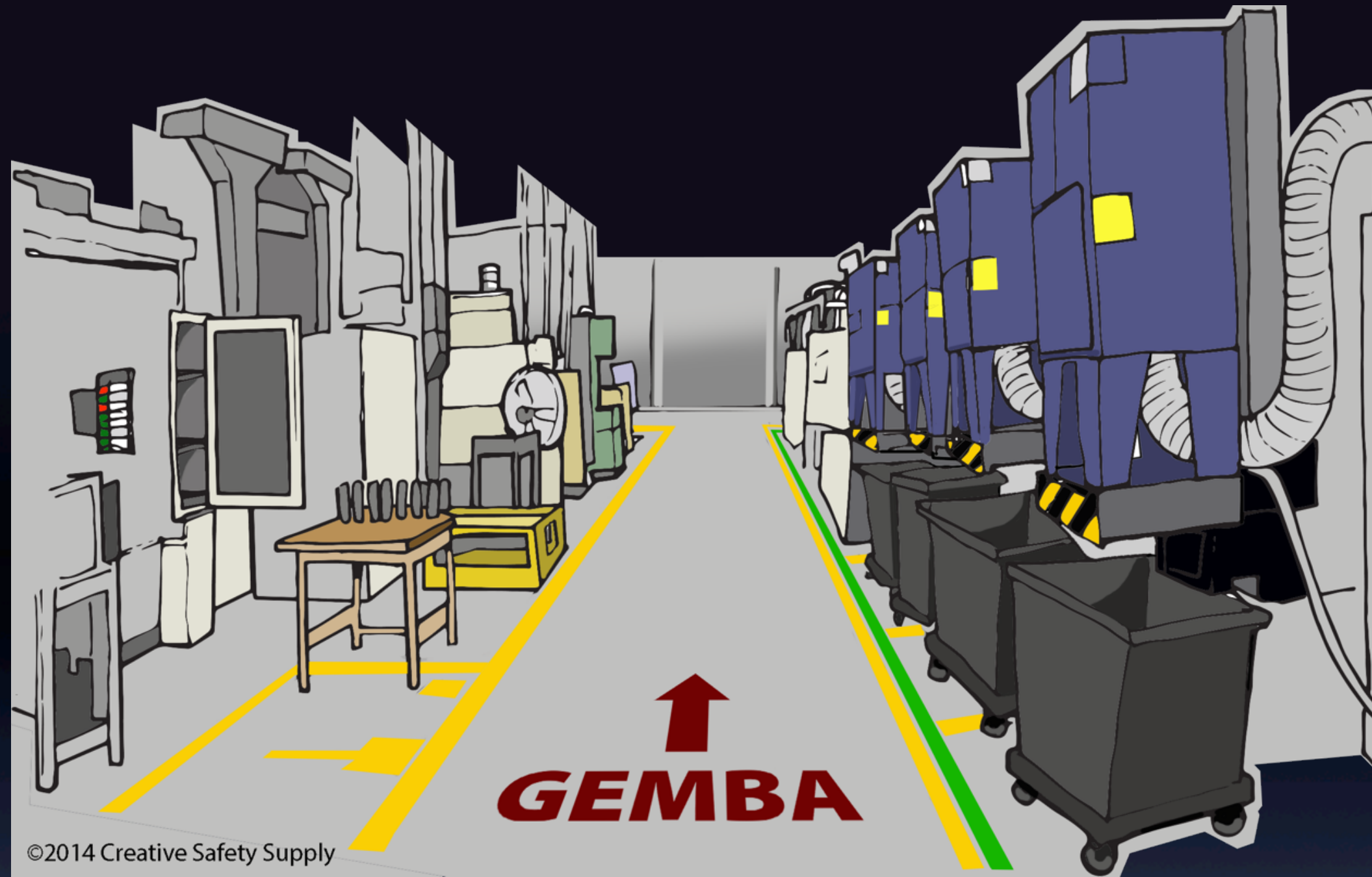
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Preparing for the First Gemba Walk: (cont.)

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▶ PREPARE

- Preparation is the key to a successful Gemba walk.



Employee Knowledge

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When planning a Gemba walk it is important to consider how the employees will react.

In nearly every case, it is best if employees never even hear the term “Gemba walk” before it is conducted.



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Employee Knowledge (cont.)

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The biggest tool for authenticity and accuracy in the results is observing the continued normal behavior of workers over time.



Employee Knowledge (cont.)

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If workers are on their best behavior, the observation results will be skewed as it is not going to be a truly average workday.
Normal = true measure.



Narrowing Down the Goals

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Gemba is usually considered a holistic approach, basically observing a production line or system from start to finish.



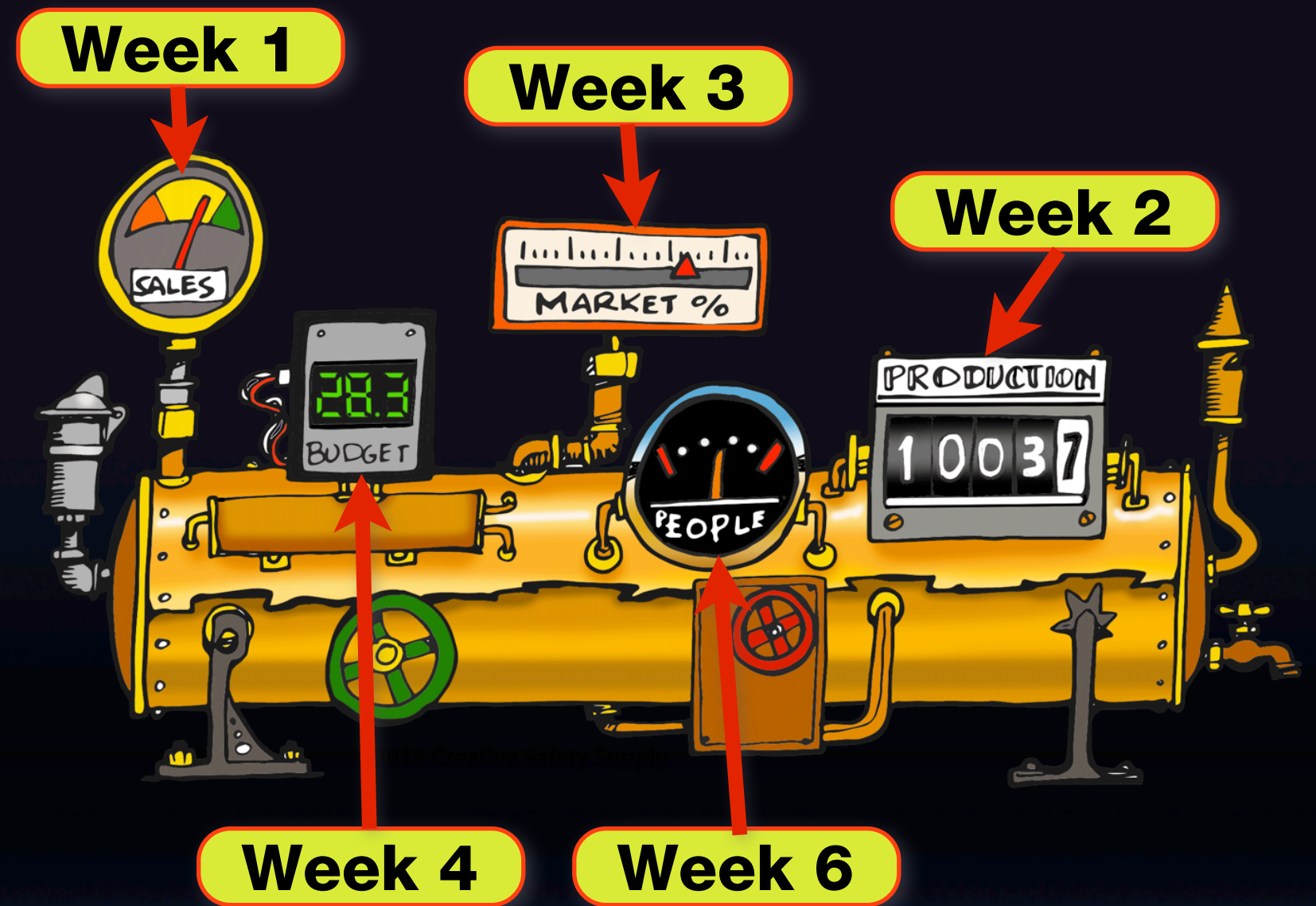
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Narrowing Down the Goals

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Observing too much of a business at one time can make Gemba observations too general and thus less helpful in the end.

Stagger your walks.



Narrowing Down the Goals

(cont.)

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The best way to prepare for a Gemba walk is to section off a small piece of the operation that you really want to work on and improve.

Consider taking brief walkthroughs over time to get an idea of some other areas that may need improvement.



Narrowing Down the Goals

(cont.)

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Once an area has been chosen to focus on, stop!

Take a step back. Don't formulate theories about why things are or aren't working from a distance.

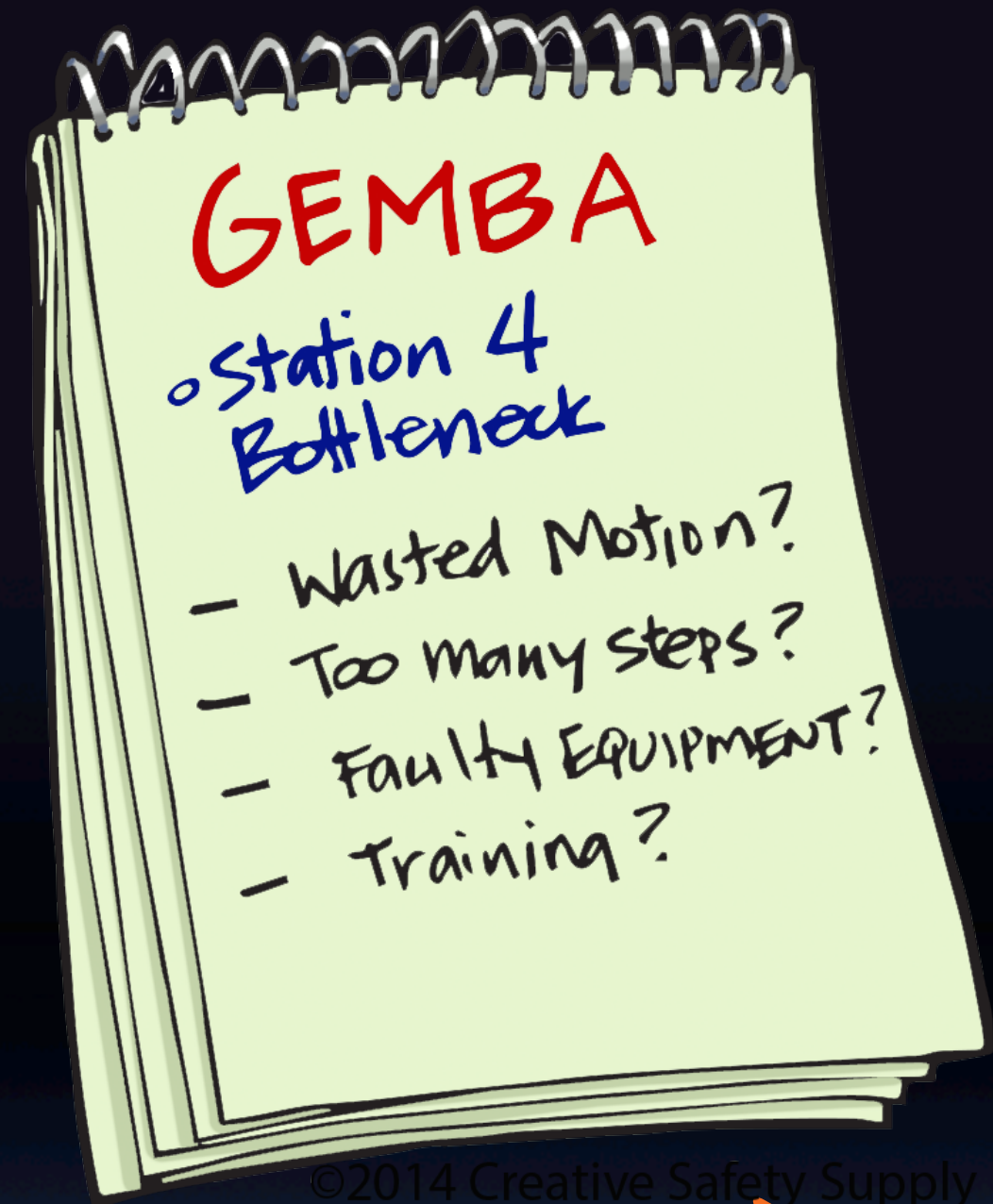
A big part of Gemba is objective observations, this means not entering the scene with any pre-conceived assumptions.

