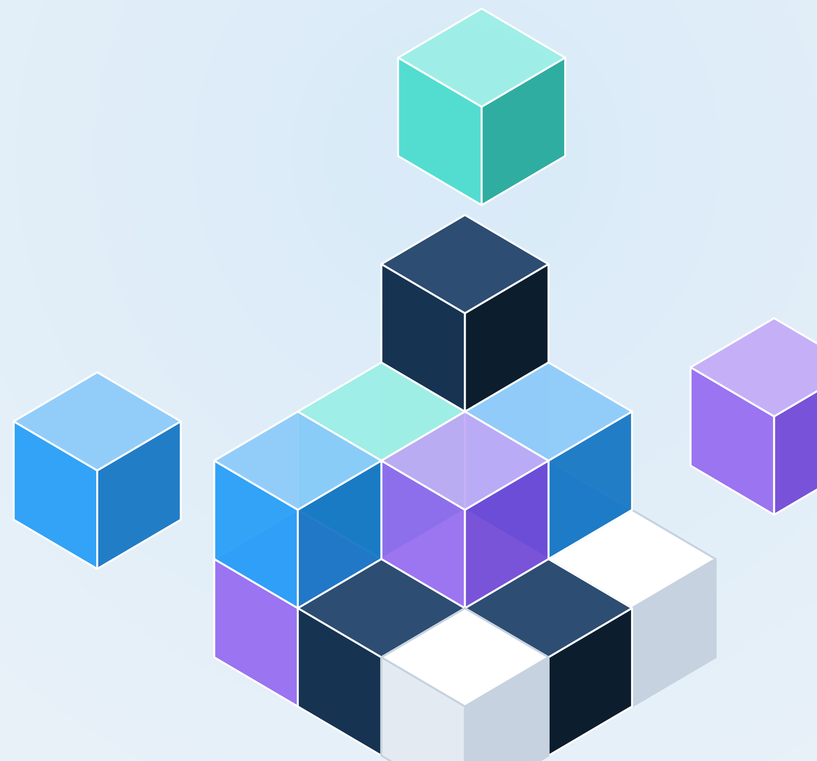
LEAN FOUNDATIONS

Gemba Walk: Go, See, Learn, Act

A gemba walk takes leaders to the place where work happens to observe the process, ask respectful questions and follow up on what they learn.



01 THE CORE MODEL

OBSERVATION TO ACTION · FIVE STEPS

01
Set the purpose
Pick one theme for the walk: safety, flow, quality or a standard.

→

02
Go to the place
Walk where the work happens, at the time it happens.

→

03
Observe
Watch the process, not the people. Note facts and gaps to standard.

→

04
Ask respectfully
What is hard today? What gets in your way? What would you change?

→

05
Follow up
Agree actions, owners and dates, then report back to the team.

Gemba
The real place where value is created: line, warehouse or office desk.

Genchi genbutsu
Go and see for yourself to understand the facts.

Standard as reference
Compare what you see with the agreed standard to find gaps.

02 WALK OR TOUR

A gemba walk is for learning, not for inspecting people.

INSPECTION — LEARNING

MANAGEMENT TOUR
- − Leaders give answers and instructions
- − Operators feel checked and stay silent
- − No follow-up, so nothing changes

GEMBA WALK
- + Leaders ask questions and listen
- + Problems are seen where they happen
- + Visible follow-up builds trust

03 WORKED EXAMPLE

PLANT MANAGER IN FINAL ASSEMBLY · THEME: MATERIAL SUPPLY

PURPOSE
Material supply
theme of this walk

→

OBSERVATION
Empty bin, no signal
operator waits for parts

→

QUESTION
How do you call parts?
answer: walks to logistics

→

ACTION
Kanban signal trial
owner: logistics lead

04 MANAGEMENT TAKEAWAYS

01
Walk with a theme
A clear purpose turns a walk into a focused learning session.

02
Ask, then listen
Open questions reveal obstacles that reports never show.

03
Close the loop visibly
Report back on every issue raised, even when the answer is no.

05 COMMON MISTAKE

LIMITATION
Walking to find fault
If walks end in blame, people hide problems. The walk then shows a staged process, not the real one.