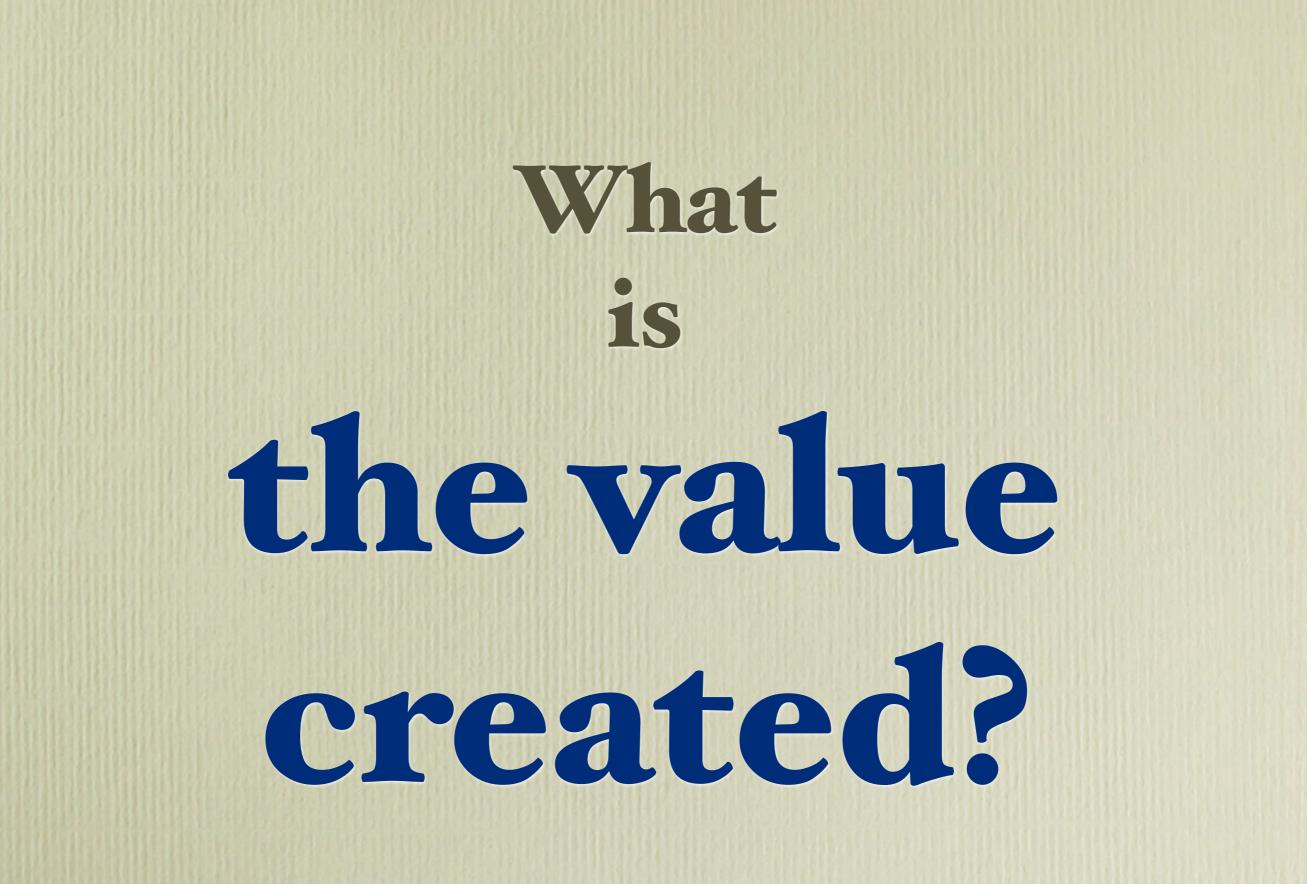


Gemba Walk Questions What is...?