Forming Questions

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A framework needs to be in place outlining what it is you want to learn.

Do you want to improve production, enhance safety, simplify processes? What is the overall goal?



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Transforming observations into Actionable Results

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First, you need to enlist a few others to help sift through your observations and decide what changes need to be made.



Transforming observations into Actionable Results (cont.)

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Once you have decided on a few ideas, you need to create actionable plans with specific roles.

Any plan created should be clear and easy to follow.



Transforming observations into Actionable Results (cont.)

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The plan should lay out specific changes for specific teams or team members.

Plans should also be publicly displayed and serve as a reminder to workers as to what is expected of them going forward.



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What Are You Waiting For?

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GET TO THE GEMBA!

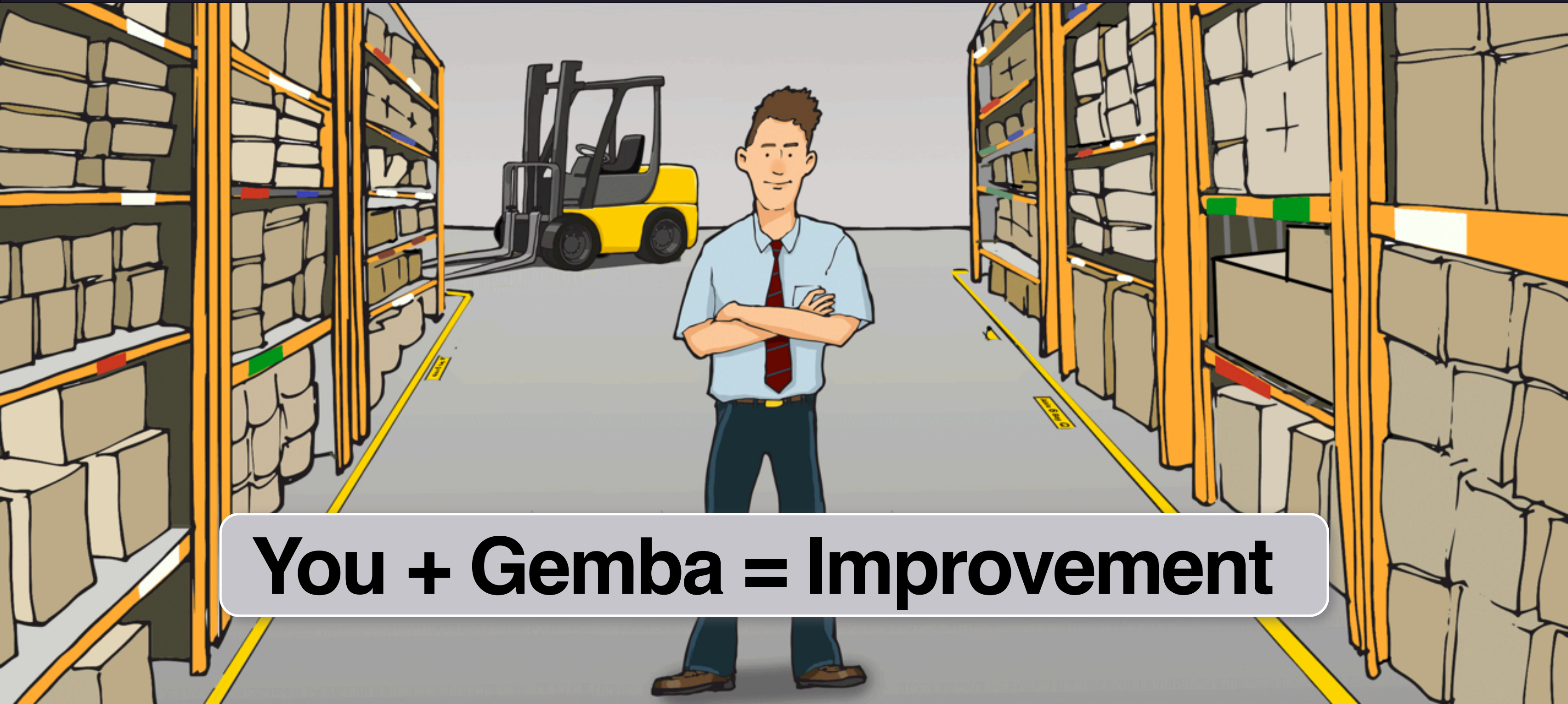
- ▶ Observe the Gemba
- ▶ Engage with Employees
- ▶ Continue to Improve Operations
- ▶ Sustain your Lean Practices
- ▶ Strengthen your Culture



