



THE 3 P'S OF GEMBA:

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

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

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 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:
