

Gemba walk

Perhaps the clearest sign that Lean is a way of thinking, not a toolbox.

WHAT IT IS

Go and see where the work happens.

Gemba means the place where the work is done and value is created. The principle behind it, genchi genbutsu, means seeing for yourself how things really work.

It works just as well in an office as on a factory floor.

HOW IT WORKS

Questions instead of answers.

01 What's the plan today?

02 How's it going?

03 What's getting in your way?

Then you come back and follow up on what you saw.

TOOL OR MINDSET?

**Much of what we call
a tool is really a way
of thinking.**

Together, they add up to a management philosophy. It is about leadership and values, and about how you view change and the people around you.

ABOUT CHANGE

Slow to start, fast to finish.

Top-down decision



Shared decision



Time

A horizontal arrow pointing to the right, representing the progression of time.

A gemba walk is one way to build buy-in. Decisions made with the people affected take longer to reach, but are quicker to put into practice.



Olof Hällerman

Hällerman Konsult. I help companies make plans that hold up in practice, and then make them happen.

CONTACT

hallermankonsult.com

olof@hallermankonsult.com