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What Are You Waiting For?

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You + Gemba = Improvement



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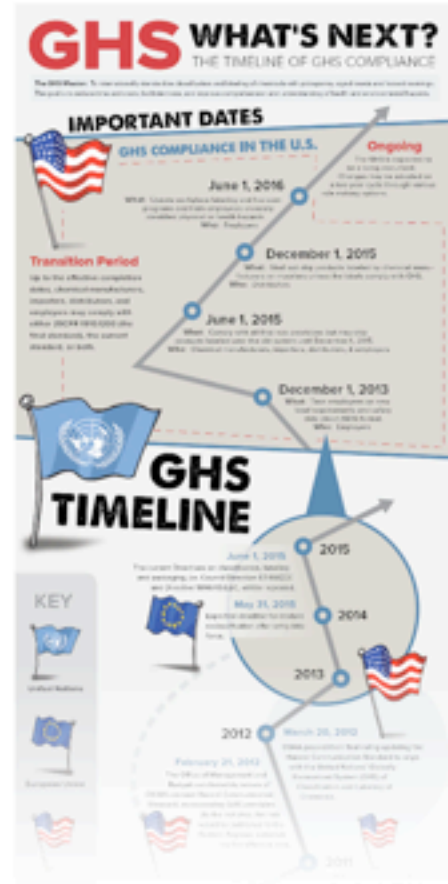
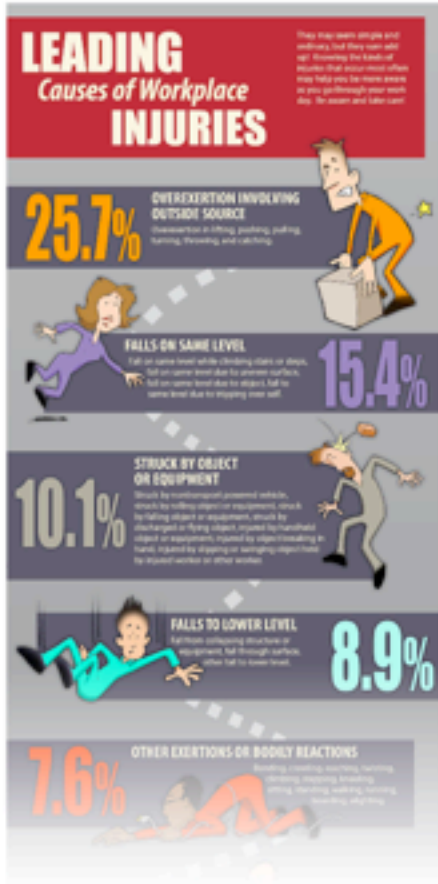
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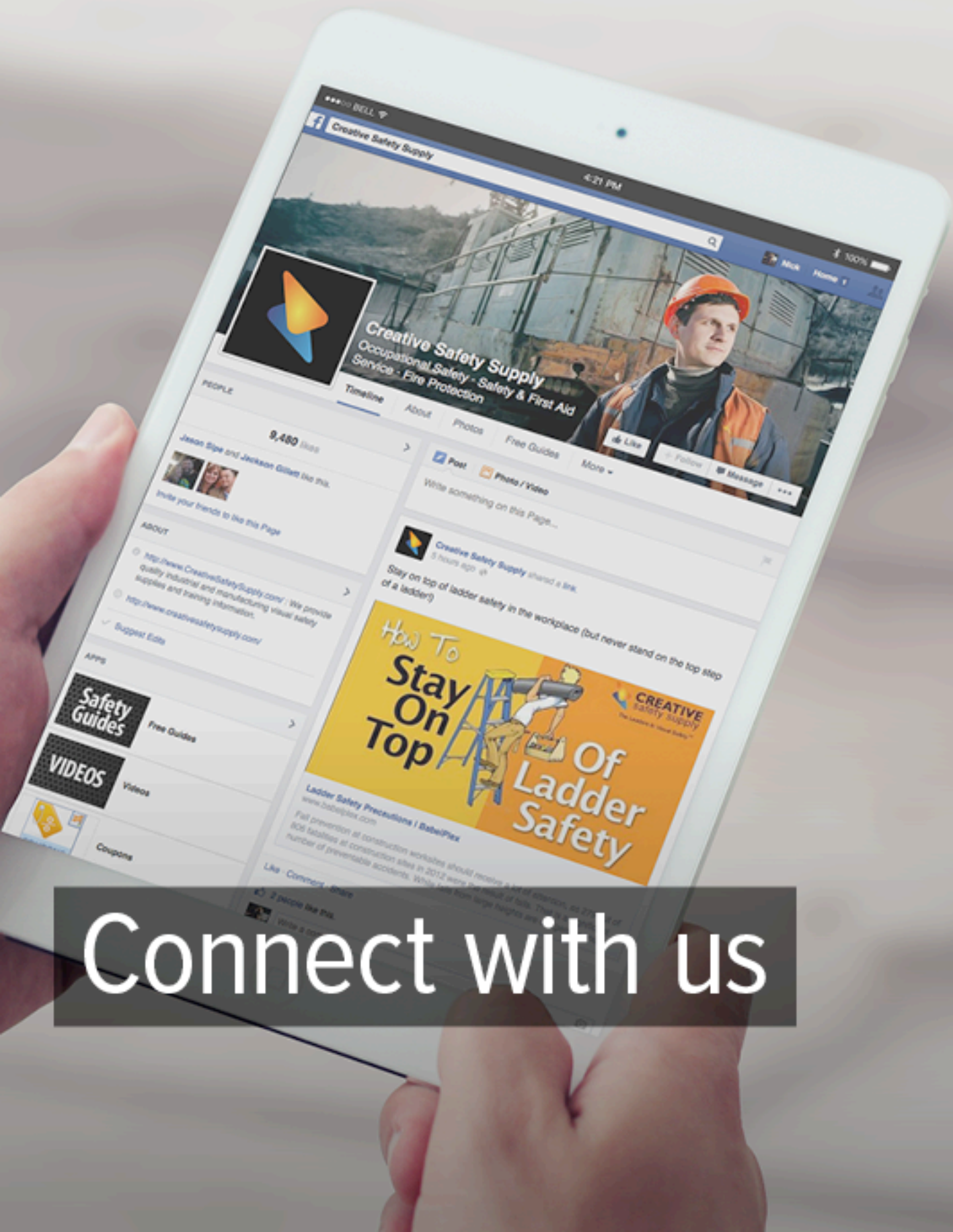
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