

Overview

Gemba is a Japanese word for **“the real place”**. The idea is simple: If you want to know how a process really works, go to where the work is actually done and watch it in person so you have a deep personal experience. This process allows you to identify waste and provides insight into the actual process.

- 1) Clearly scope the process & customers of the process.
- 2) Identify steps that don’t add value.
- 3) Provide feedback to the group that hosted the Gemba walk as an outside observer.

As you complete a Gemba Walk, take notes & answer these question

Duration	Questions to ask the host(s) of the Gemba Walk	Answers
8:30 A.M. - 8:32 A.M.	What is the name of the process you are going to “walk”?	
8:32 A.M. - 8:35 A.M.	Where does the process start? Is this start-point obvious to the customer of the process?	
8:35 A.M. - 8:48 A.M.	When does the process end? Is this end-point obvious to the customer of the process?	
8: 48 A.M. - 8:50 A.M.	Are front-line employees ‘empowered’ in this area to deliver value to their customers? Can they make decisions and implement change?	

Duration	Questions to ask the host(s) of the Gemba Walk	Answers	
8:50 A.M. – 10:10 A.M.	What are the steps and times in the process?	Process Steps Ex: ASA Prints Citation	Time Per Step Ex: 60 sec

Duration	Questions to ask the host(s) of the Gemba Walk	Answers
10:10 A.M. - 10:12 A.M.	Are there any steps that do not obviously add value to the customer of the process?	
10:12 A.M. - 10:20 A.M.	Can any non-value added steps possibly be removed from your viewpoint as an outsider watching the process? What steps in particular?	NOTE – You may not understand why some steps exist, but ID steps you think are not adding value to the customer.
10:20 A.M. - 10:22 A.M.	Where can the team that performs the process create or enhance PULL (delivering value on demand)?	
10:22 A.M. - 10:24 A.M.	Where can the team that performs the process create or enhance FLOW (delivering value without waste)?	
10:24 A.M. - 10:27 A.M.	Questions to Consider: What issues are present during this process? What are the root causes of these issues?	
10:27 A.M. - 10:30 A.M.	Who are the customers & what do they value in this process?	Primary Customer: Secondary Customer: Tertiary Customer: