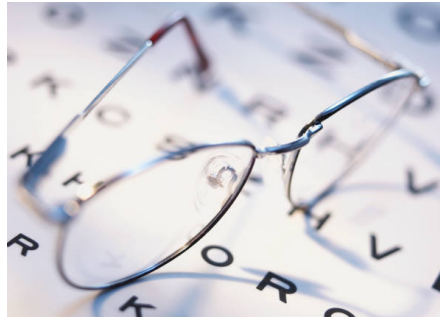


Gemba Walks: how leaders can get more value from workplace visits



Frames of Reference for more effective Gemba Walks

Presented to Iceland Lean Conference
March 12, 2015

by:

Pat Wardwell, VP/COO

Our Mission Is Simple: to help companies become more productive and competitive through Continuous Improvement education and implementation.

- Hands-on consulting/training in Continuous Improvement
- Award winning Training Products
- Lean practitioners with a passion for Gemba-based learning
 - Promoting an everybody • everyday culture of improvement
- Organizer of the annual Northeast Lean Conference

11th Annual GBMP Northeast LEAN Conference
 Putting the Pieces Together

SEPT 29-30, 2015
 SPRINGFIELD, MA • NortheastLEANconference.org

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THE WALL GAME
 EXPERIENCE THE POWER OF WORKPLACE VISUALS

The Dice Game:
 Gambling with your Company

PURPOSE: To demonstrate the power of visual work instructions and how visual methods can positively impact quality, cost, lead time and worker morale.
 OBJECTIVE: Team members and observers will experience how visual instructions provide faster, more accurate work than traditional text based work instructions.
 GAME KIT INCLUDES: 1 stop watch, 2 pre-packaged sets of building blocks, 1 set of visual work instructions, 1 set of text based work instructions, detailed game instructions and debriefing guidelines.
 SIMULATION TIME: 15 minutes

“The GBMP series of Lean videos have become an integral part of our CI training program. They’re a great tool for training everyone from Lean Champions to craft employees. As a facilitator, it makes my job easier to present the tools from a different perspective, and it’s more fun for my audience.”

*-Jim Grabenbauer,
 Manager, Process Improvement,
 Union Pacific Railroad*

Toast Kaizen

An Introduction to Continuous Improvement & Lean Principles

2006 SHINGO PRIZE

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Toast Value Stream Mapping video

Part of our Lean Training Video Series

Toast Value Stream Mapping

GBMP everybody • everyday

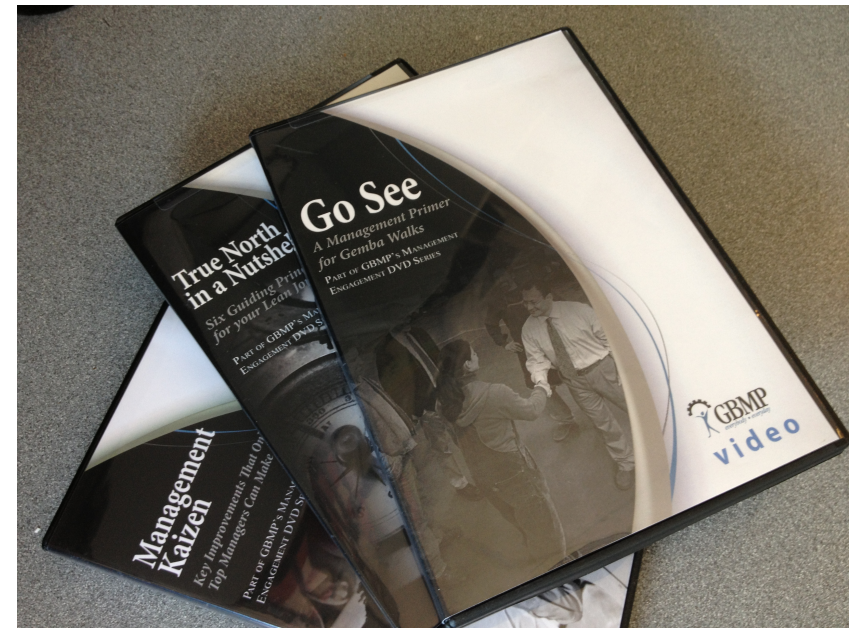


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Today's Agenda

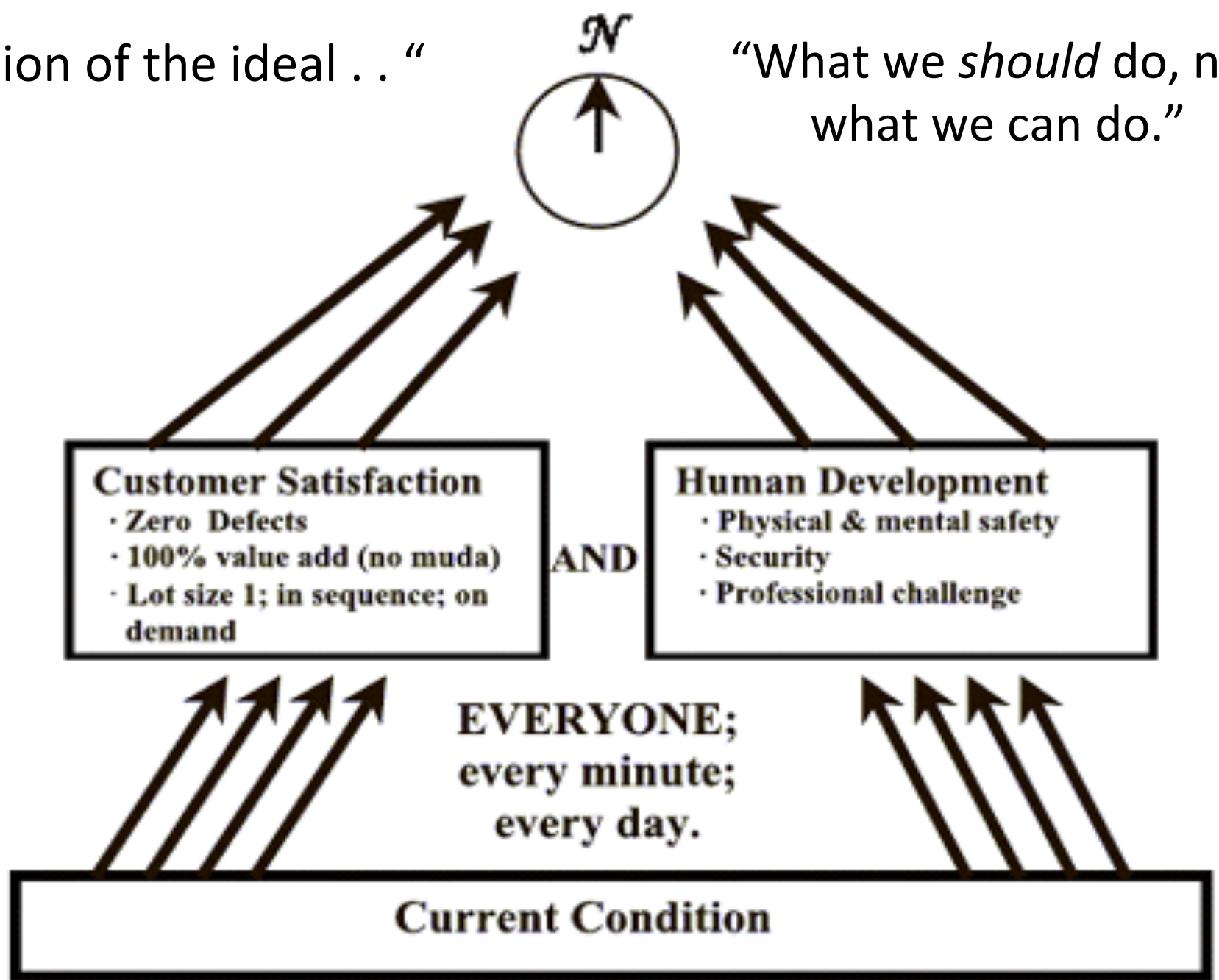
- What are we trying to achieve with continuous improvement and how do we go about it?
- Management's Role
- How to leverage Gemba visits to build momentum
- A video primer on visiting Gemba
- Q&A



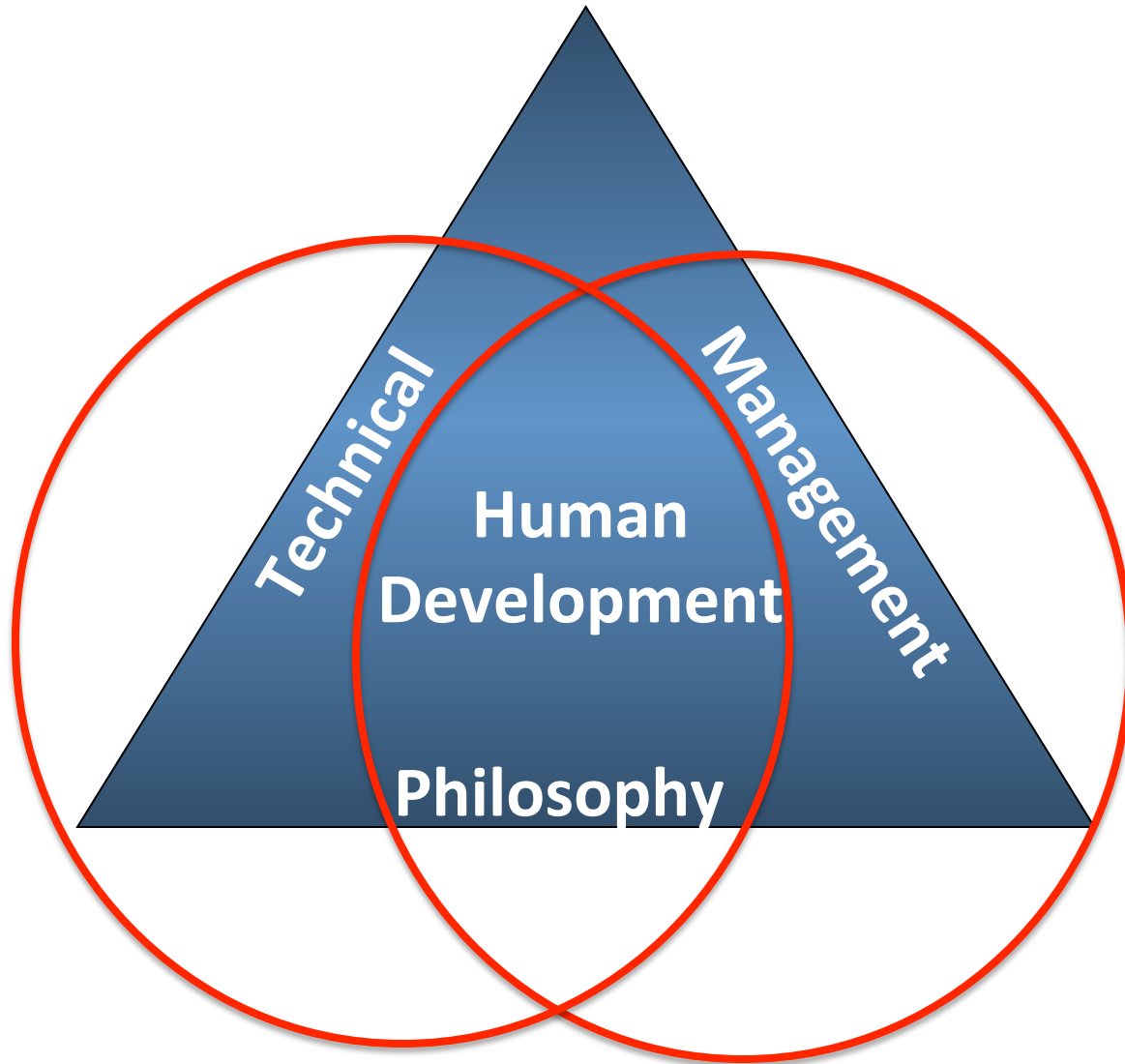
GBMP's newest series of management videos. Visit www.shopgbmp.org for more information

“A vision of the ideal . . .”

“What we *should* do, not what we can do.”



Two Sciences of Lean



Technical – Bottom-up

Social – Top Down

When does management typically go to the floor?

- Customer Tours
- Quality System Assessments
- Delivery or Quality Problems
- Award Ceremonies
- All Hands Meetings
- Family Day
- MBWA



Key 3+1 top management roles*

- | |
|---|
| 1) Strong, Visible TPS Commitment |
| 2) Understand TPS Correctly (principles & details) |
| 3) Make Problems Visible (build culture to expose & solve problems) |
| +1) Genchi Genbutsu (Go & See shop floor regularly to grasp the actual condition) |

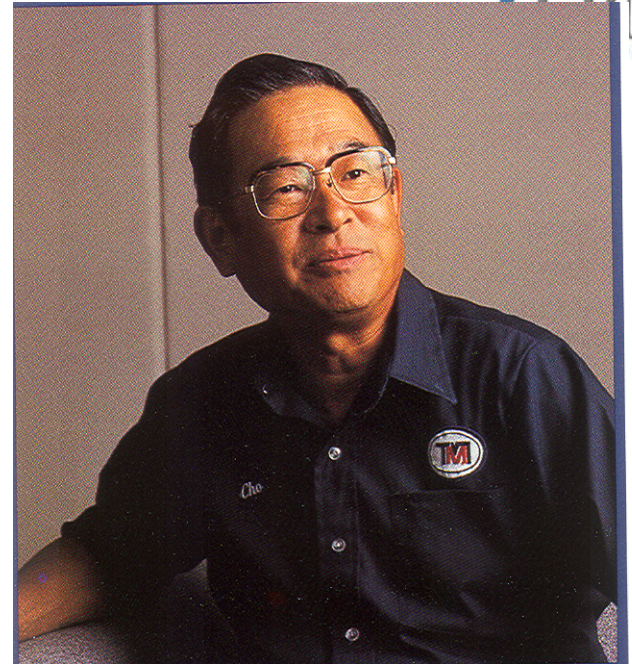
Show passion!

Be a student.

Turn problems into opportunities

Be an active participant.

Chairman Cho of Toyota: Three Keys to Lean Leadership*



Go See.

- **“Sr. Mgmt. must spend time on the front lines.”**

Ask Why.

- **“Use the “Why?” technique daily.”**

Show Respect.

- **“Respect the people.”**

*Courtesy of Lean Enterprise Institute

Respect for People

Focus on the front line worker

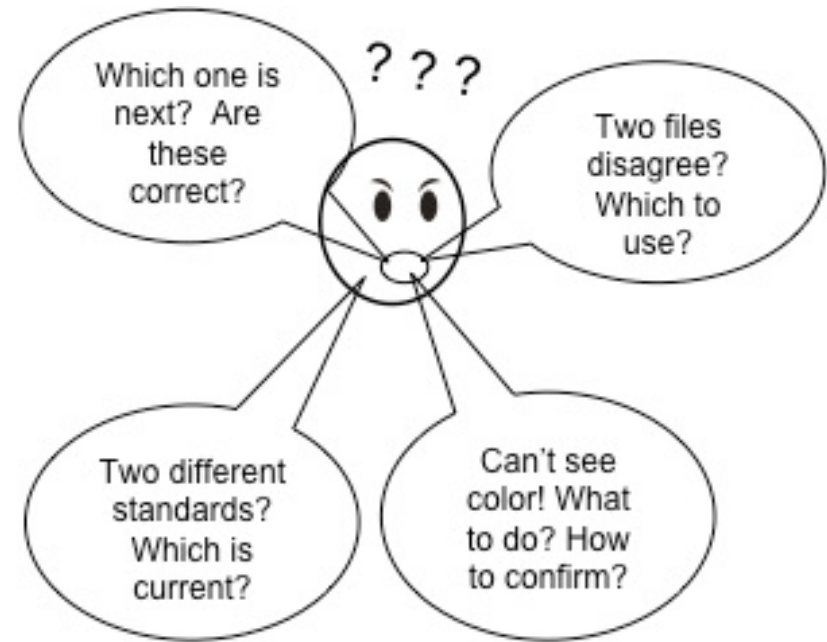
- Enable the worker
 - To work safely
 - To know his/her customer
 - To be involved, engaged
 - To be successful
- Build your system from the worker out, continually removing wasteful steps from his/her work, giving support to the people (as they isolate the waste), so that nothing is left but value-creating steps. Don't waste the operator's time and effort!
- ***“The order of improvement must be easier, better, faster and then cheaper.” – Shigeo Shingo***

Focus: Waste & Struggles

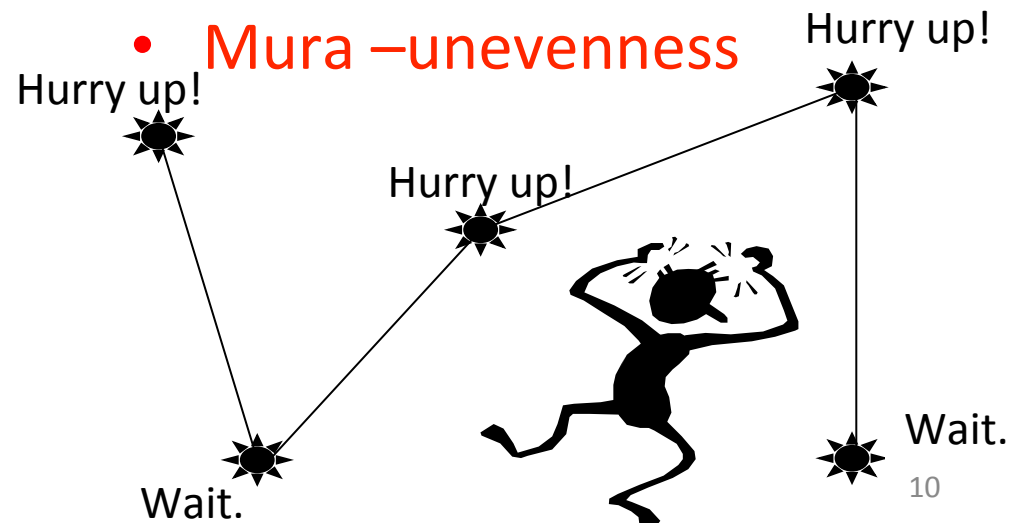
• Muda

1. Storage (material or information)
2. Transport
3. Over-production (material or information, too much or too soon.)
4. Processing (over-, under-, or redundant)
5. Motion (person or machine)
6. Defects (Correction)
7. Waiting (person or machine)
8. Lost Creativity

• Muri – strain or irrationality



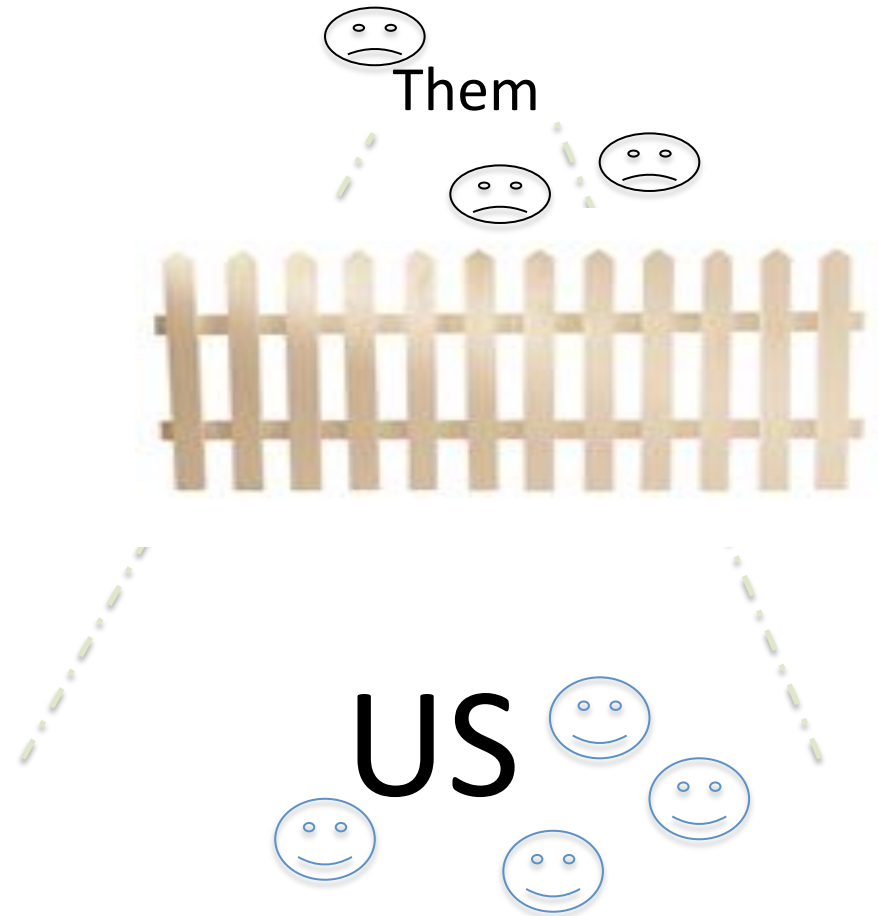
• Mura – unevenness



Focus: Constraints

- Logistical
 - Layout, physical environment, walls, distance
- Behavioral
 - Pecking orders, mores, cultural differences
- Managerial (80% of constraints)*
 - Strategy, Policy, Organization, Measures

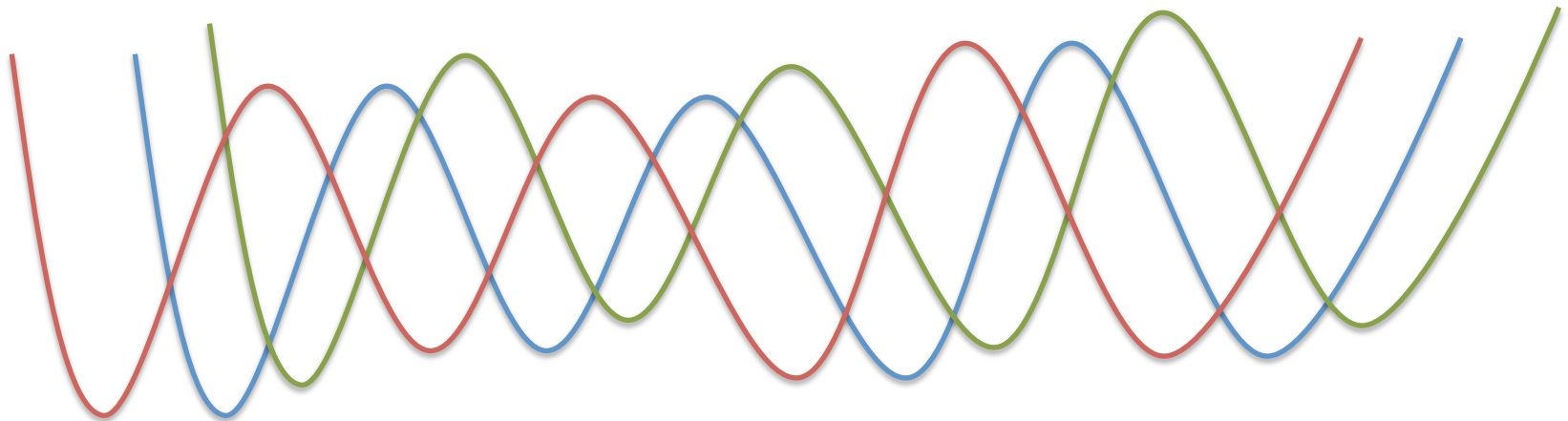
*Eli Goldratt



Focus: Value Stream View

- Material
- Information
- Work

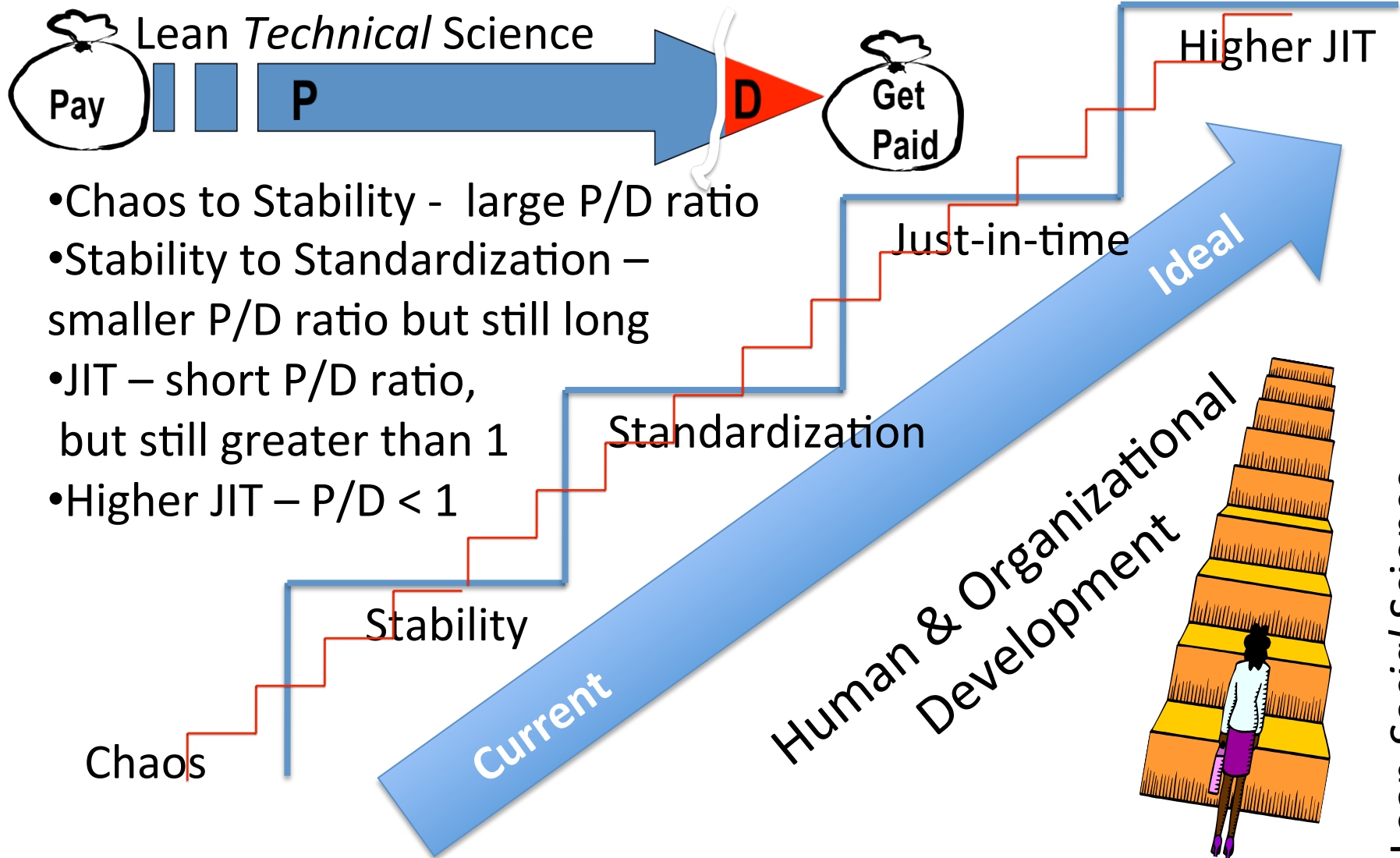
Three Flows



OR

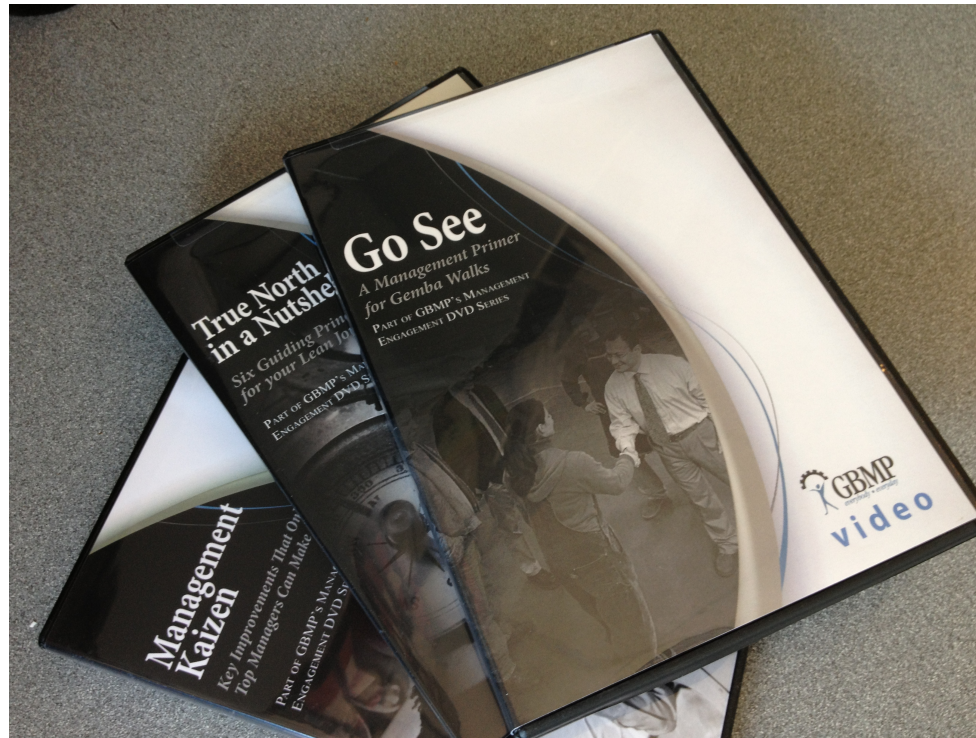


System Maturity Perspective



- Chaos to Stability - large P/D ratio
- Stability to Standardization – smaller P/D ratio but still long
- JIT – short P/D ratio, but still greater than 1
- Higher JIT – $P/D < 1$

Go See: A Management Primer for Gemba Walks



Part of GBMP's Management Engagement DVD Series that also includes:

True North in a Nutshell: Six Guiding Principles for your Lean Journey
Management Kaizen: Key Improvements that only Top Managers can make

Shingo Examiner Perspective

- 1) Does the environment appear to **enable** problem-solving and improvement?
- 2) Do I see evidence of a **tool**? What is the **breadth** of deployment?
- 3) Is the tool employed as part of a **system**, or is it a point solution?
- 4) What is the **intensity** and **frequency** tool/system use? By employees? By managers? By leaders?
- 5) Is the **principle** behind the tool or system understood? What is the **depth** of understanding?
- 6) Does the tool or system **align** to a larger objective? Can employees and managers articulate this?
- 7) Have expected **results** from tools and systems shown consistent improvement? Dramatic improvement?

Dynamic Equilibrium Framework

- What is increasing your momentum?
- What is slowing you down?
- How can your Gemba Walks address both of these columns?

Accelerators	Inhibitors
Employee loyalty and participation	Inadequate depth of tools understanding
Focus on quality at the source (operators)	Limited use of JIT techniques
Open and honest environment	Drive to hit schedules hides problems
Regular problem-solving activity.	Limited small kaizen <i>improvement</i> activity
Short customer lead-time	Excess capacity and raw material
Continuous flow cell layouts	Batch production
Daily factory measurement to goals	No use of takt time to clarify current state ⁶

Thank you for your time

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