

20TH ANNIVERSARY

Construction Gemba Walks

Insert Presenter name, company affiliation

REFLECTING ON OUR PAST, ENVISIONING OUR FUTURE

INSERT PRESENTATION DATE



Session Objectives

- 01.** Gain a basic understanding of Gemba and Gemba Walks
- 02.** Observe and discuss actual Gemba Walks
- 03.** Consider improved ways to see work and talk to workers



Gemba is....

- ▶ Where the work is done

- ▶ Where the value is created

- ▶ Where management can observe to help improve



A Gemba Walk is.....

A visual and purposeful walk at the **source of the work** to thoroughly see and understand work processes and the frontline work



The 3Ps of a Gemba Walk



PURPOSE

- Do people understand their work?
- Are they improving their value stream
- Learn what actions are necessary?
- Evaluate work standards
- Is the jobsite is organized - using 5S
- Look for waste
- Uncover chances for improvement

PROCESS

- Are work activities aligned?
- Are hand-offs reliable and efficient?
- Does work flow? Are we using pull?
- How's progress tracking?
- Are materials sequenced JIT?
- Does work variate from standards?
- Do we need new standards?

PEOPLE

- Increase trust
- Improve training and learning
- Ask questions. Inspire suggestions
- Create a safe, sharing environment
- Solve root problems continuously
- Respect and challenge people
- Raise accountability

3 Simple Steps of a Gemba Walk

01.

Define Walk
Purpose &
Prepare for it

02.

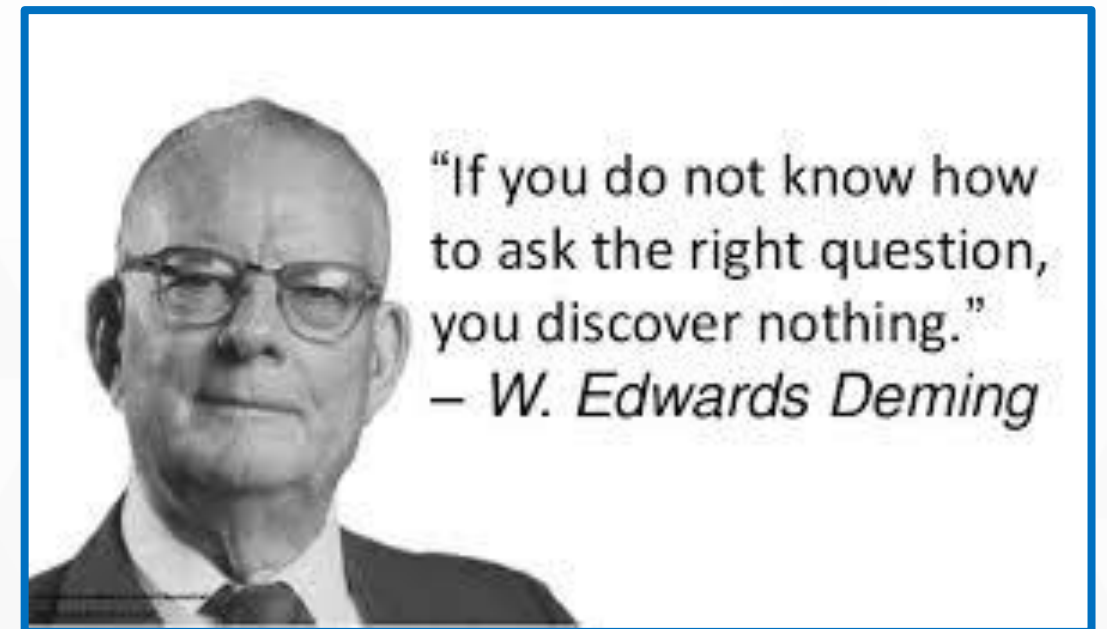
Do the walk.
– Go See
– Ask “what” then “why”
– Show Respect

03.

Debrief
the
walk

Guiding Questions

- What are you doing today?
- Why are you doing this today?
- How's it going?
- How do you know if you're doing it well?
- How will you know it's been a successful day?
- What are your constraints?
- If you run into issues, who helps you solve them?
- Do you have all the resources that you need?
- Who follows you? What do they need from you?
- Do you have any ideas to improve the work?
- ***What would you ask?***



Generating Value



If it is not something the client is willing to pay for, it is non-value added. Everything else is waste, and therefore should be eliminated, simplified or reduced.

— “The Toyota Way” by J. Liker

Who Creates Value? **Not sure about this**

Those who design

Those who construct

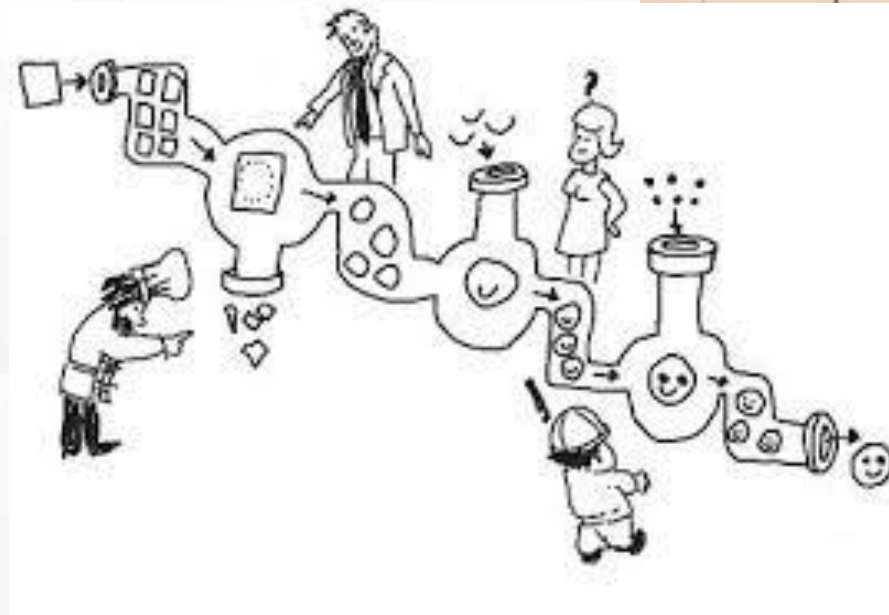
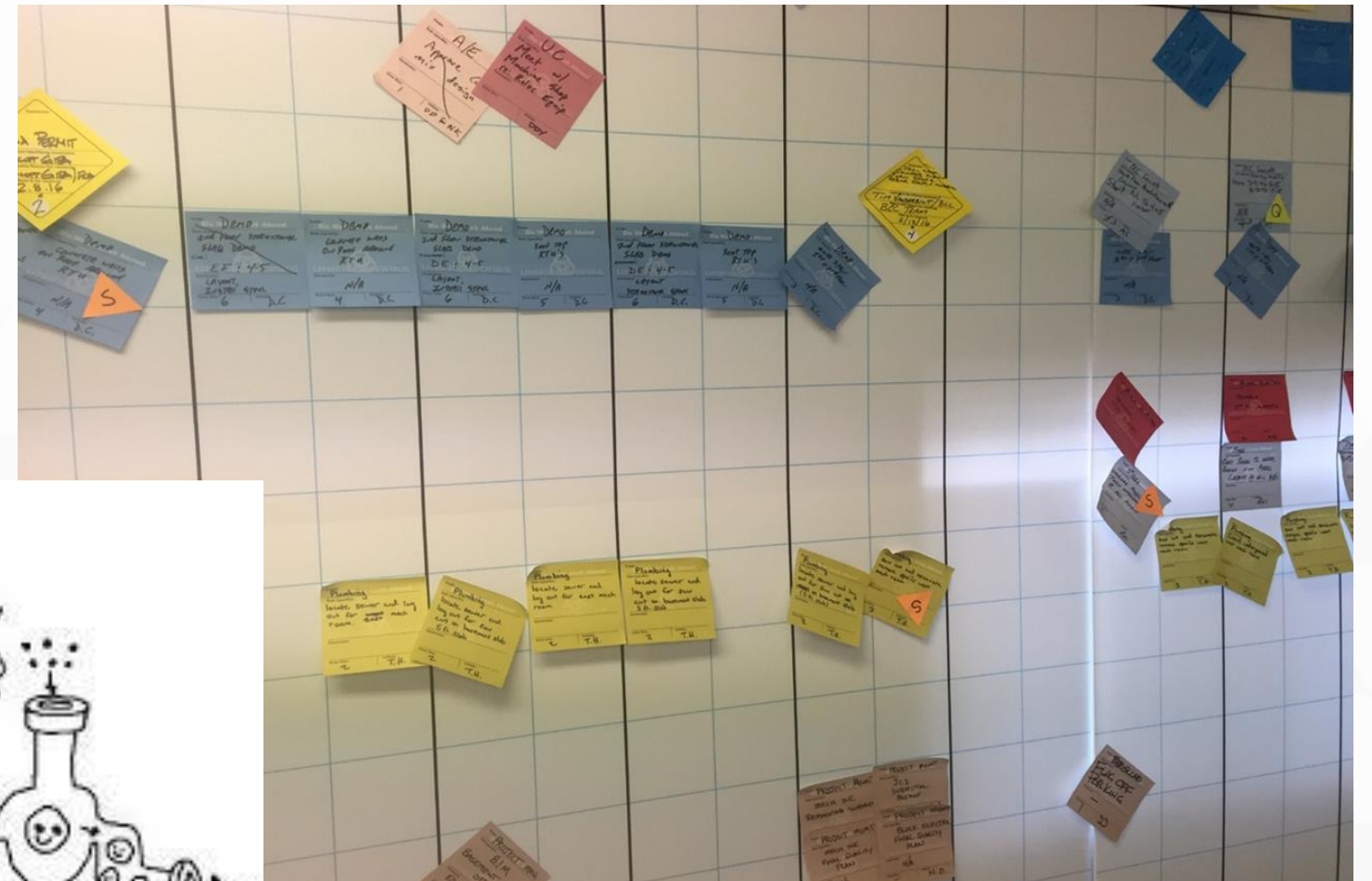
Those who sell

Everyone else serves the value creators!

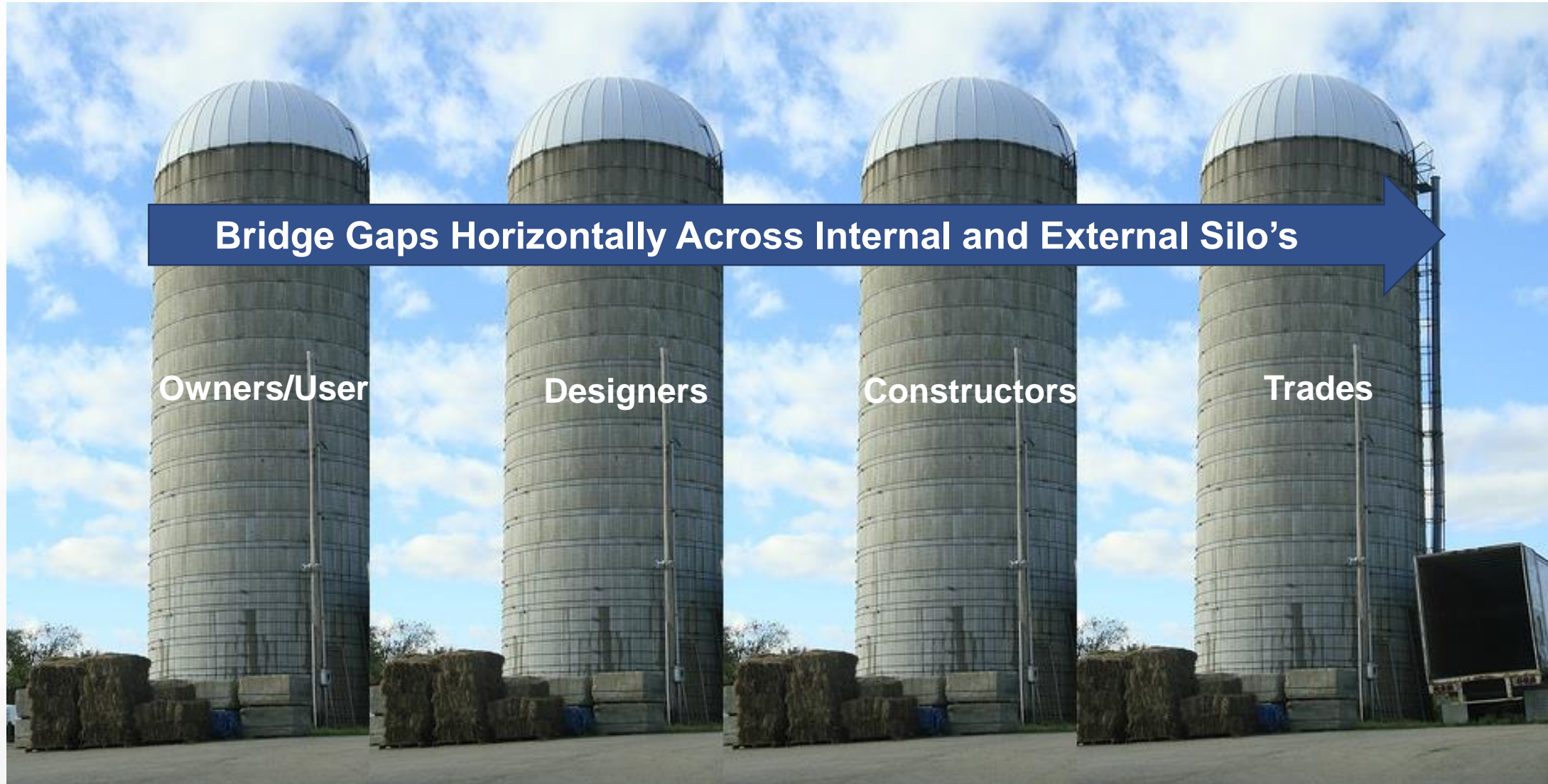


A Value Stream is....

A sequence of interdependent activities to either design, produce and/or deliver a good or service to a customer, and includes the dual flows of material and information.



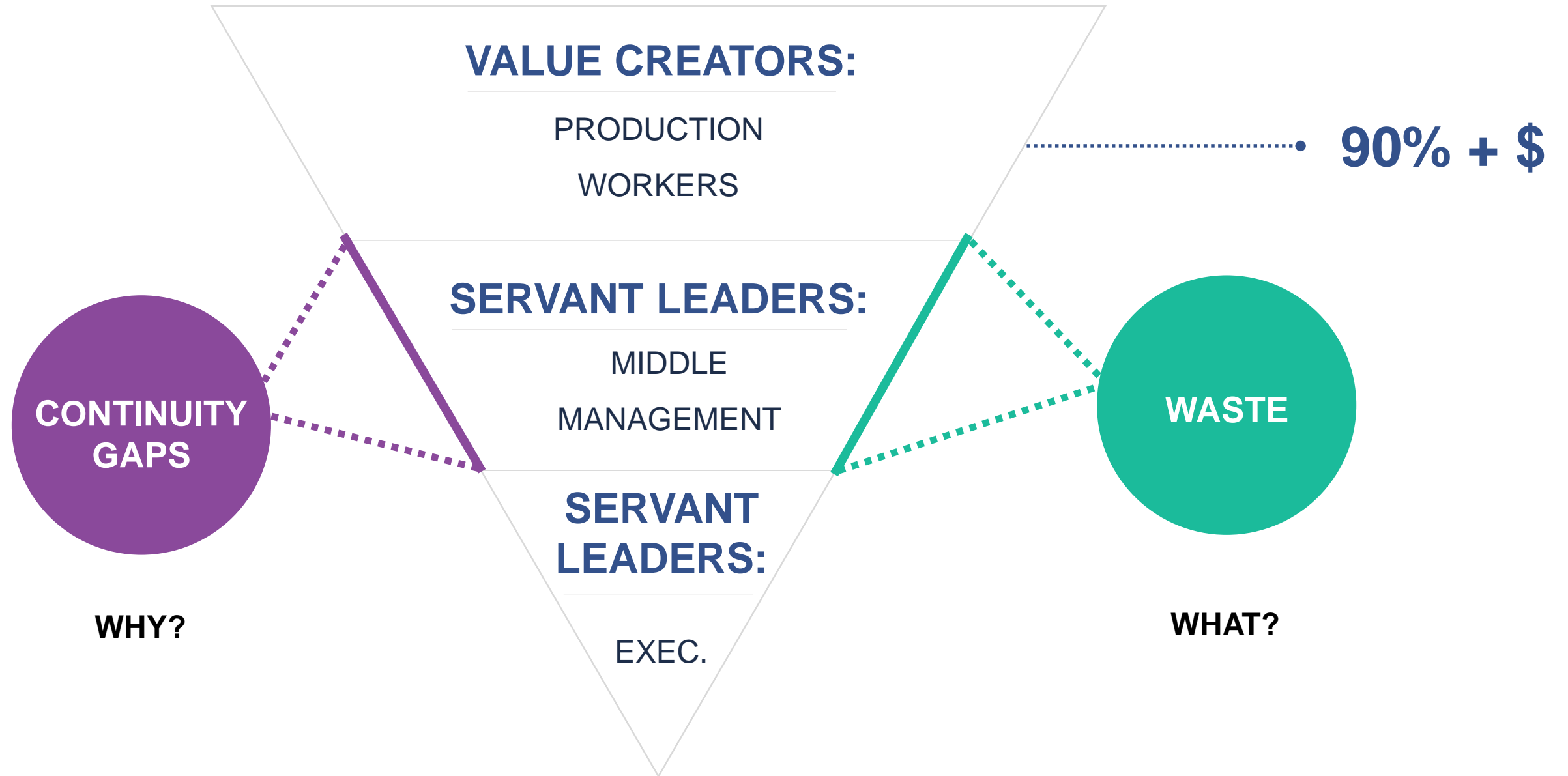
Gemba Walks Unify Stakeholders



Continuity Triangle

V
E
R
T
I
C
A
L

G
A
P
S



Modern Management vs. Lean Management

Modern Management:

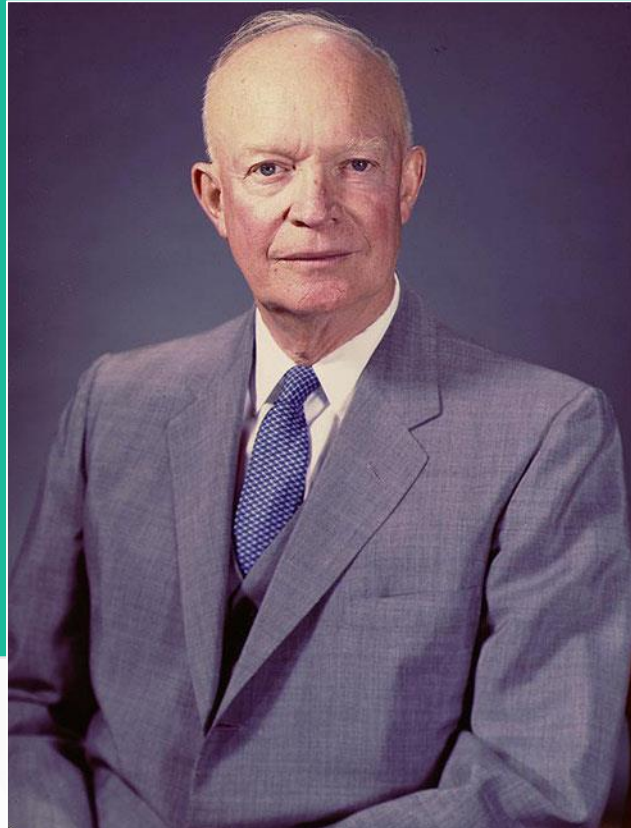
- Authority
- Results
- Give answers
- Plans
- Formal education
- Staffs improve processes
- Decisions made remotely with data
- Standardization by staff
- Go fast to go slow
- Vertical focus

IN THE OFFICE

Lean Management:

- Responsibility
- Process
- Ask questions
- Experiments
- Workplace learning
- Line mgrs. and teams do
- Decisions made in workplace with facts
- Standardization by line mgrs.
- Go slow to go fast
- Horizontal focus

AT GEMBA



**Farming is easy when the plow
is your pencil and you're a
thousand miles from the field.**

– Dwight D. Eisenhower

What to Look for and Ask About in Gemba

- Standard work or variations from
- Pull and flow
- Waste
- Work place organization (5S)
- Improvement efforts
- Morale

Be respectful and helpful



PURPOSE

CUSTOMER
VALUE




PEOPLE

MAKE EVERYONE CAPABLE
AND RESPONSIBLE



**PROBLEM
SOLVING**

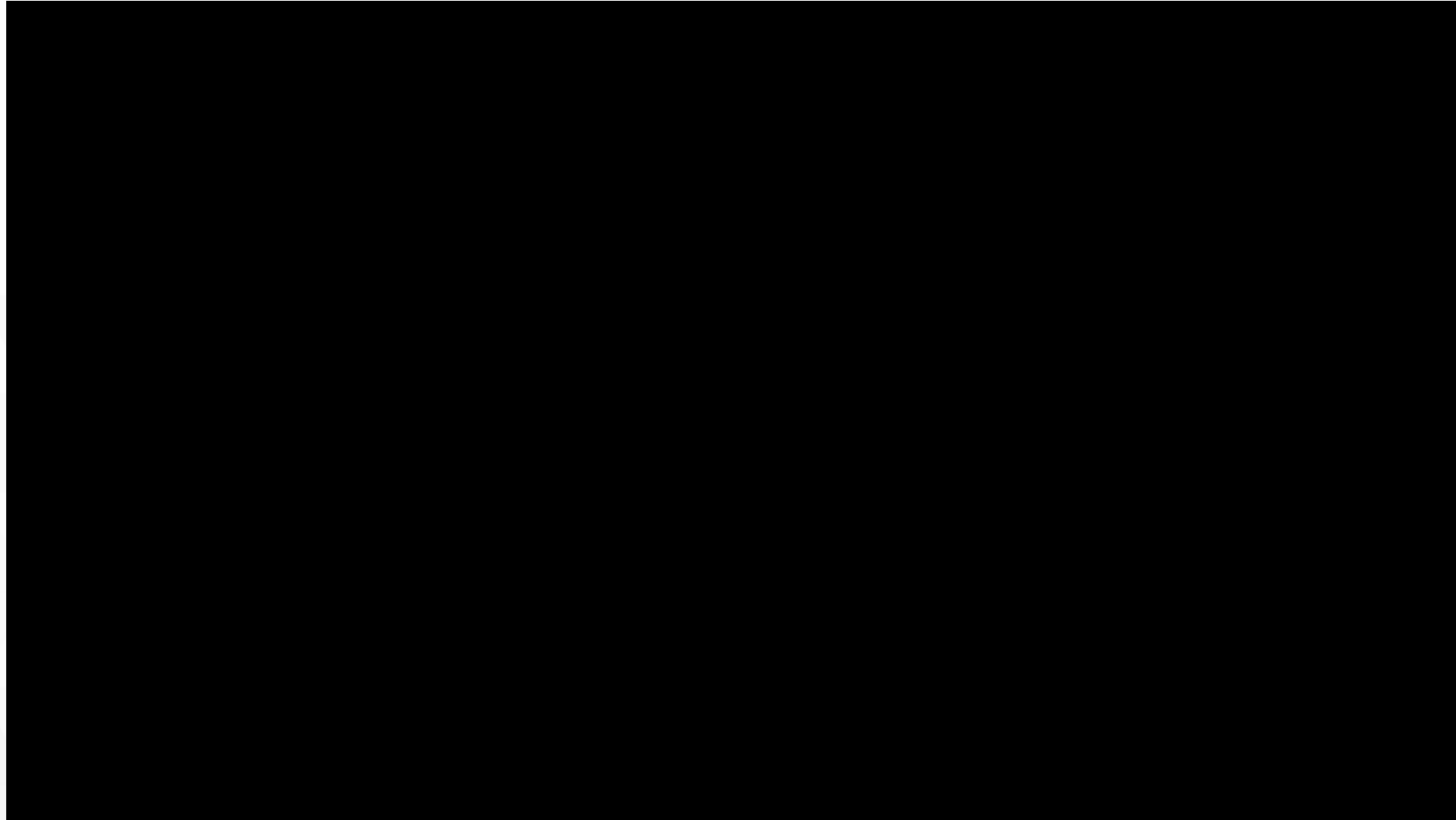
PDCA



PROCESS

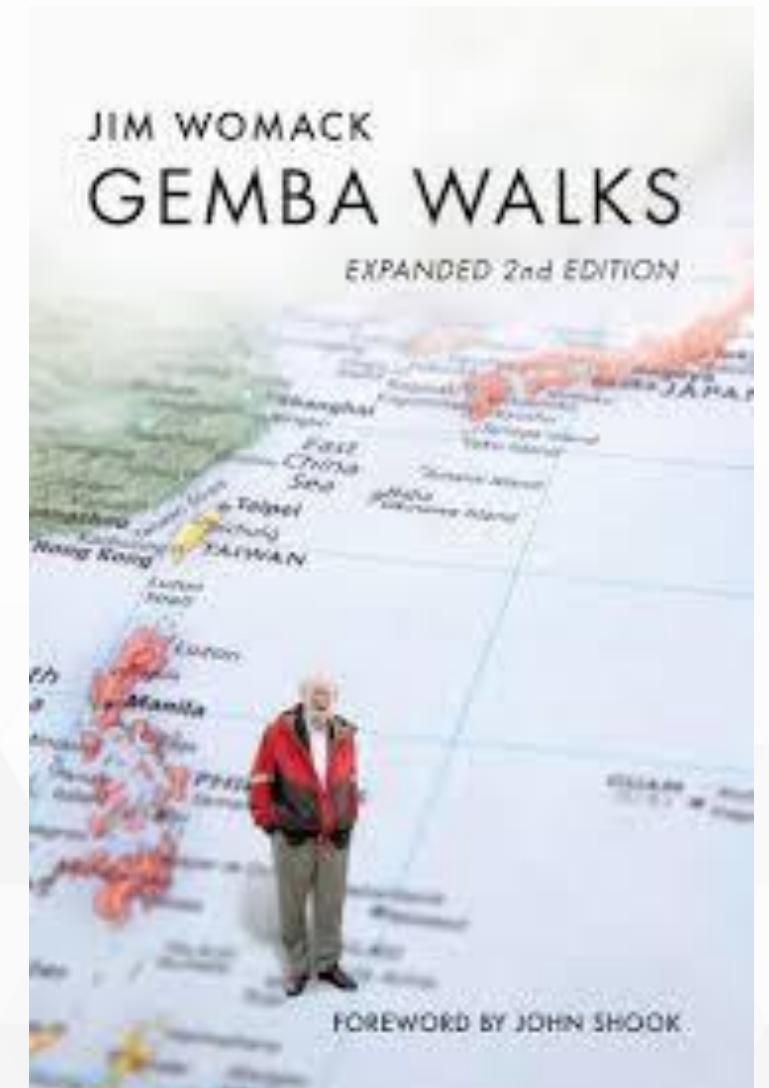
ELIMINATE WASTE
VARIATION & OVERBURDEN

Gemba Walk (Talk) in Detail



Let's Recap What We've Learned So Far

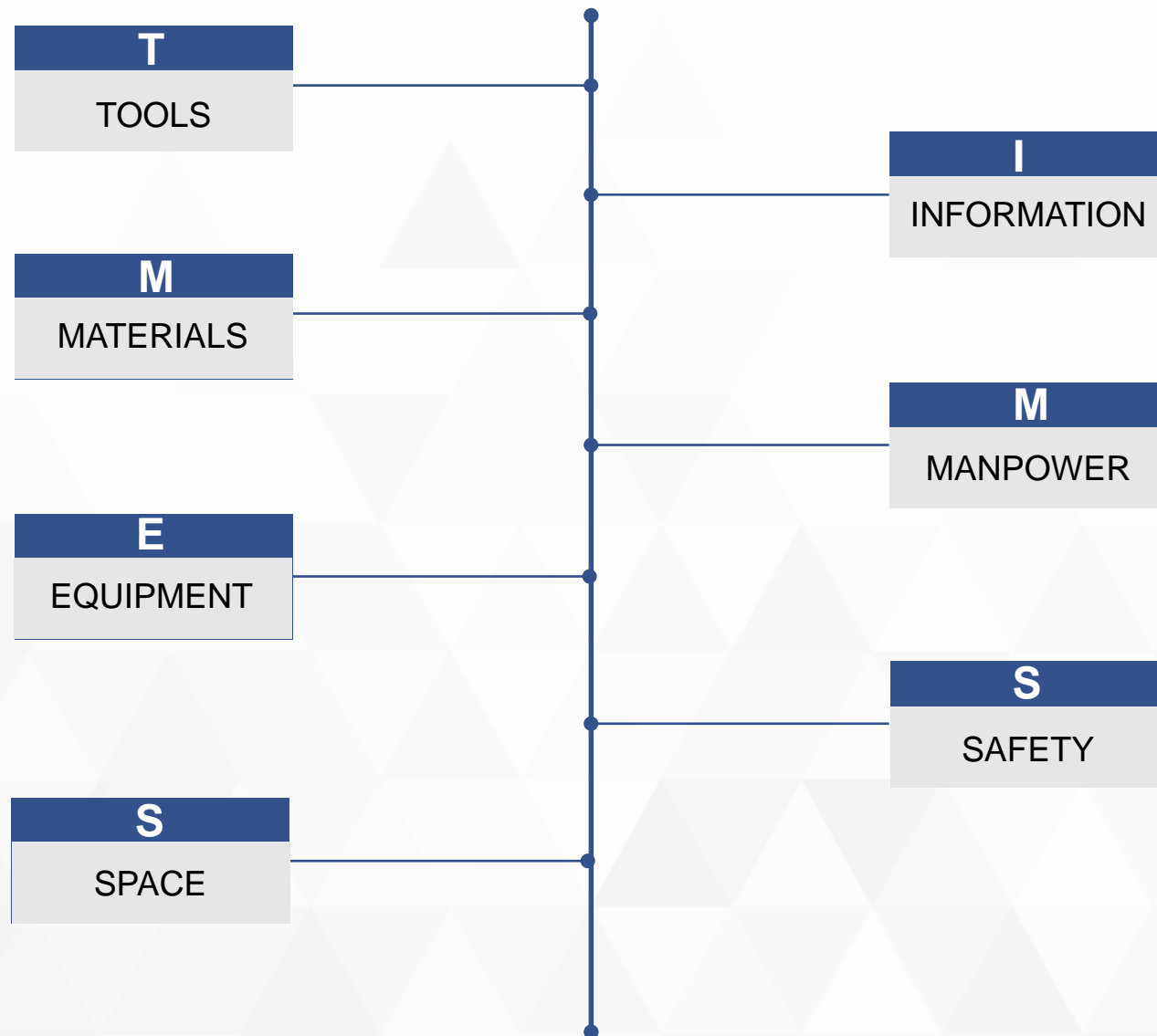
- Gemba is where the value is created
- A Gemba walk is purposefully learning more about your processes and people
- Engaging questions help you see better
- Value is transformation for which the customer is willing to pay
- Designer, constructors **and business developers** create value – all others serve them
- A value stream is a sequence of interdependent activities to serve and satisfy the customer
- Walking Gemba brings people together
- Lean managers manage at the worksite, traditional managers manage from afar



Wastes in the Value Stream

D	Defects
O	Over-Production
W	Waiting
N	Non-utilized Resources / Talent
T	Transportation
I	Inventory
M	Motion
E	Excess Processing

Are These Resources or Constraints?



IF YOU HAVE THEM THEY ARE...

RESOURCES: ADD VALUE AND KEEP WORK FLOWING.

IF YOU DON'T HAVE THEM, THEY ARE...

