THE 3 P’S OF GEMBA:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Process</th>
<th>People</th>
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<tbody>
<tr>
<td>• Do people understand their work?</td>
<td>• Are work activities aligned?</td>
<td>• Increase trust</td>
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<tr>
<td>• Are they improving their value stream?</td>
<td>• Are hands-off reliable and efficient?</td>
<td>• Improve training and learning</td>
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<td>• Lean what actions are necessary?</td>
<td>• Does work flow? Are we using pull?</td>
<td>• Ask questions. Inspire suggestions</td>
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<td>• Evaluate work standards</td>
<td>• How’s progress tracking?</td>
<td>• Create a safe, sharing environment</td>
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<td>• Is the jobsite organized – using 5S</td>
<td>• Are materials sequenced JIT?</td>
<td>• Solve root problems continuously</td>
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<tr>
<td>• Look for waste</td>
<td>• Does work variate from standards?</td>
<td>• Respect and challenge people</td>
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<tr>
<td>• Uncover chances for improvement</td>
<td>• Do we need new standards?</td>
<td>• Raise accountability</td>
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GEMBA WALK RECAP:

• Where the value is created
• Understand, influence, and connect people on processes
• Value is what the customer is willing to pay for
• Designer, builders and seller create value
• A value stream is a sequence of interdependent activities
• Can’t lead from your office
• It’s the CHECK part of PDCA

quot;If you do not know how to ask the right question, you discover nothing."  
– W. Edwards Deming

QUESTIONS TO HELP YOU UNDERSTAND AND INFLUENCE:

• 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 a 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?

ADDITIONAL RESOURCES:

How to Do a Gemba Walk: Take a Gemba Walk to Improve Your Leadership Skills by Michael S. Bremer
Gemba Walks Expanded 2nd Edition by Jim Womack
www.leanconstruction.org

KEY IDEAS TO REMEMBER:

NEW ACTIONS TO TAKE: