



October 24, 2023

GEMBA WALKS FOR RESULTS AND MOTIVATION

JARED THATCHER



Agenda



**What is a
Gemba
Walk and
Why is it
Important?**



**Driving
Performance
with Gemba
Walks**



**Motivating
Frontline
Workers with
Gemba Walks**



What is GEMBA?



ACTUAL

PLACE

現場

G E N B A



ACTUAL

PLACE

現場

G E M B A



ACTUAL

PLACE

現場

G E M B A



あらわれる
arawareru
To Appear
To Show Up

現







GEMBA WALKS



GO & SEE WALKS



Ritsuo Shingo (1947–2023)

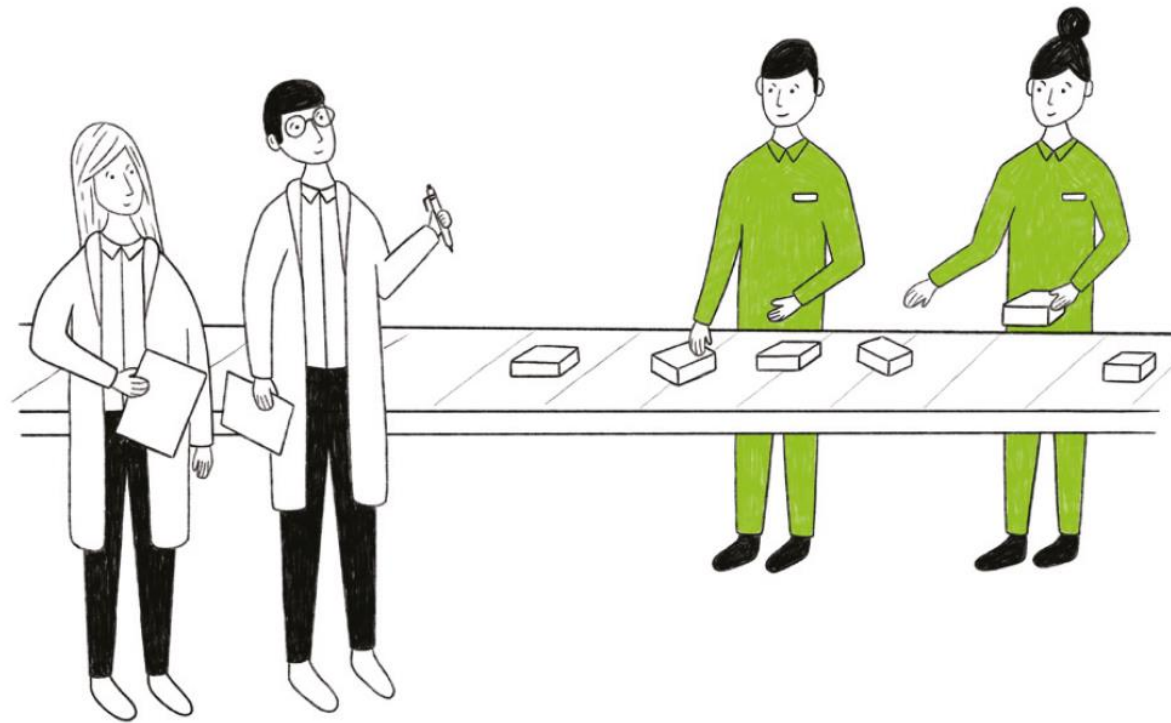
*"Quite often in English
we say, 'Go & See'.
No way!
'Go & Observe'."*



Why is it Important?

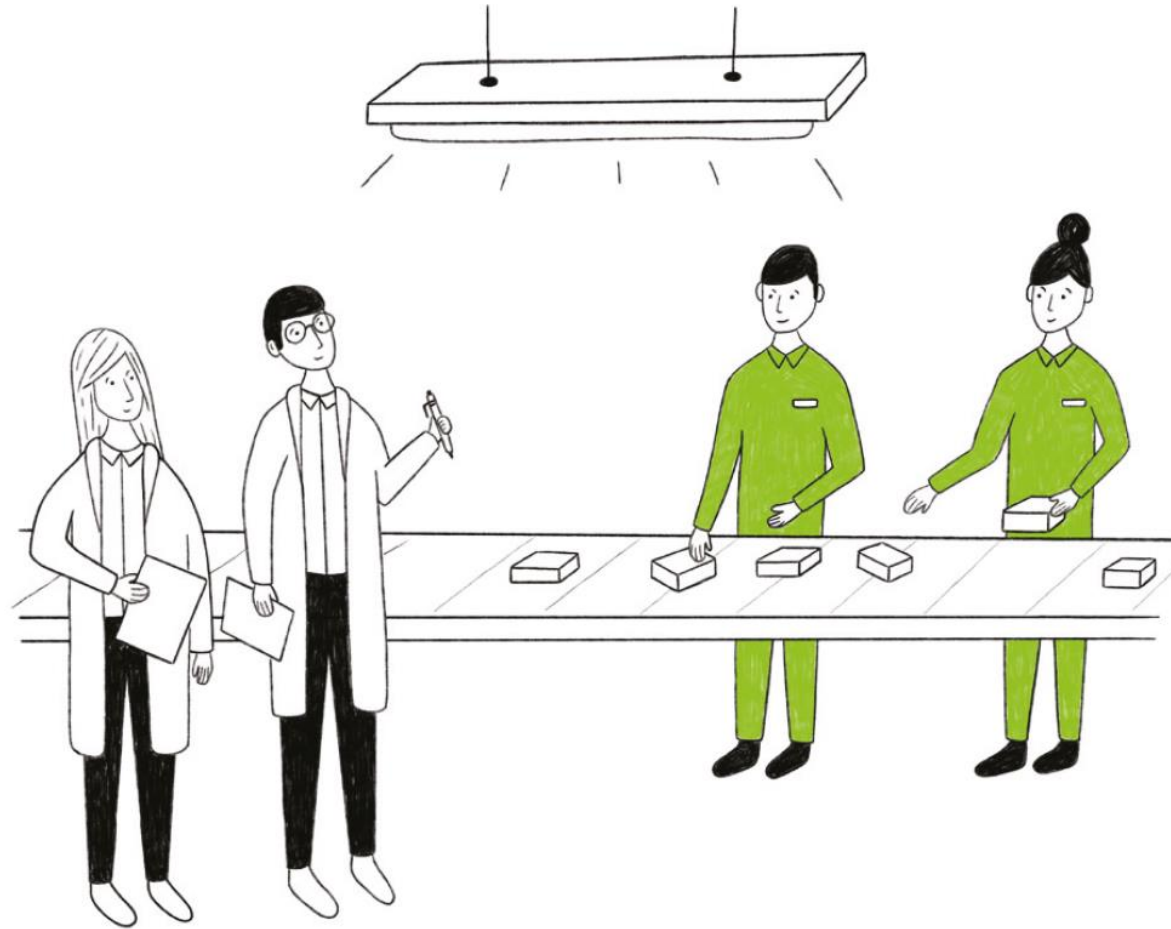


The Hawthorne Effect



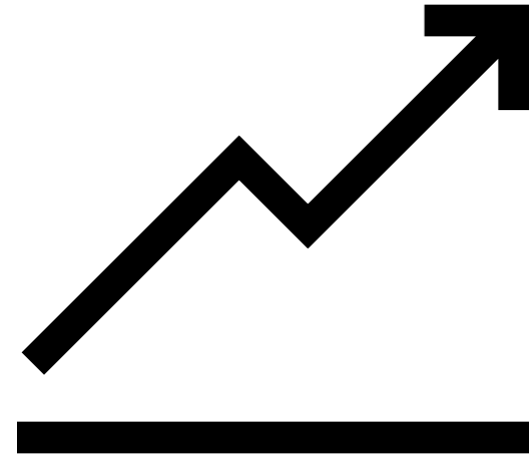
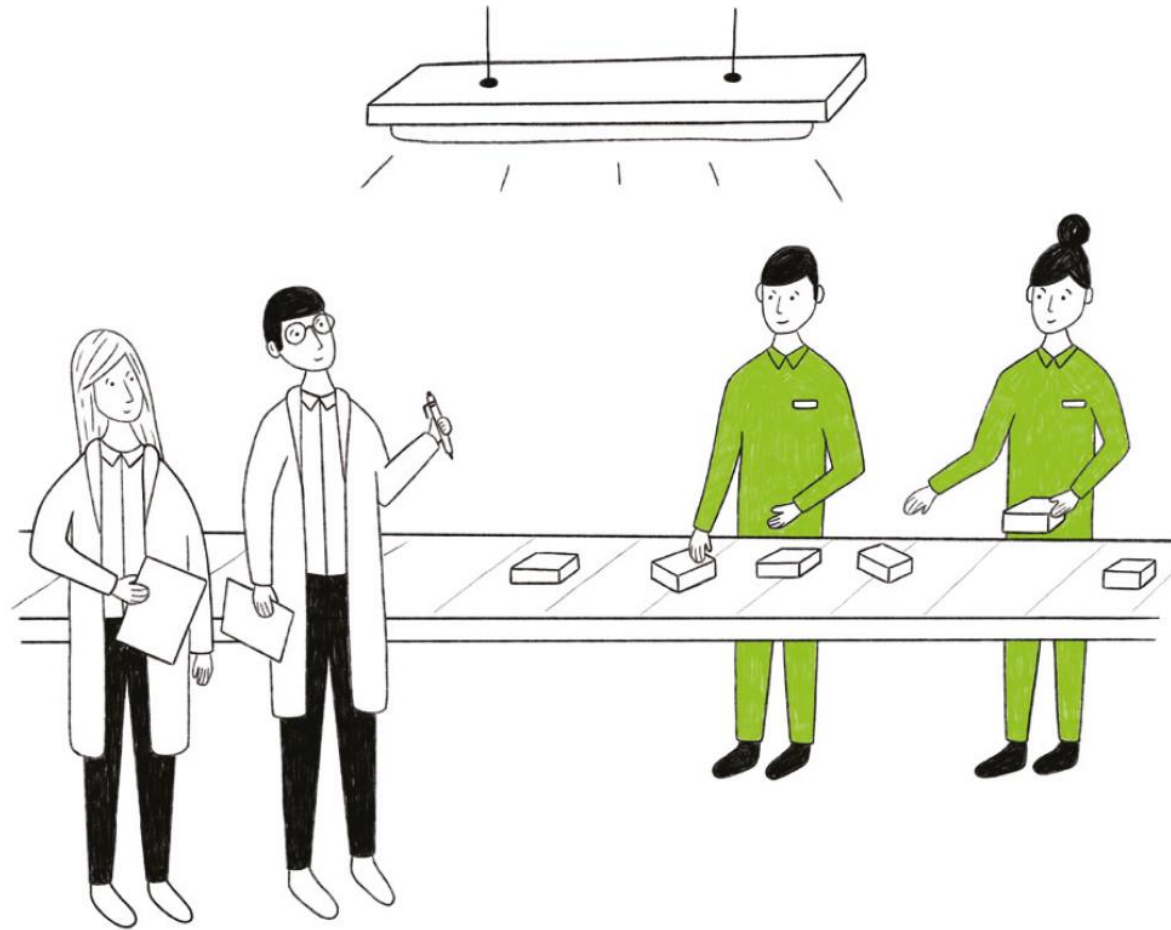


The Hawthorne Effect



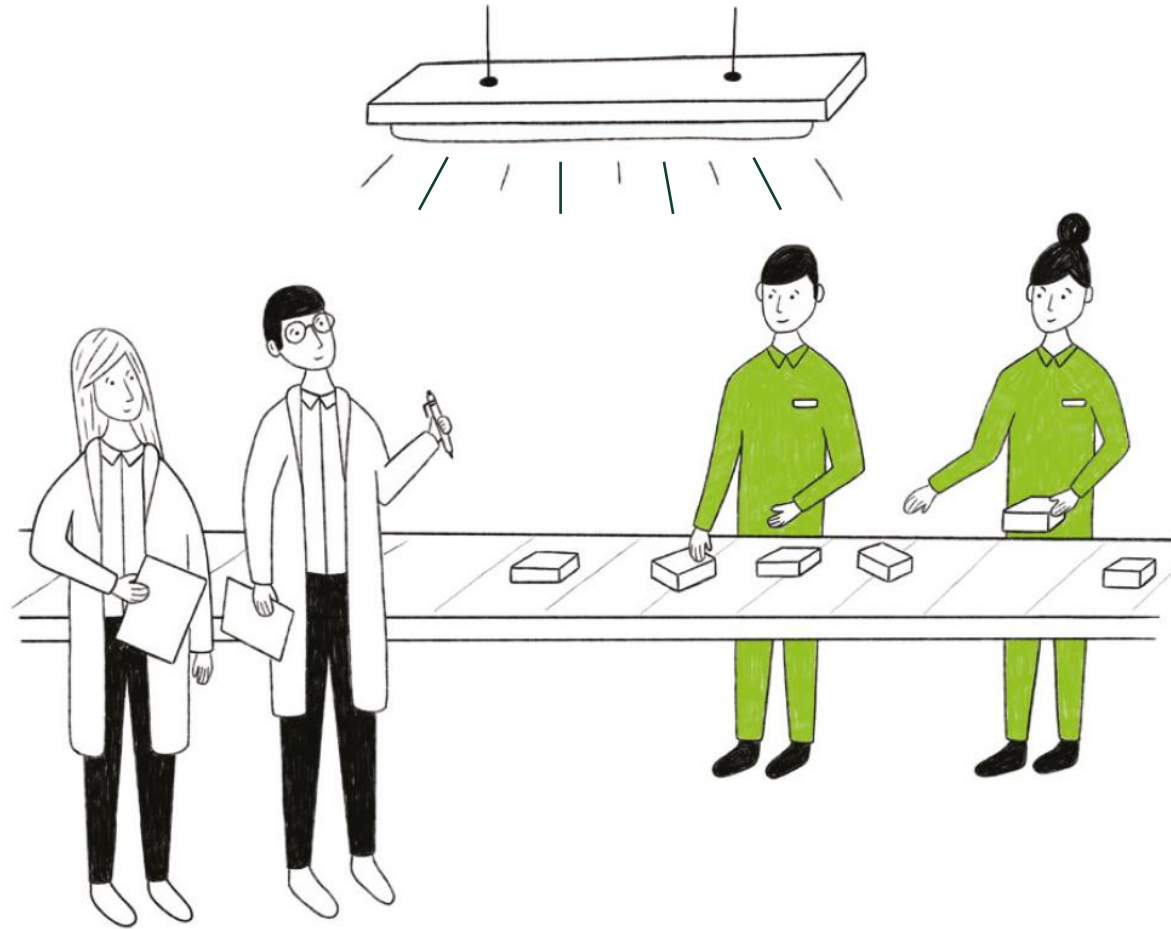


The Hawthorne Effect



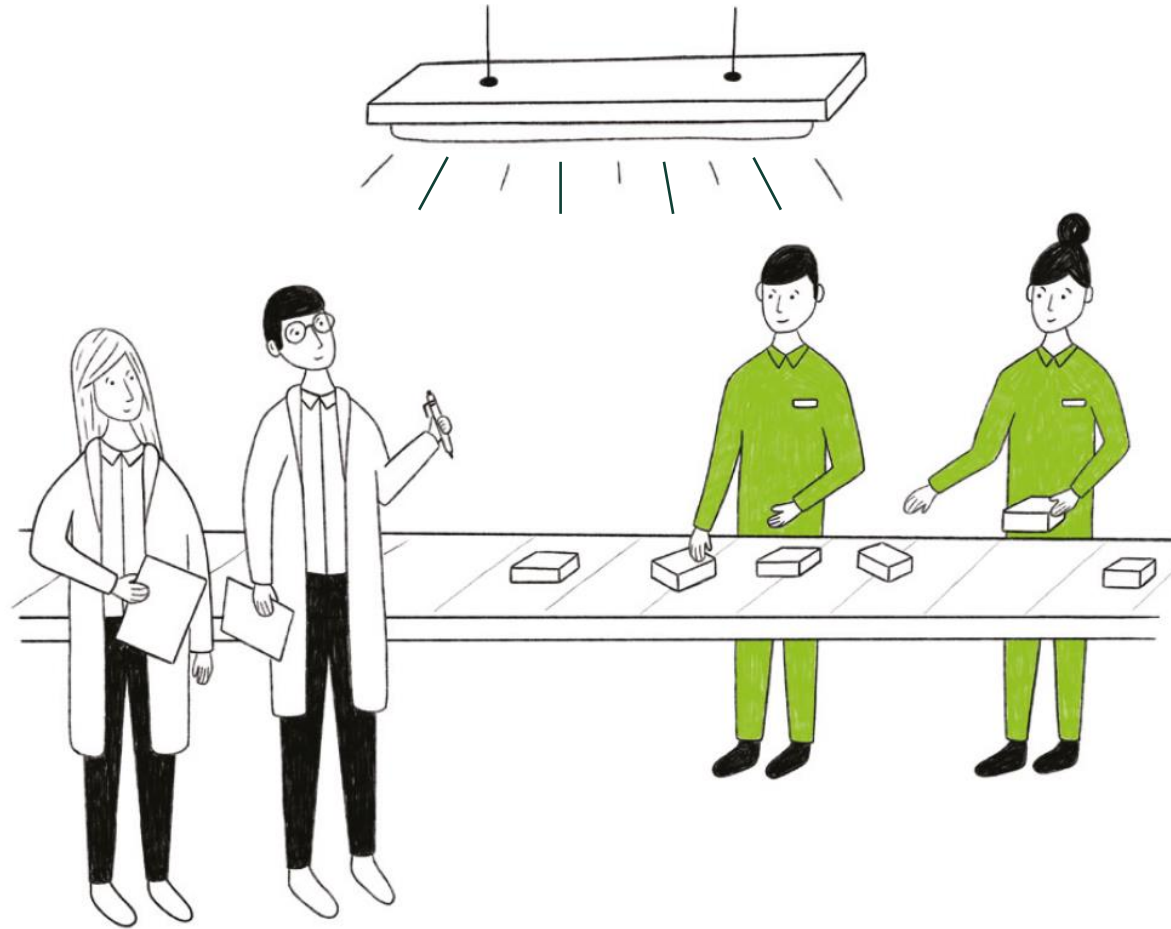


The Hawthorne Effect



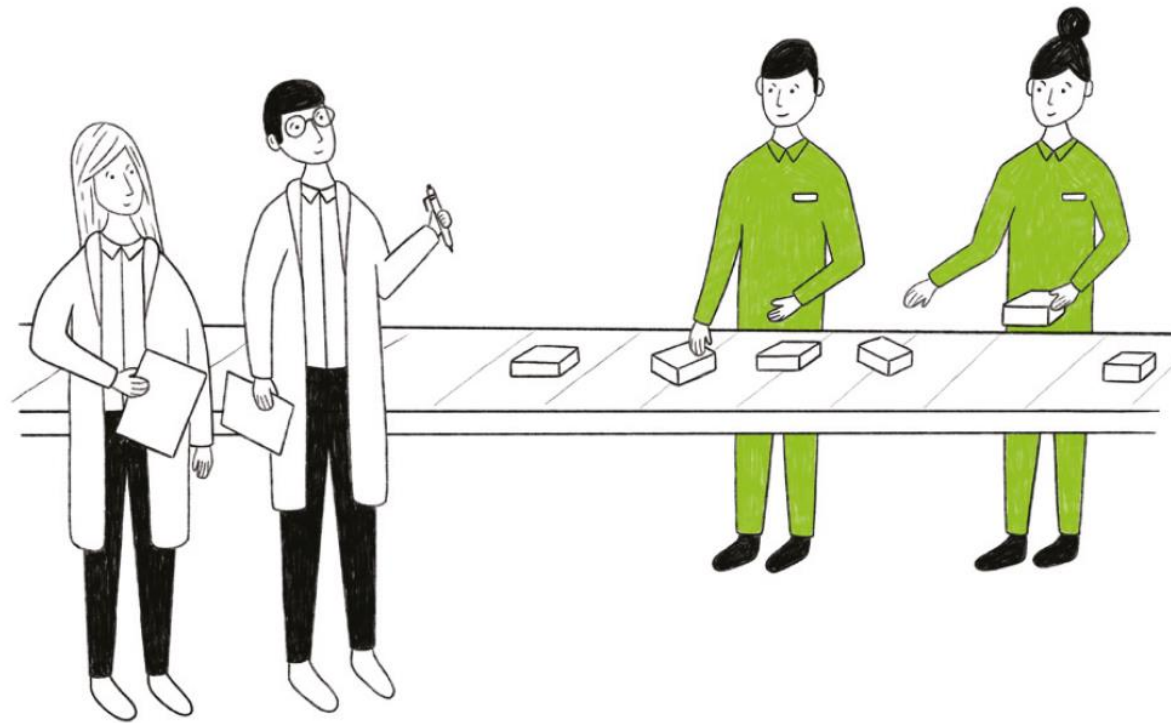


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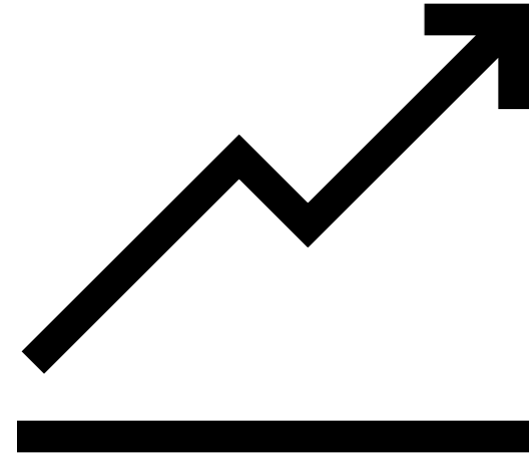
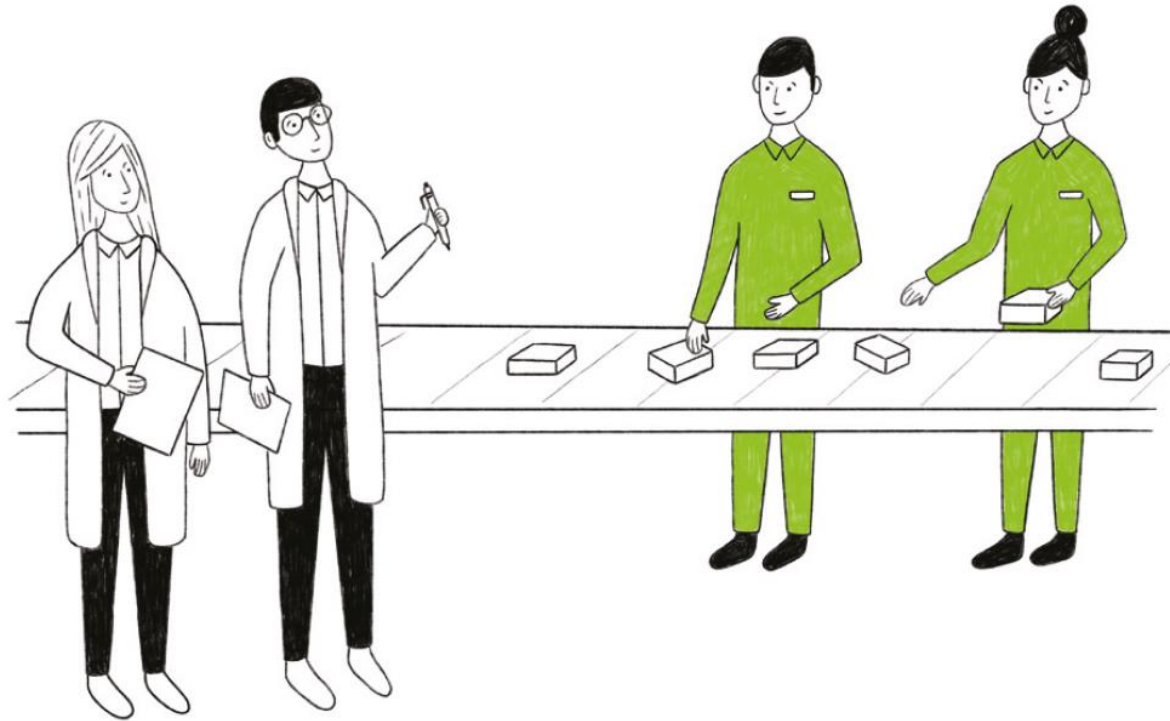


The Hawthorne Effect



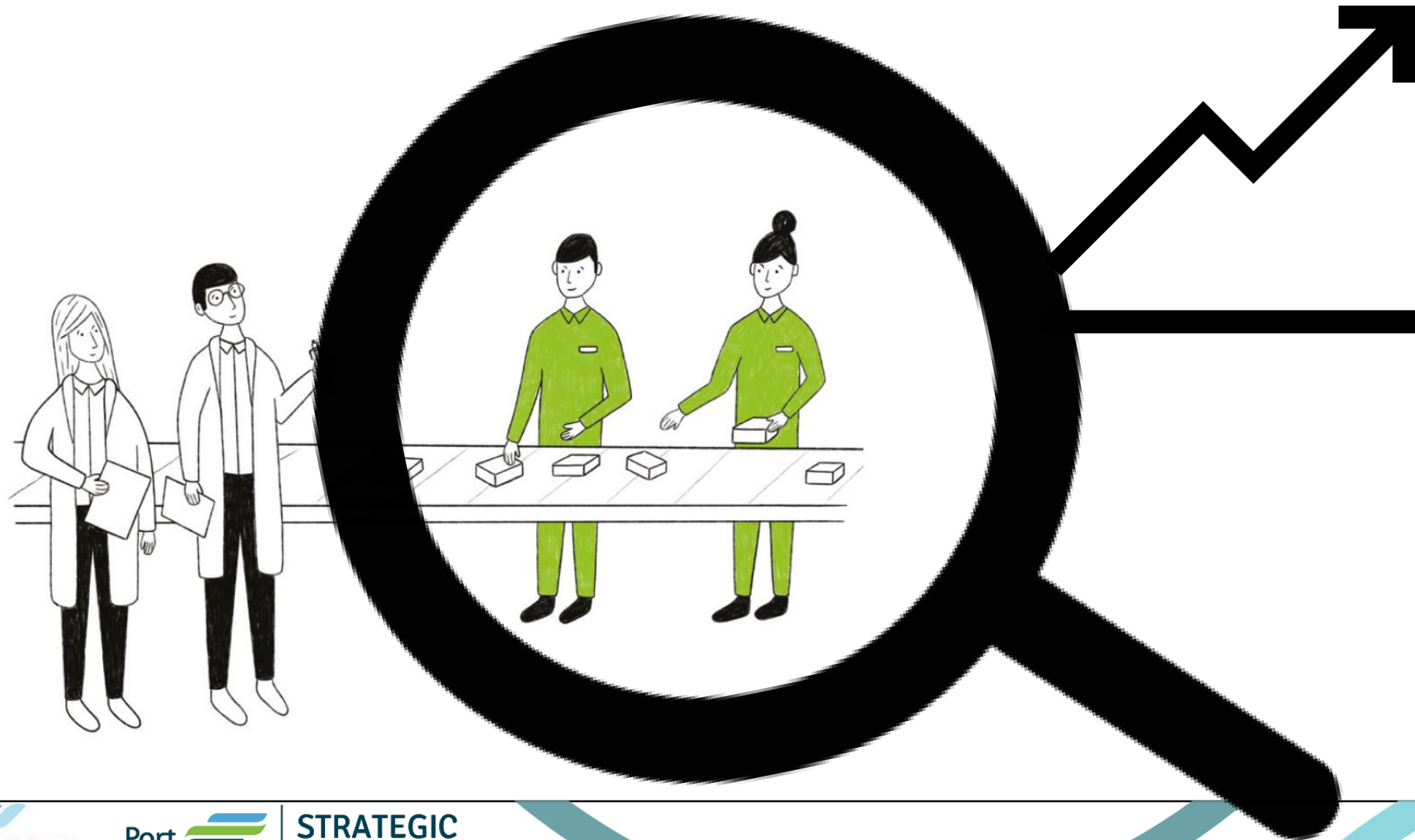


The Hawthorne Effect





The Hawthorne Effect

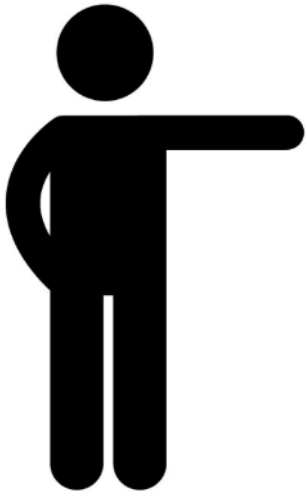




Gemba Walk at Toyota

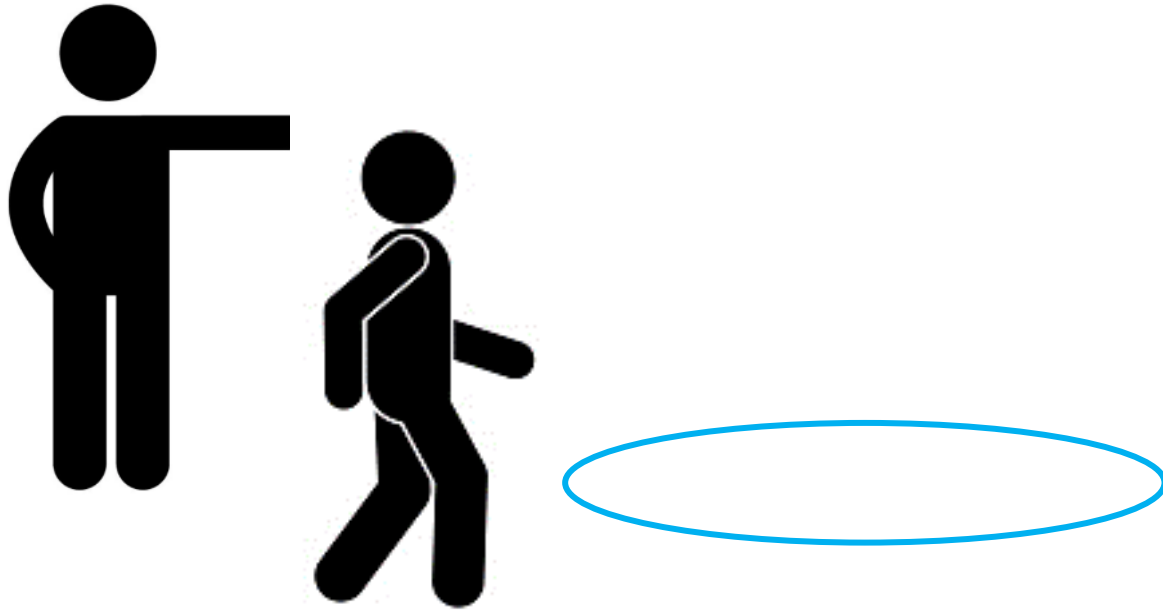


Taiichi Ohno Story



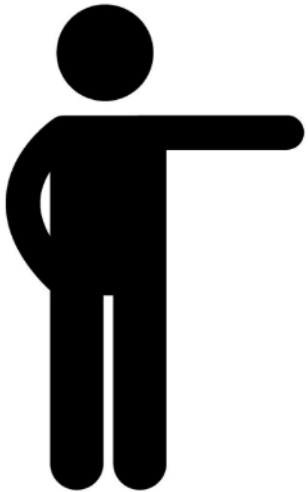


Taiichi Ohno Story





Taiichi Ohno Story





Taiichi Ohno Story





Taiichi Ohno Story





Taiichi Ohno Story





**“Gemba is the
Mirror to
Management.”**

- Hide Ōba



 **AVEX, INC**

Takenori Kato

CEO



Management Time Allocation in Japan:





What Can GEMBA Mean?

The place where you get your work done

On the phone with customers

In a meeting discussing the issues

Where your direct reports are working

Any place where value creating work is happening









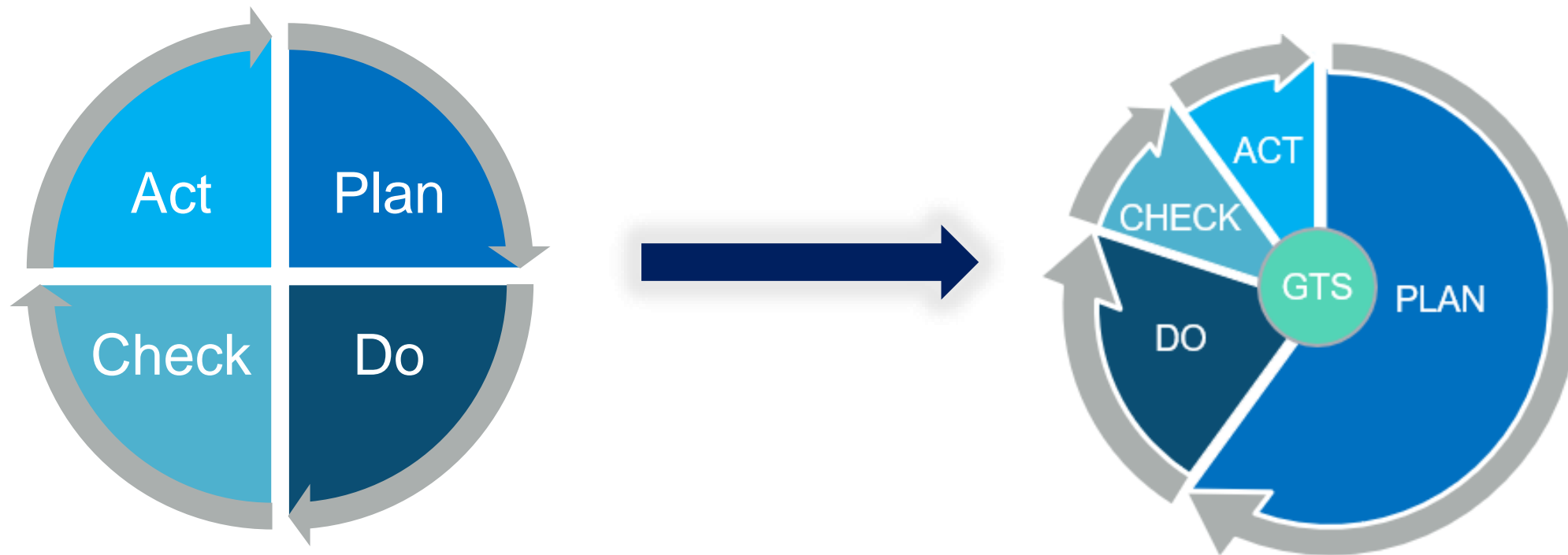








PLAN, DO, CHECK, ACT(ADJUST) (PDCA)



GRASP THE SITUATION (GTS)



The Benefits of Gemba Walks !



**Leadership
Development**



**Find
Opportunity**



**Take Action
To Fix Things**



**Develop
Trust**



**1:1
Coaching**



Getting Results from Gemba



How to Get Results from Gemba Walks

You must have a **GOAL**

GO!

Build Trust

OBSERVE

ACT

LINGER

Follow Up



GO (Build Trust)





OBSERVE





ACT





LINGER

Report

PORT CONSTRUCTION SERVICES

Port Construction Services

Date: 2023-Apr-11

Field: Moeller

rv: Chris

CM: Chris Moeller

Weather: Rain

Project ID: 104791 PCS40

Project Name: NSAT Light Panel Replacement

Work Progress: test work completed Did it yesterday

Location: Shift: Swing

Hindrances or Delays:

Contractors: Lights inc.

Port Equipment Used: Service truck

Materials & Teamster Needed: testing 3,2,1

Materials Purchased: soap, scrub brushes

Recycled Materials (lbs.): 25

Rentals: Fork Lift

Crew On Site:

Anthony Grose - Carpenter, hrs,

Brian Couch - Cement Mason, hrs,

Earl Williams - Laborers, hrs,

Other Crew: teamster Pat

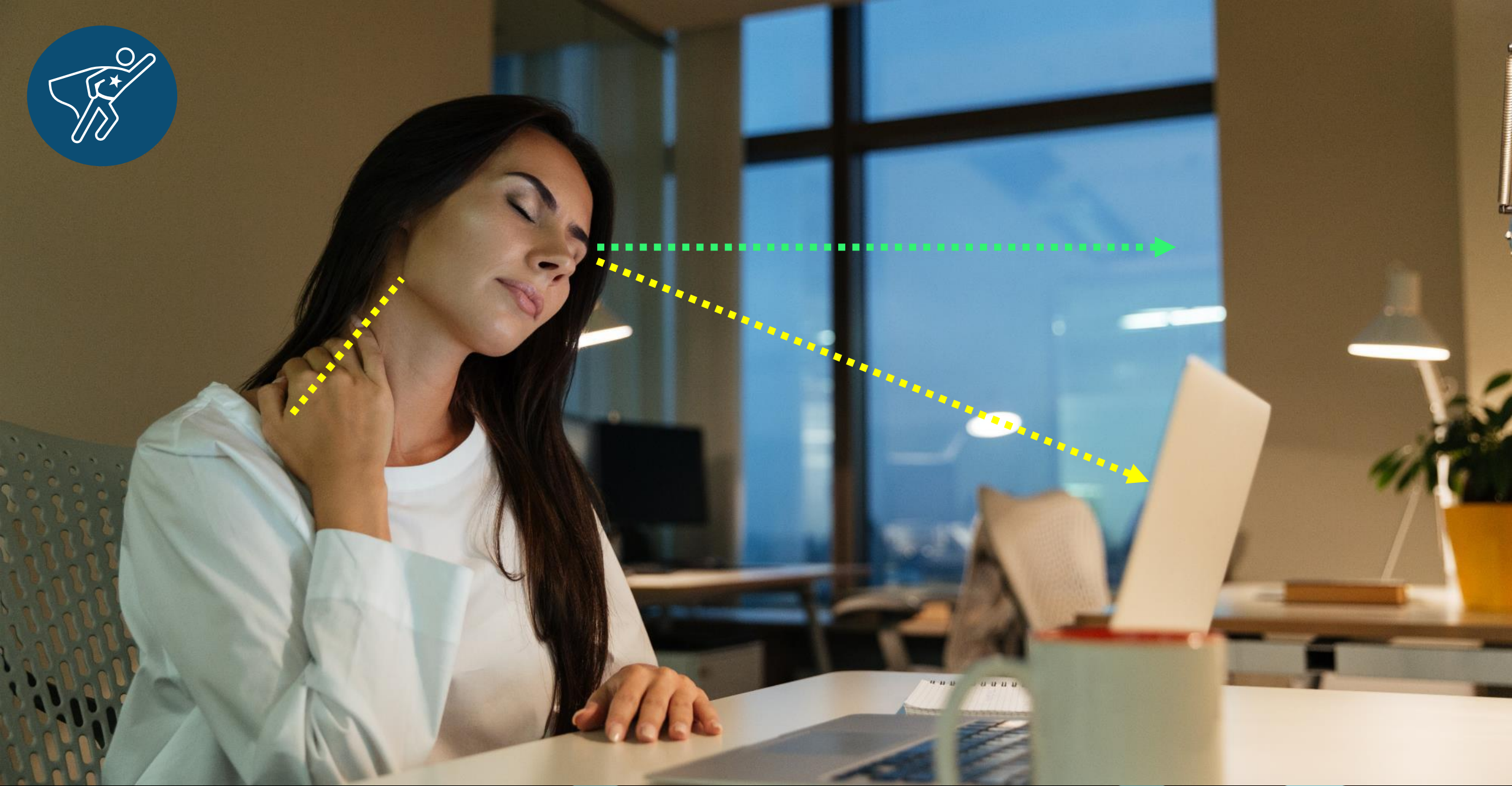
Were there any safety issues? No

Were there any injuries? No

Were there any environmental issues? No

Sub pic #1









CPI Success Story Ramp FOD Improvement

<https://vimeo.com/537048523/27b18d6e20>



Success Stories:

Using CPI and Lean to Improve Safety on the Ramp









GEMBA WALK PLAN

Go See Plan				
CPI Event or Workshop:		0	Date	
Work Area		0		
Role	Name	Name	Notes	
Team Lead & Timekeeper			Sets up the visit, moves team to next place	
Gather/ record process data			Track time, volume, # people, space	
Gather/ record WIP/ Delay/ defects			Track WIP, delay, # and types defects	
Observe/ record waste/ angry clouds			Record types of waste in process	
Safety & Risk			Look for any safety issues or potential risks	
Go See Schedule				
Time Frame	What part of the process	Who	Location/ any special directions	
0 - 15 minutes				
15 - 30 minutes				
30 - 45 minutes				
45 - 60 minutes				
60 - 75 minutes				
Adjust time frame to work for the process. You might need * more stops; * more than 15 minutes for some steps; * transit time	From process map	Team leader arranges in advance	Include any directions such as where to meet, PPE needed, who will provide access, how to find location if difficult, etc.	

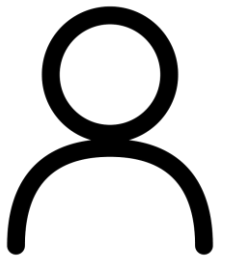
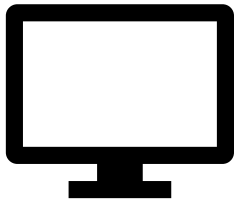


Request for Help from the Alteryx Team



Microsoft
Teams

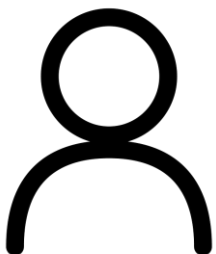
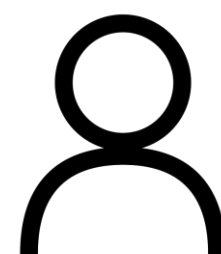
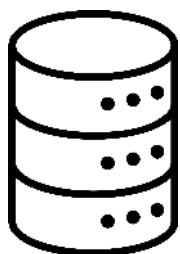
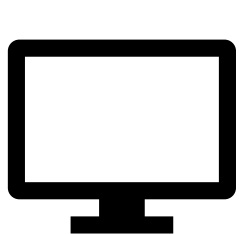
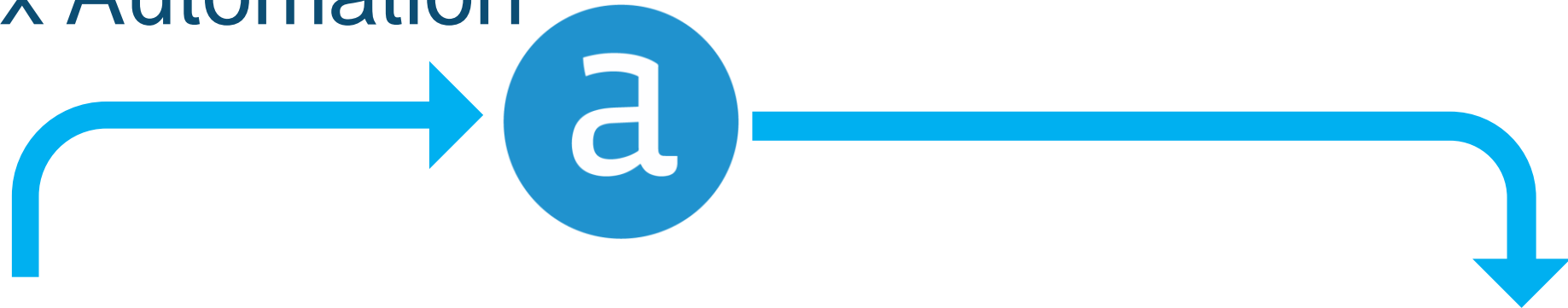
Virtual Gemba Walk



1.5 – 3 Hours



Alteryx Automation



$\times 150 \times 2 \times 12 = 3,600$ hours save per year



Andon = Lantern





Andon Cord





Andon Cord



Make It Visible



Counter Measure Document

Leader: _____ Date: _____ Time: _____ Area: _____

STRATEGIC INITIATIVES

Clarify the Problem		Go & See		Temporary Counter Measure		Rules <small> DAY 1: Immediately upon notification of a problem: Practice Going & Seeing – Immediately Go to the Process “Point of Occurrence” and See the Problem for yourself. Implement Containment Counter Measures ASAP Brief plan to your Leader and/or Stakeholders (Consensus Building) Brief plan at next Improvement Meeting Determine Root Cause END OF WEEK: Report out on your plan, counter measures, <u>validation</u> and sustainment plan. NEXT 90 DAYS: IF there has been no reoccurrence after 90 days, Tracking can be closed. IF reoccurrence was observed, repeat process to find root cause and develop a better solution. </small>
WHY 1	WHY 2	WHY 3	WHY 4	WHY 5	Root Cause	
Counter Measure		Check to Confirm Result	Action Required		Closed	
<small>OWNER: _____</small>						

LEGEND:
BEFORE ANDON IS OFF
END OF DAY
END OF WEEK
90 DAYS
Weeks with no reoccurrence: ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐



Leader: _____ Date: _____ Time: _____ Area: _____

Clarify the Problem		Go & See		Temporary Counter Measure		Rules
What's the Issue?		What did you observe?		What will you initially do to mediate the issue?		<p>DAY 1: Immediately upon notification of a problem: Practice Going & Seeing – Immediately Go to the Process “Point of Occurrence” and See the Problem for yourself. Implement Containment Counter Measures ASAP Brief plan to your Leader and/or Stakeholders (Consensus Building) Brief plan at next Improvement Meeting Determine Root Cause</p> <p>END OF WEEK: Report out on your plan, counter measures, validation and sustainment plan.</p> <p>NEXT 90 DAYS: IF there has been no reoccurrence after 90 days, Tracking can be closed. IF reoccurrence was observed, repeat process to find root cause and develop a better solution.</p>
WHY 1	WHY 2	WHY 3	WHY 4	WHY 5	Root Cause	
What is your 1 st ‘Why’?	What is your 2 nd ‘Why’?	What is your 3 rd ‘Why’?	What is your 4 th ‘Why’?	What is your 5 th ‘Why’?	What do you believe the Root Cause(s) to be?	
Counter Measure		Check to Confirm Result	Action Required			Closed
<p>OWNER: _____ Who is the owner?</p> <p>What will you do to improve the situation? What does Done look like?</p>		How will you quantify and sustain the improvement?	What are the tasks that need to get done to do to ensure that the improvement is successful?			What are your reflections on solving this issue?

LEGEND:

BEFORE ANDON IS OFF

END OF DAY

END OF WEEK

90 DAYS

Weeks with no reoccurrence:





Using Gemba to Motivate



Ritsuo Shingo (1947–2023)

*"Go with big eyes,
Go with big ears,
Not with a big mouth."*



How to Interact with People to Make a Difference

- Introduce yourself
- Ask them to introduce themselves (Remember their names!)
 - Build Relationships of Trust (BRT)
- Let them know why you are there
 - Create a SAFE environment
- Observe
- Try to really understand what is happening
- Ask clarifying non-judgmental questions



“To ask the right question is already half the solution to a problem.”

- Carl Jung



Questions on a Gemba Walk to Avoid

What you ask can build or tear down trust. Be careful what you ask.

Avoid “Why” Questions:

- “Why” can be accusatory
- “Why” creates a confrontational cycle
- “Why” is backward looking
- “Why” requires insight which they may not have
- “Why” asks for a definitive answer, a result
- “Why” is a challenge, not an invitation



Questions to Ask on a Gemba Walk

Be genuinely interested in what the frontline has to say.
Invite them to explore the problem and solution with you.

Ask “What” & “How” Questions:

- “What” shows the need to change
- “What” is an invitation to partner in the investigation
- “What” can be done better next time?
- “How” helps uncover what needs to be done
- “How” focuses on the future
- “How” can it be improved?



Gemba Tours

Sometimes it is difficult to see what is right in front of you.

Gemba Tours provide you an opportunity to:

- Learn from the experiences of others
- Provide new perspectives (Learning Opportunities)
- Improve Morale