CONSTRAINTS: INTERRUPT WORK AND CAUSE WASTE

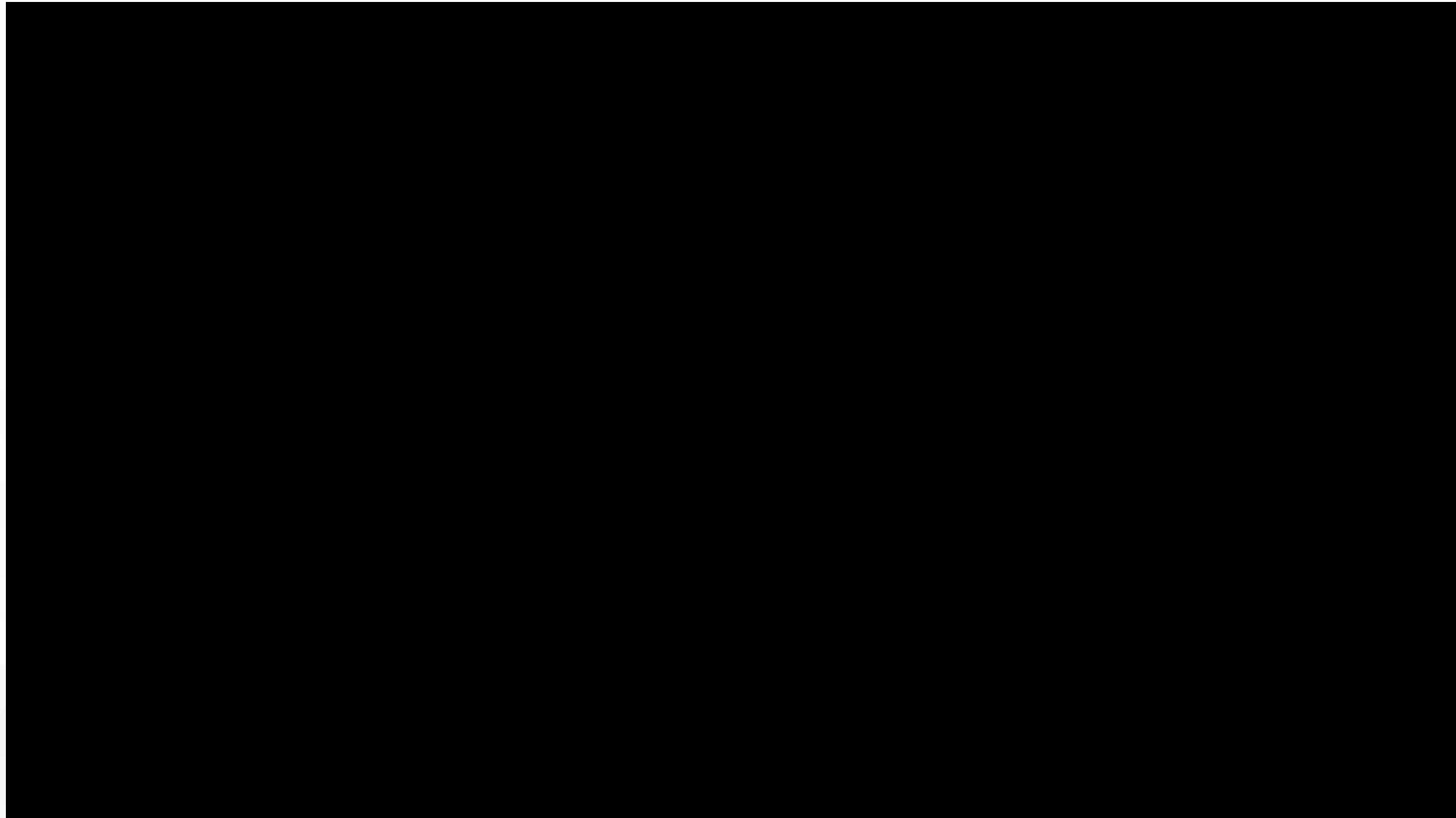
What Did You See or Hear?

If you're doing something that's not working for you,
STOP
doing it.

If you're doing something that's working for you,
KEEP
doing it.

If there's something you think might work for you if you did it,
START
doing it and see what happens.

Waste, Resources and Workflow



Remember Gemba Walks...

connect process and people improvements

help to deeply understand the current condition
of the workplace and people

bridge gaps between management and front
line work / workers

are the check of PDCA – it precedes the adjust



Special Thanks

- Michael Bremer and Brian McKibben of the Cumbeland Group
- Kevin and Karen Ray of Clicks Web Design
- **Name the Gemba committee**
- Lean Construction Institute
- Ken Bauwen, Anthony Camasta, John Coppe, Bill Degnan, Nancy Dolan, Brian McKibben, David Olson, Peter Plapp, Rich Seiler
- Suits in Motion

HOW TO DO A GEMBA WALK A LEADER'S GUIDE



MICHAEL BREMER

Question and Discussion



The Last Planner® System (LPS) eLearning Advantage

Take your Lean journey to the next level through the Lean Construction Institute (LCI) Immersive Education Program's Introduction to Last Planner® System eLearning course.

LPS Connecting Conversations:

The key achievable goal of this course is to learn how to engage at all five levels of LPS effectively on a day-to-day basis with a team implementing the System.



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ON-DEMAND
learning you can do on any smart device



SMALL BATCH
learning to increase retention



PERSONALIZED LEARNING
to appeal to various learning styles



KNOWLEDGE CHECKS
along the way to benchmark learning

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Stay tuned for eLearning courses such as:

- Introduction to Lean Project Delivery
- Introduction to Lean in Design
- Mindset of an Effective Big Room



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