

A MANAGER'S GOAL IN A GEMBA WALK IS NOT ABOUT FINDING ANSWERS TO QUESTIONS OR FINDING SOLUTIONS TO SPECIFIC ISSUES. INSTEAD, A GEMBA WALK IS ALL ABOUT OBSERVING, ENGAGING AND SUPPORTING THE IMPROVEMENT PROCESS.

Overview: Gemba has Japanese origins and translates as “the real place” or “the place of work”. Japanese TV reporters will say they are reporting from the gemba. In Japan, Gemba is the factory floor for manufacturers, the crime scene for detectives and the place where value is created for businessmen. A Management Gemba Walk is direct observation of work or where the work is happening. The Gemba Walk requires personal observation at the value-added location and interacting with the people doing the work. Dr. W. Edwards Deming said, “Management by walking around is hardly ever effective.” “The reason is someone in management who is walking around, has little idea about what questions to ask and usually does not pause long enough at any spot to get the right answer.” This course describes what are meant by Gemba. It also defines the purpose of a Management Gemba Walk and how to carefully structure an effective Gemba Walk. We will cover Gemba Walk Do's and Don't, how to prepare for a Gemba Walk, how to get the most out of direct observation and how to ask effective questions. The course is designed to give participants hands-on practice on a Gemba Walk.

After taking this class attendees will be able to:

- ✓ Define the term Gemba
- ✓ Describe the difference between MBWA and a Gemba Walk
- ✓ Describe the purpose of a Gemba Walk and explain why it is necessary.
- ✓ Explain how a Gemba Walks fits into a Lean Management System
- ✓ Describe how it can impact a Continuous Improvement program
- ✓ Describe how Gemba Walks can be used to guide the improvement process

Who should attend? Sr. Leaders, Managers, and Supervisors. It is especially relevant for companies that wish to develop develop managements role in CI.

Time Commitment? 8 hours

Course Outline:

- Lean Principles & Key Top Management Roles
- What is a Lean Management System?
- What is meant by the term Gemba?
- What is the purpose of Management Gemba Walks?
- Objectives of a Management Gemba Walk
- Who should Gemba Walk?
- Gemba Walk Guidelines & Tips for Direct Observation
- Tips for Creating an Effective Gemba Walk
- Things to Avoid during Gemba Walks
- Gemba Walk Questions to Consider
- Planning and Tracking Gemba Walks
- How to support a Management Gemba Walk
- Practice doing a Management Gemba walk



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