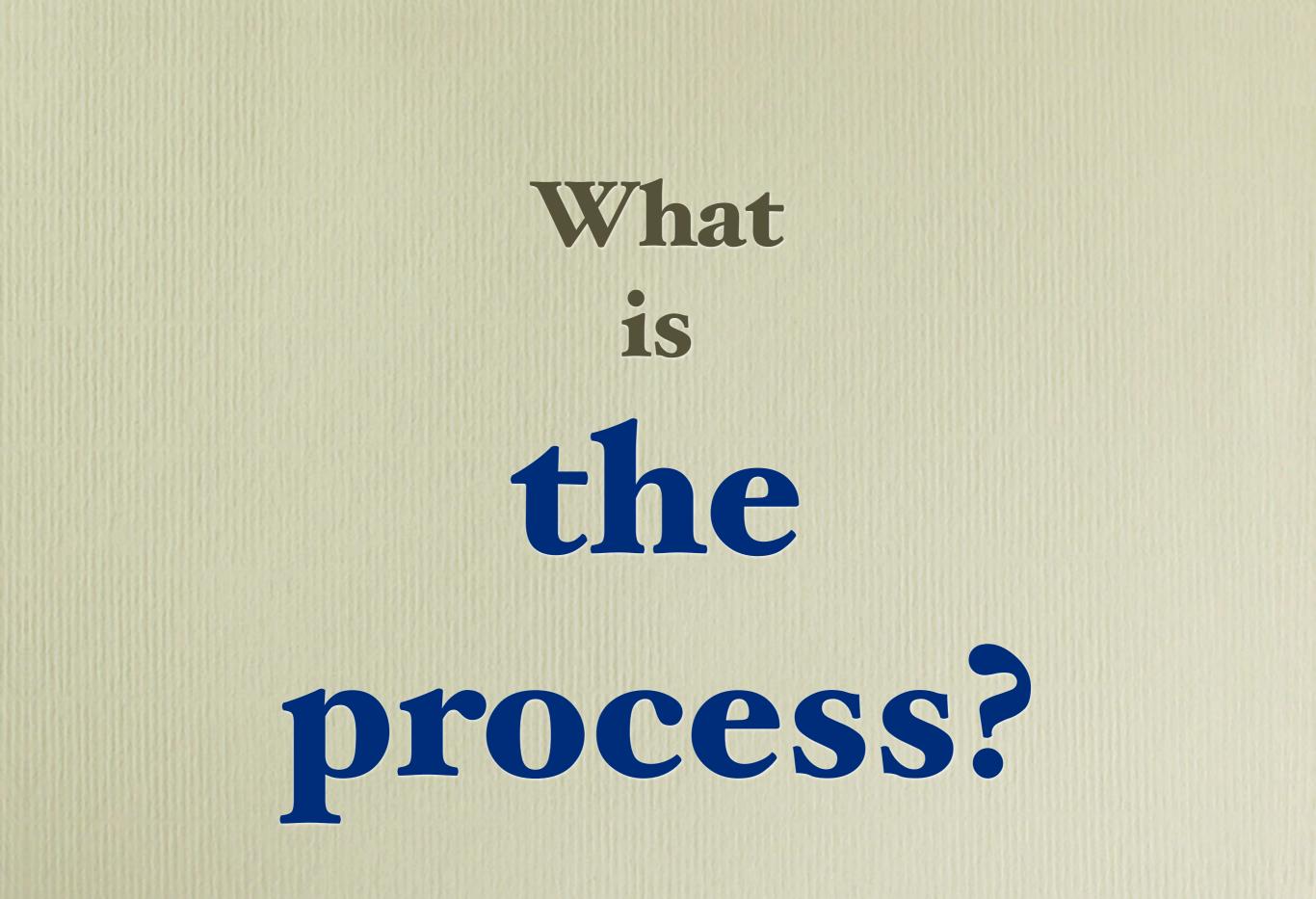
Created by Tom Curtis 2011 Blog: www.onimproving.blogspot.com Presentations: on <u>www.slideshare.net/onimproving</u> Email: <u>ideamerchants@gmail.com</u> Twitter: @onimproving

Introduction

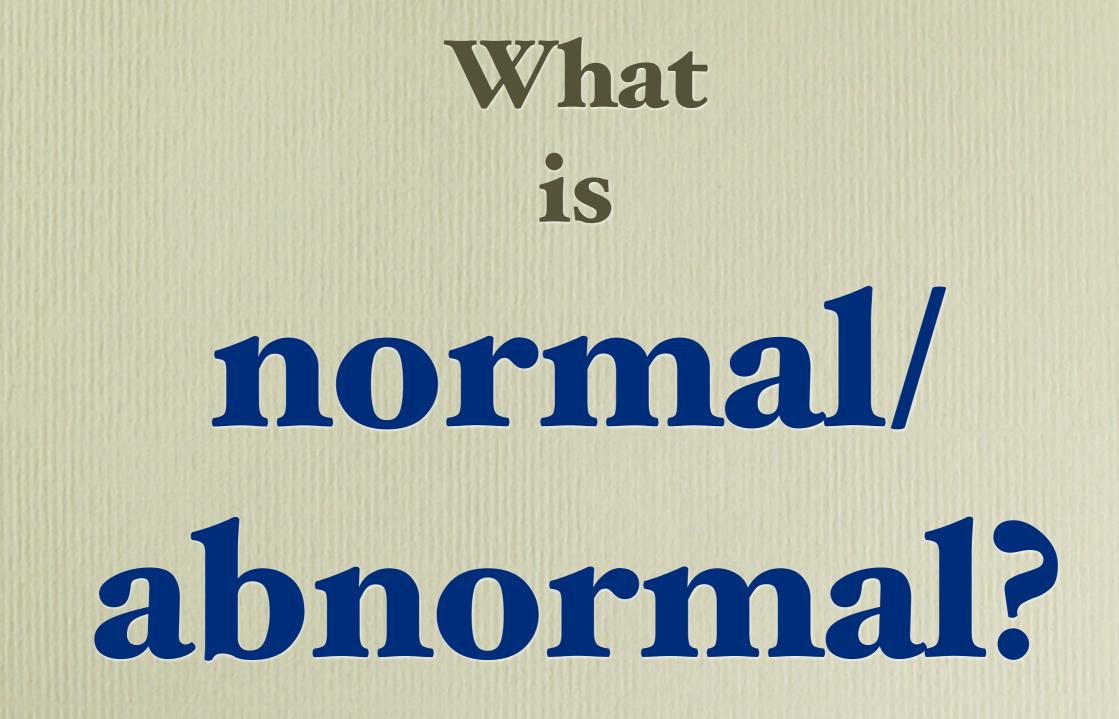
One of the key tenants in practicing Lean is to "Go and See," sometimes called Gemba Walking. The Gemba is the place of action or "the real place". If we are to lead improvement we need to spend time where the action is taking place. What follows are 12 questions to help us to enhance our Gemba Walks 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



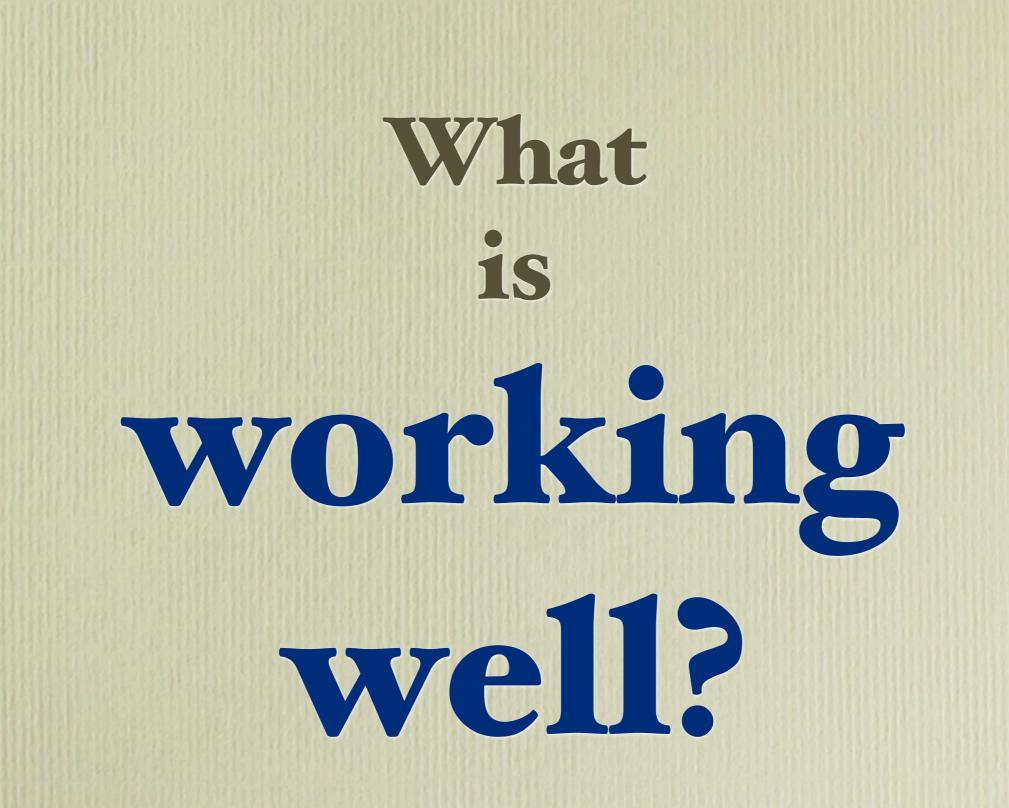
Look for: What the Customer Pays for Activities done Correctly The Expected Output



Look for: Steps required to add Value Flow between Steps Division of Labor Standardization of Activities



Look for: Standard Processes Expected State Variation to Expected State



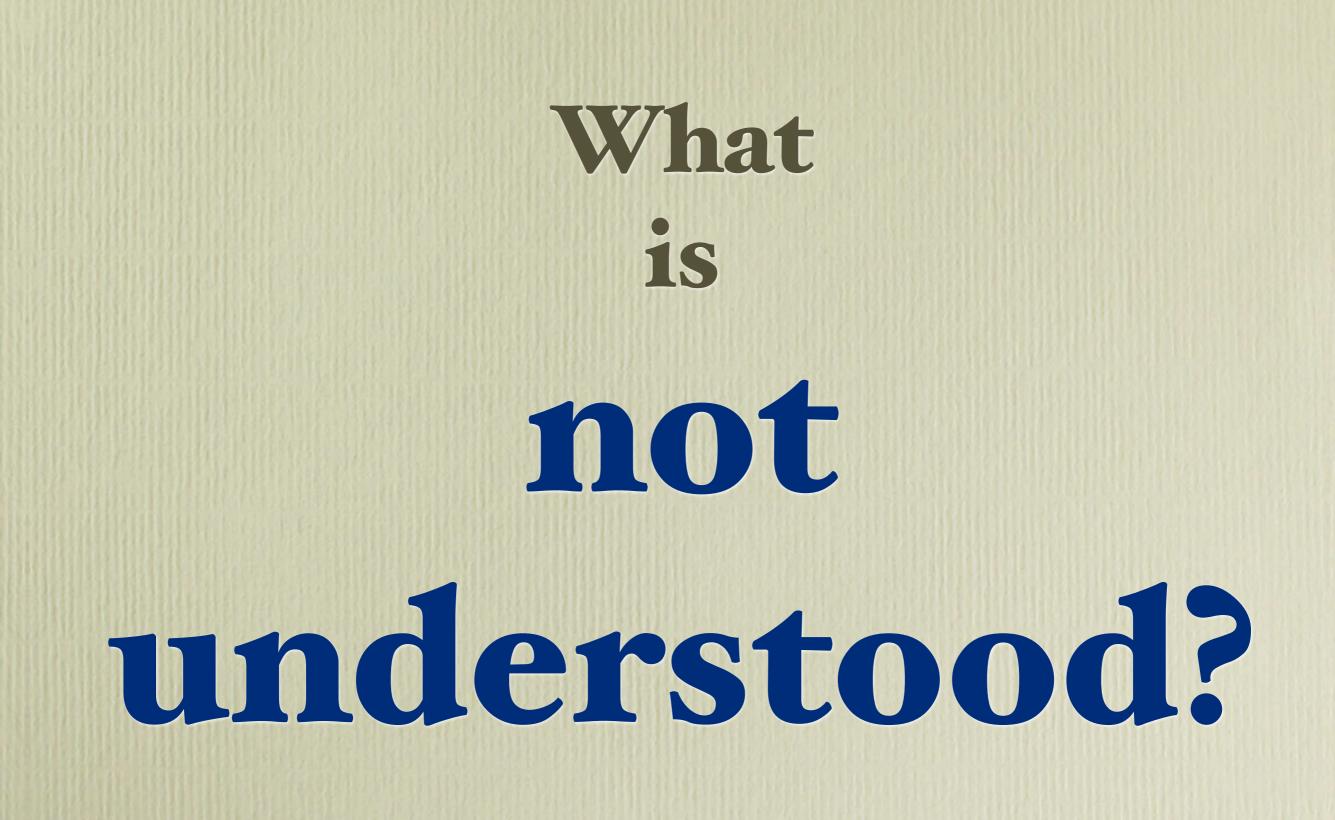
Look for: Standards being Followed Opportunities to Complement Positive Lessons to Share

What is not being maintained?

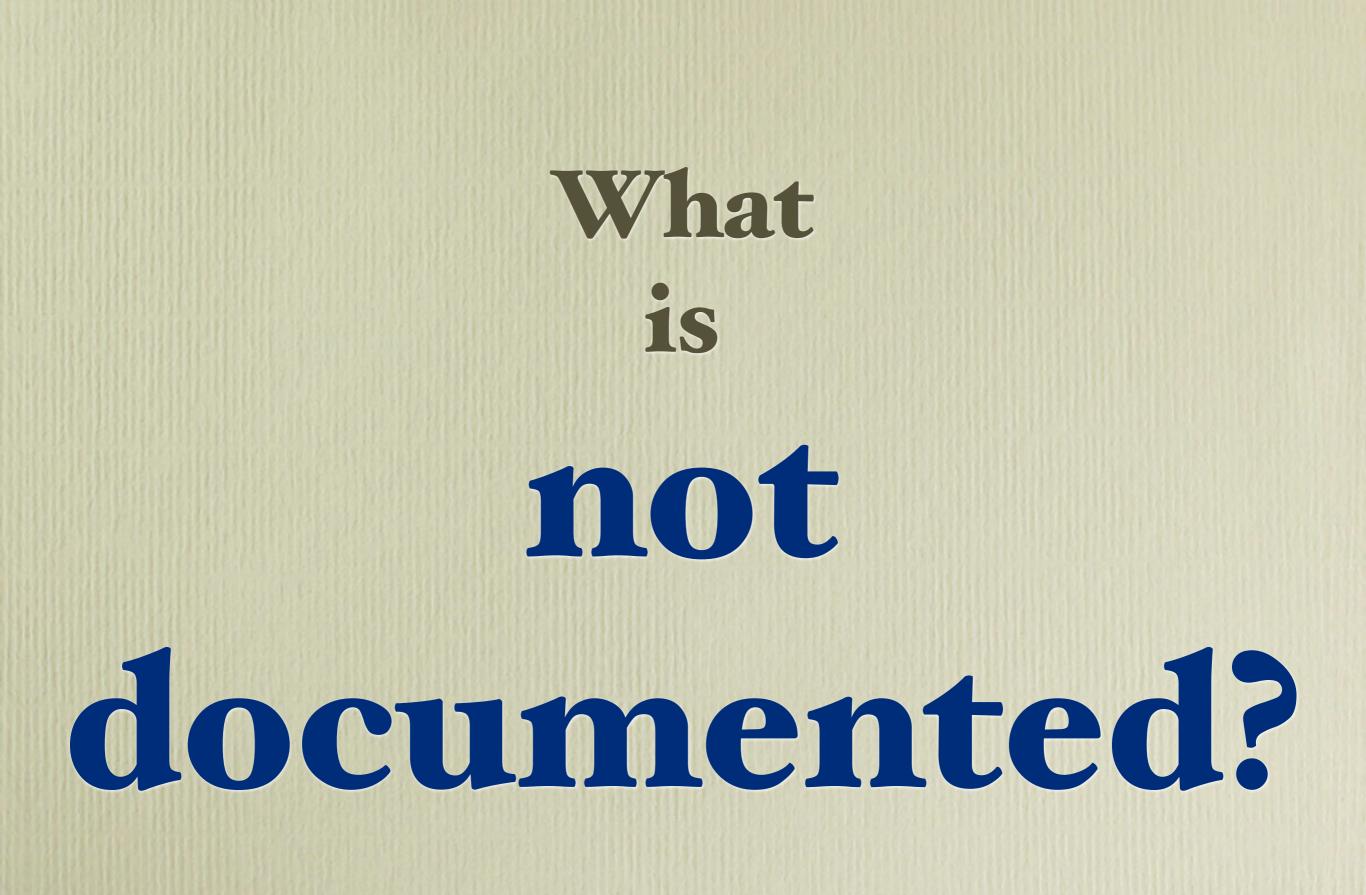
Look for: **Checklists to Review** State of Equipment **Cleanliness of Work Area** Pace and Flow of Process

What is broken?

Look for: What is not Working Standards not Followed Equipment requiring Repair



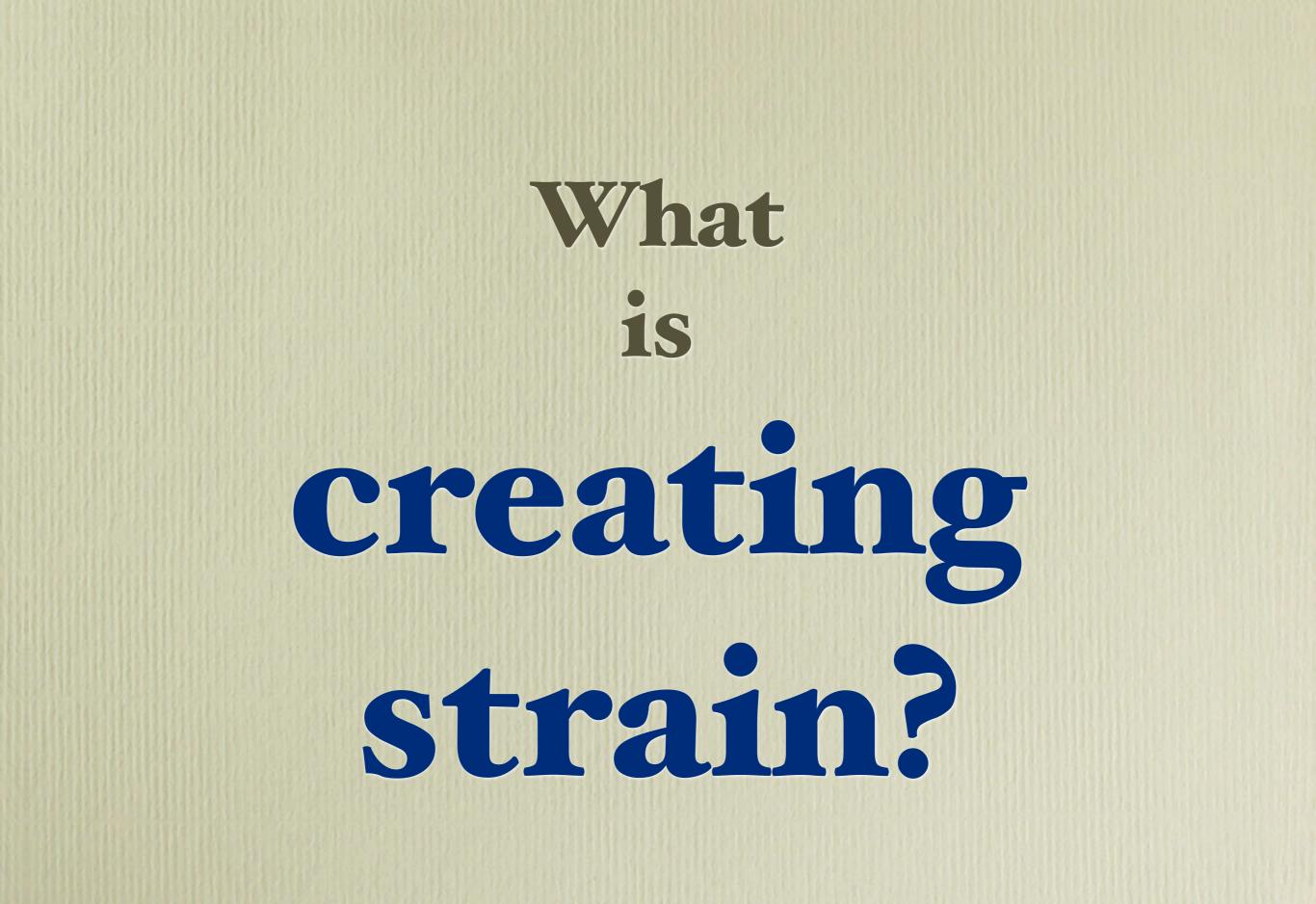
Look for: Variation from Standard Opportunities for Training



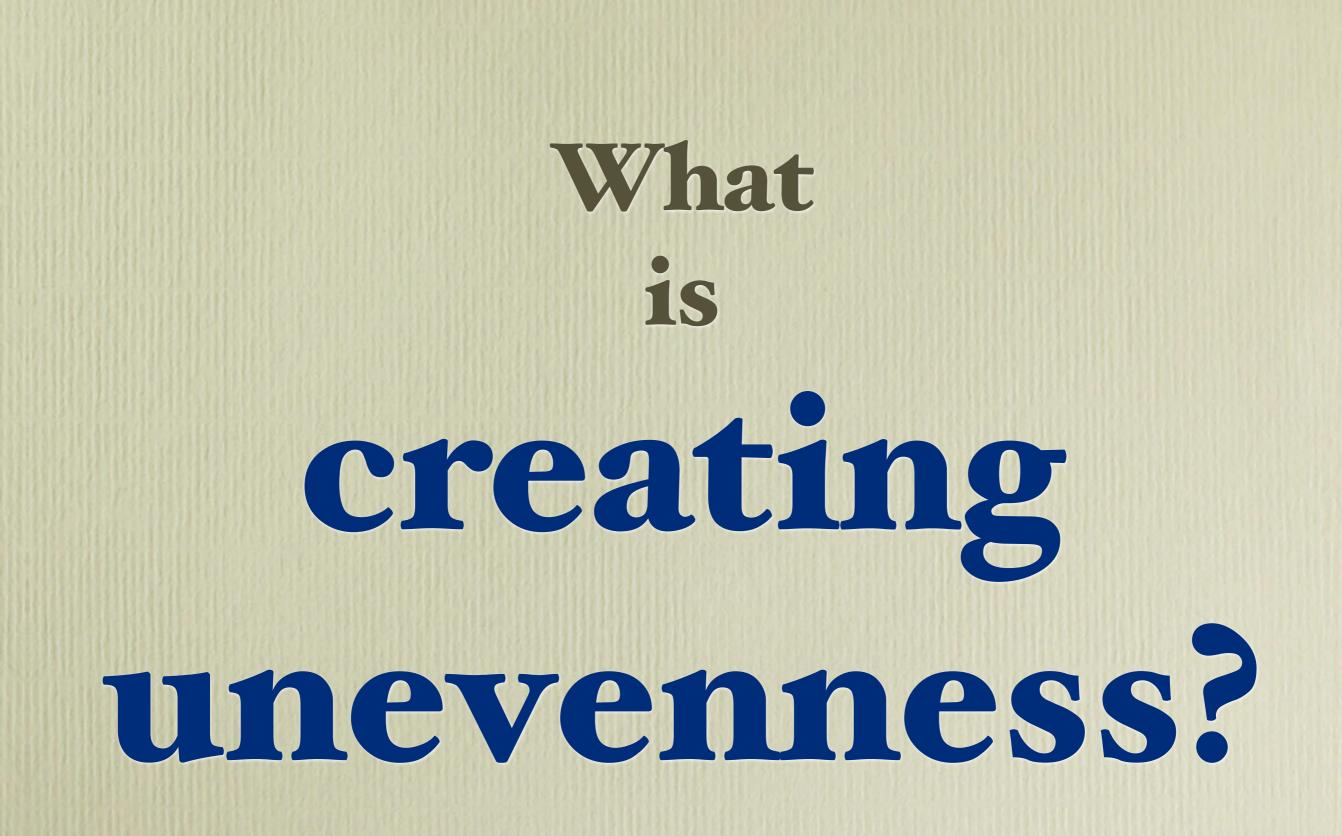
Look for: Undocumented Process Steps Missing Standard Work



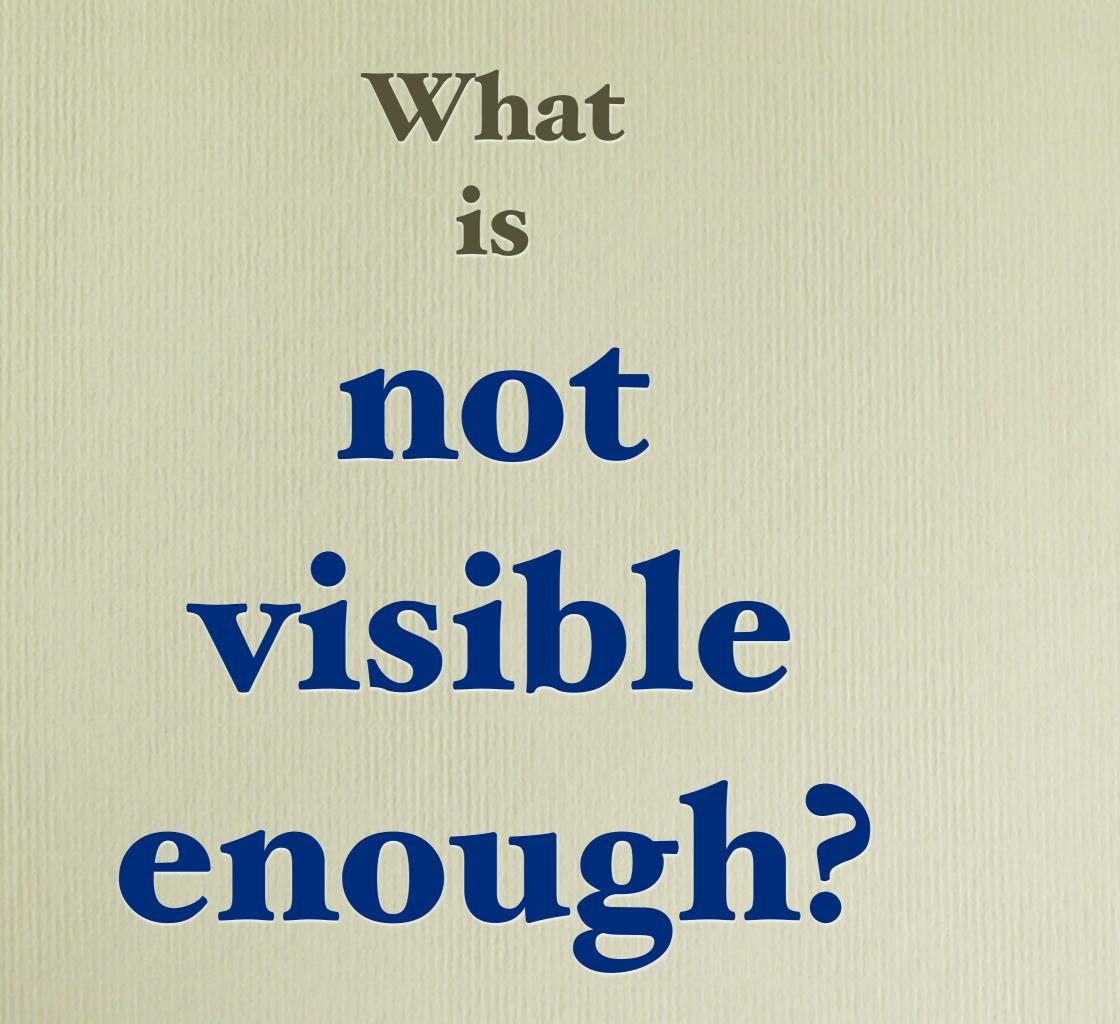
Look for: Ohno's 7 Wastes Inconsistency Scrap or Damage



Look for: Poor Ergonomics Overburdening Activity



Look for: Stop and Go Bumpy Output Requirements



Look for: Signals not Clear Metrics not easy to Read