

## GEMBA WALK SUGGESTIONS

- Explain the purpose of the Gemba Walk to employees before starting your walk.
- Assure the employees that it is to be a collaborative team effort and is not a punitive exercise.
- Focus on one area.
- Start with an area to become an island of excellence.
- Review the 8 wastes and list how they relate to the selected area.
- Plan your walk at a time when production is running.
- Limit your walk to a minimum of 30 minutes and a maximum of 60 minutes.
- Have a manager from the area brief you on the people, process, outputs, quality, work standards, and customer or employee concerns.
- Draft a plan including what you want to observe, what problem you want to solve, and questions you plan to ask.
- Focus on the processes, not employee performance.
- Give employees an opportunity to solve the problem.
- Show respect and coach employees to develop critical thinking.
- Learn to be observant like a detective taking note of details.
- Observe the 5 Ms (Man, materials, machine, methods, and measurement).
- Develop a deeper understanding of value- added vs. waste, vs. non-value added but necessary to do.
- Review your notes and video or audio after your walk.
- After reviewing the information you gathered, meet with employees to discuss next and actions.
- Avoid making changes on the fly; seek to understand.
- Provide positive reinforcement.