

8 Steps in Gemba Walk

1

Identify the purpose for the Gemba Walk

2

Ensure you understand the process you are about to observe

3

Select a time you will be observing

Once you complete the Gemba Walk, immediately follow-up on your notes. Record additional items you want to remember, problems to solve, or tasks that need to be done.

Gemba walks are approached from a place of mutual respect and interest in making processes faster, safer, easier and just plain better.

4

Observe where value is created, where the work is done

5

Observe the processes and quality of service provided (inputs and social interactions)

6

Recognize how the process performs in its current state

Gemba is a Japanese word for the real place where value is created and clients are served.



Adult and Family Services

7

Visualize the gap between the ideal state and what actually happens

8

Look for opportunities for improvement (close the gap between actual and ideal)

Gemba Walk Worksheet

<u>Preparation</u>	<u>Expectations</u>
<p>What process are you observing today?</p> <p>Why are you observing this process?</p> <p>What do you expect to see?</p> <p>Are you familiar with this process?</p>	<p><u>Show Respect</u></p> <ul style="list-style-type: none"> • Trust the employee’s ability and desire to get the work done. • The goal of the Gemba Walk is employee development. • Do not offer solutions during the Gemba Walk. • You will both collaborate on a solution later. <p><u>Ask Why:</u></p> <ul style="list-style-type: none"> • What is the purpose of the process or practice you are observing? • Is there waste (e.g., rework or bottlenecks) in the process or practice? • What and where are the opportunities for process improvement? • If the practice is not achieving the purpose, why not? <p><u>Go See:</u></p> <p>This is an observation, <u>not</u> an interaction or intervention.</p> <ul style="list-style-type: none"> • What did you see? • Is the process different than expected? • Does the process achieve the purpose? • Does the process help the employee successfully complete the work? • Does the employee show a clear understanding of the tasks involved? • What tools, forms, patterns, or routines are used? <p><u>Think About Next Steps:</u></p> <ul style="list-style-type: none"> • Have you seen enough to know what is currently happening? • What might you need to Gemba next? (Upstream or Downstream) • Do you have a complete picture of the process observed? • Is there a gap between your expectations and what you observed? • Collaborate on how to close the gap.