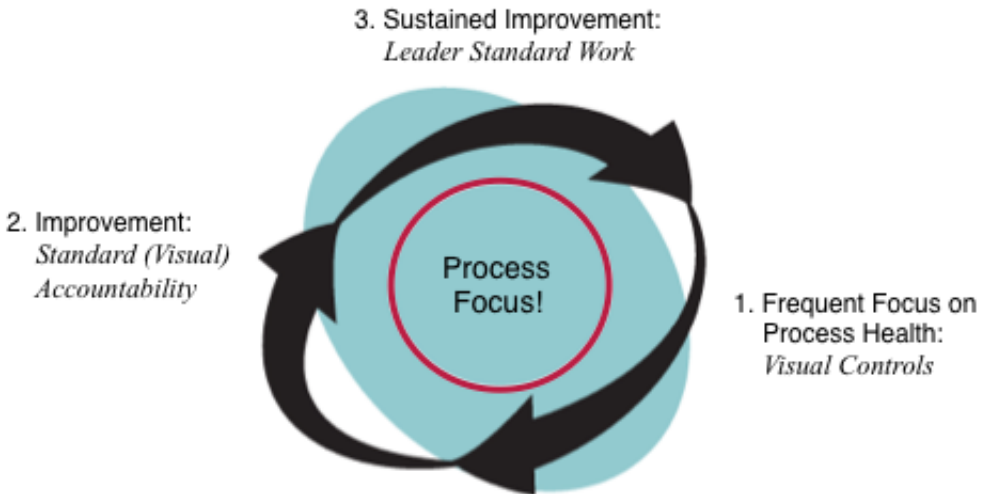


Why Gemba Walk the Lean Management System



When the Lean Management System is healthy, you can be confident the underlying Lean Production System is robust and producing improvement, and that your organization understands, executes, and supports both of these interdependent Lean systems.

The objectives of Gemba walks are to master understanding and assessment of the Lean Management System.

1. **Visual Controls** trigger a close focus on the process, in part to sustain the gains of Lean Production applications, and in part to capture process misses (problems, interruptions, delays, and frustrations) as they happen.
2. **Standard Accountability Processes** convert the problems captured on the visuals into assignments for action, first to understand the root cause of the problems, then to eliminate them. This improves the stability and performance of the work process.
3. **Leader Standard Work** maintains the visual controls and accountability process, and monitors and reinforces recent process changes to be sure they are understood and executed consistently.

Following from the interdependence of the Lean Production and Lean Management Systems, Gemba walking Lean Management allows you to judge for yourself the health of your Lean strategy, first hand at the front line. Gemba walking also provides an opportunity for you to assess the integrity with which your Lean strategy has been deployed and is being executed down through the chain of command.