Benefits of Lean Gemba Tours

Gemba Tour Benefits



**Increased
Department
Capability**



**Greater Ability
to Find
Improvements**



**Employee
Development**



**Employees
Feeling Valued**



**Increased
Organizational
Trust**



**Increased
Employee
Engagement**



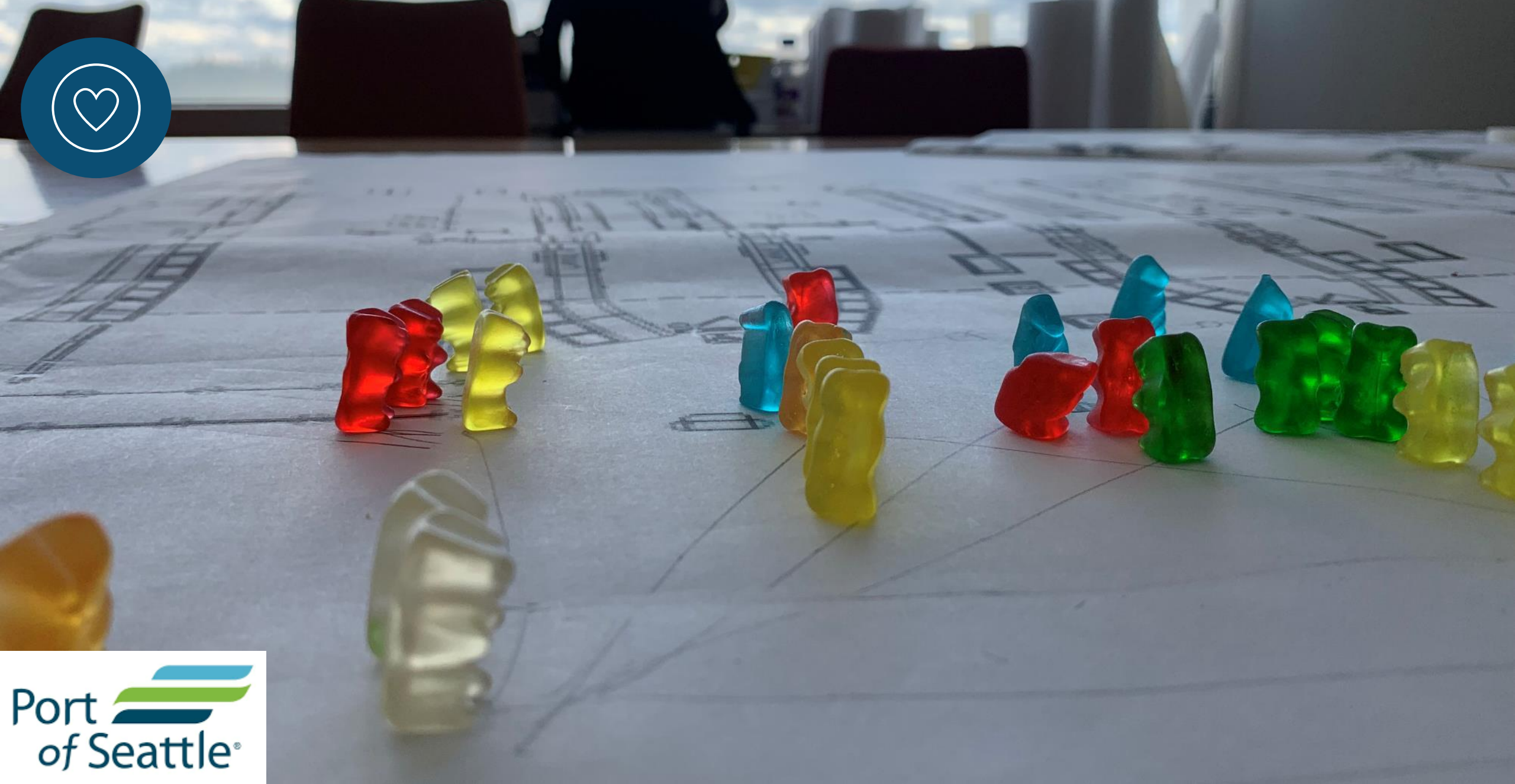
Organizational Gemba Walks



continuous process
improvement



STRATEGIC
INITIATIVES





continuous process
improvement



STRATEGIC
INITIATIVES











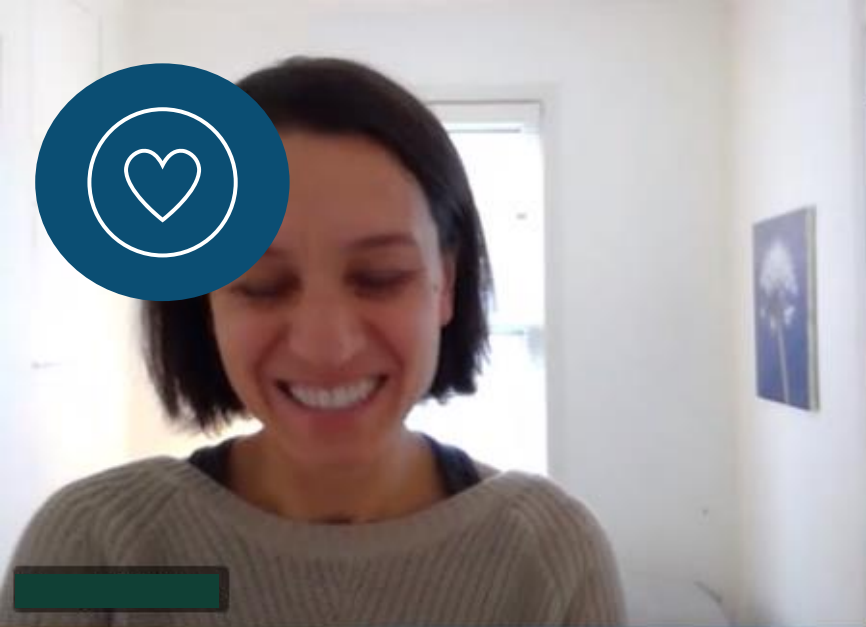
Public Agency Gemba Walks











THE PORT AUTHORITY
OF NY & NJ

 continuous process
improvement

Port
of Seattle

**STRATEGIC
INITIATIVES**



CI Appreciation Week

Lounge



Closing Event & Look Ahead to 2021



2020 Retrospective



Entrance

Start here



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Project Showcase



THE PORT AUTHORITY
OF NY & NJ

continuous process
improvement

Port of Seattle

STRATEGIC
INITIATIVES



PORT
THORITY
NJ
AND RAIL SEA

100
1921 2021

THE PORT AUTHORITY
100 YEARS OF MOVING
THE REGION



THE PORT AUTHORITY
OF NY & NJ

continuous process
improvement

Port
of Seattle

STRATEGIC
INITIATIVES



Private Sector Gemba Walks



kaas tailored



kaas tailored





kaas tailored



Japan Gembu Walks



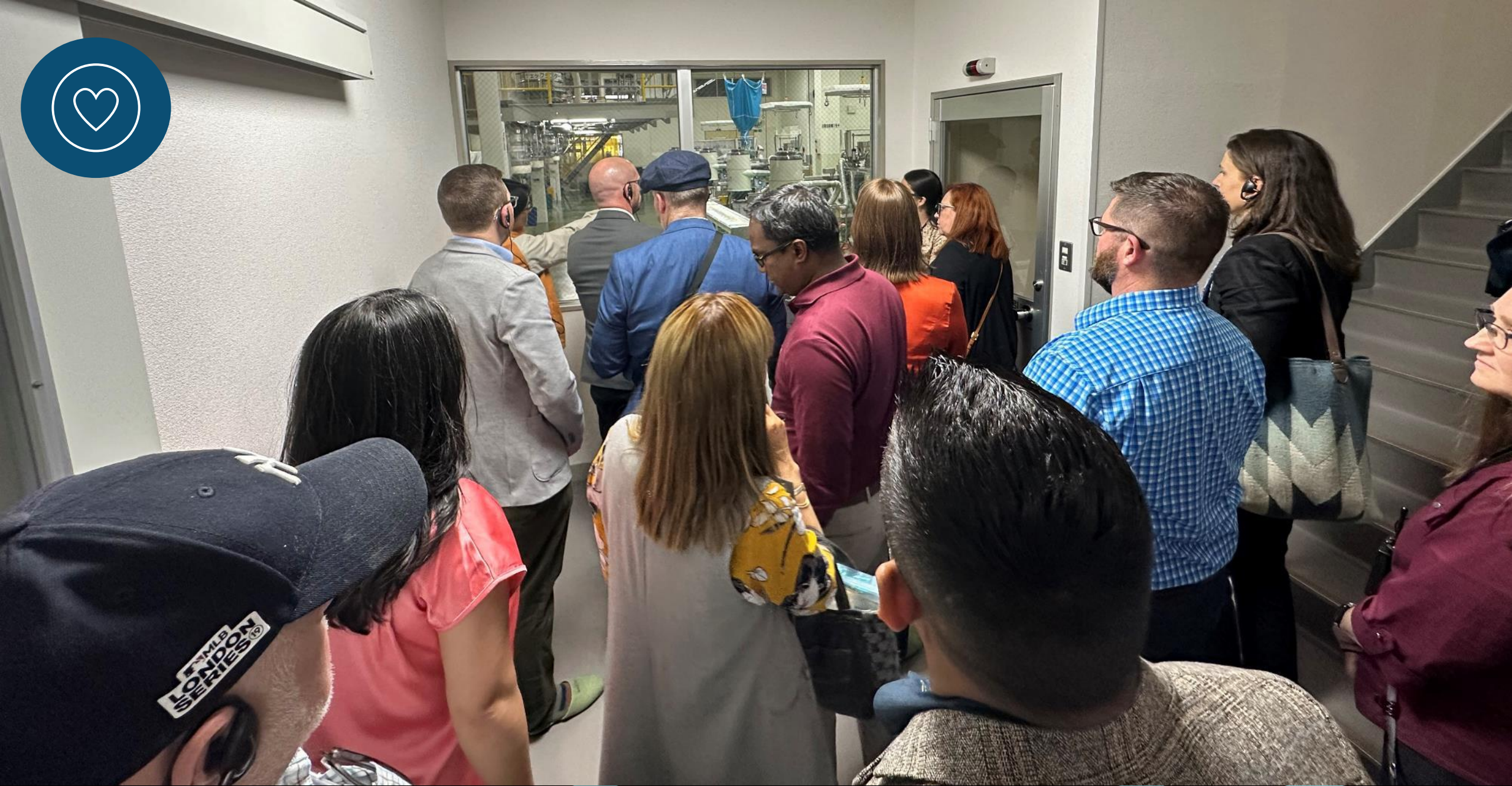
トヨタ産業技術記念館

Toyota Commemorative Museum of Industry and Technology

2023 年 5 月 9 日













Port Employee Feedback

I believe applying what I learned will help make me more effective for the PORT.

Going to Japan deepened even more my excitement about CPI/Lean. It helped me realize how much I can still learn about applying and using these topics.

“True Gemba” happens when frontliners are heard and are given the opportunity to practice their creativity with the support and encouragement of their leader.

I know my leaders really care about me because they asked me to go to Japan and invested in me. I want to take what I learned and help my team succeed!



Port Employee Feedback

I learned how concepts such as joy, happiness, and fun can be integrated into business

This experience was full of opportunities to witness the power of 5S, Hoshin Kanri, and visual management systems. This results in happy employees and quality products. Win-Win!!

This has definitely expanded my Lean horizons, especially regarding KPIs

I try to get out in the field as much as possible and I also work hard to get other leaders out in the field as well. I scheduled the Executive Leadership Team to have their monthly meeting out at our Terminal 91 location and meet the staff, have lunch with them, have a tour with them. It's incredibly important.



Morale Improves as a Result of Gemba Walks

To see a change in the morale of your people you need to invest in your people.

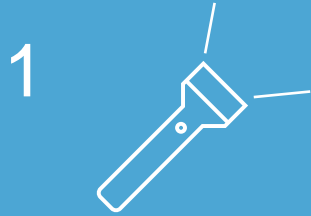
Send them to see how other organizations are using Lean.

This shows:

- They are important to you
- That you value them
- That you trust them
- That you are supportive of transforming the culture

GEMBA WALKS FOR RESULTS & MOTIVATION

GEMBA WALKS



1
**Choose Where to
Focus Your
Improvement
Efforts**



2
**Set Clear Goals
& Understand
Problem to be
Solved**



3
**Ask the Right
Questions,
Open Ended and
Non-Accusatory**



4
**Engage with
Those at Gemba
to Build Trust**



5
**Capture
Observations
and Assign
People to Solve**



6
**Provide Visible
Support for
Process
Improvements**



7
**People Will See
What You are
Doing and Want
to be Part of It**



8
**Actively Include
Your People and
Watch Morale
Improve**

Thank You! Any Questions?

Speaker:

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Continuous Process Improvement Program Manager

Thatcher.j@portseattle.org



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continuous process
improvement

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INITIATIVES