

PathStone Group



PathStoneGroup.com



The Process Walk

Agenda

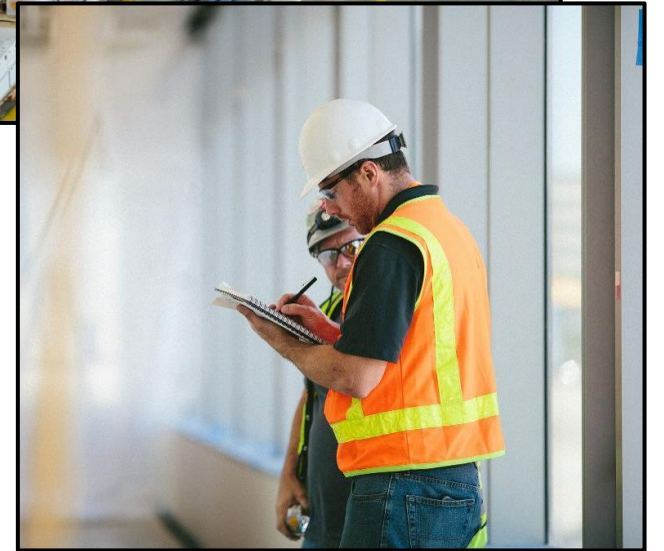
1. The Process Walk: What is it ?
2. The Process Walk purpose and benefits ?
3. Goals and Objectives
4. The Three Elements
5. Guideline
6. The Process Walk (Gemba Walk) Sheet
7. Takeaways



Introduction

What is it ? - The GEMBA -

The term "gemba" comes from Japanese and it means "**the actual place**". In Lean management, "gemba" is the most important place for a team as it is the place where the actual work happens.



Introduction

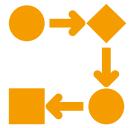
Purpose and Benefits

Allow managers and leaders to observe the **actual work process**, **engage** with employees, gain **knowledge** about the work process and **explore opportunities** for improvement.



Process Walk

Goals and Objectives:



Focus on the process, not on people.

Observe, understand, and improve the process, or we will only face resistance.



Be where the value stream is.

Following the value chain. Eliminating wasteful activities will help improve the overall performance.



Record the observations.

Do not make suggestions during the walk. Write everything that grabs attention. Do not offer a solution immediately, leave the analysis for later.



An extra pair of eyes.

Invite a colleague from another department. Someone with totally different daily tasks.



Follow-up.

Share with the team what we have learned or seen. Inform the team about the upcoming changes and why they are necessary.

Process Walk

The three elements:



Go and see – Take regular walks around the shop floor and to be involved in finding wasteful activities.



Ask why – A good leader is always eager to listen rather than talk. Focus on finding the weak spots of the process.



Respect the people – Is not a "boss walk". We are there to collaborate with the team and find problems together.

Process Walk

Guideline:

1. **Huddle** with the team members:
 - a) Describe the **purpose**,
 - b) **Review** the various forms of wastes and examples,
 - c) Pass out copies of the "**Waste Walk Sheet**", and
 - d) **Assign** areas to walk to the team.
2. **Go out** on the waste walk in where the action happens (Gemba) and look for examples of each waste.
3. **Move** to areas in individual assignments and study the areas for 30 to 45 minutes.



Process Walk

Guideline:

4. **Do NOT explain** to the people that we are looking for "waste" but that we are observing how things flow through the shop floor.
5. **Take notes** of the example observed on the Waste Walk Sheet.
6. End the walk when **at least one** type of waste is identified.
7. Return to the team and **discuss the observations**.



Process Walk

Guideline:


8. Do this **once a week** with the team over the next three weeks. Vary the times and the days to get a better picture of what is really happening in the shop floor.
9. In the fourth week, bring the team together and review the previous three weeks' worth of information. Draft a Waste Walk as a "**Lessons Learned Report**".



TOOLBOX



Process
Walk
Sheet

GEMBA WALK (PROCESS WALK)		
 PathStone Group		
Area of Focus		Date of Walk
Bottle forming production room		27-01-2022
Participants		Reason of Inspection
Ernest Y	Winnie D	The reason for this gemba walk was to inspect Pack 3 for existing visual management, kanban, and potential kanban oppurtunities.
Akrin Val	Eric C	
Sunit F	Samuel J	
Observation Checklist	Score (1-5)	Observations
1. Room is clean and organized?	4	No current operation running; Although, packaging material from previous PRs (tubes, tins) still in the room; Unexpected pallet blocking the kanban
2. 5s enforced and followed?	4	No current operation running; Although, packaging material from previous PRs (tubes, tins) still in the room.
3. Standard Work Instructions and layouts are being followed?	N/A	Tables were set to the side due to no operations.
4. Maintenance required for any equipment?	5	No maintenance required.



Takeaways

- The Process Walk Sheet is a **simple data collection form**, designed for transactional processes. It is used to ask pertinent questions during a Process Walk.
- The sheet must **include questions that will help to understand** the process to be observed in a better way.
- Use all the data that was collected as **part of a continuous improvement process** and **identify potential hidden values and opportunities**.
- A **post-Gemba walk closes the loop** and **shows respect** to the people that have been observed.



Thank You



PathStone Group



PathStoneGroup.com

Copyright notice -

This content is copyright of © PathStone Group 2022. All rights reserved.

Any redistribution or reproduction of part or all of the contents in any form is prohibited other than the following:

- you may print or download to a local hard disk extracts for your personal and non-commercial use only
- you may copy the content to individual third parties for their personal use, but only if you acknowledge the PathStone Group website as the source of the material

You may not, except with our express written permission, distribute or commercially exploit the content. Nor may you transmit it or store it in any other website or other form of electronic retrieval system.

The Process Walk

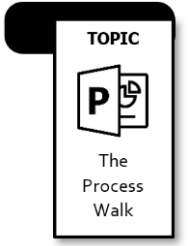
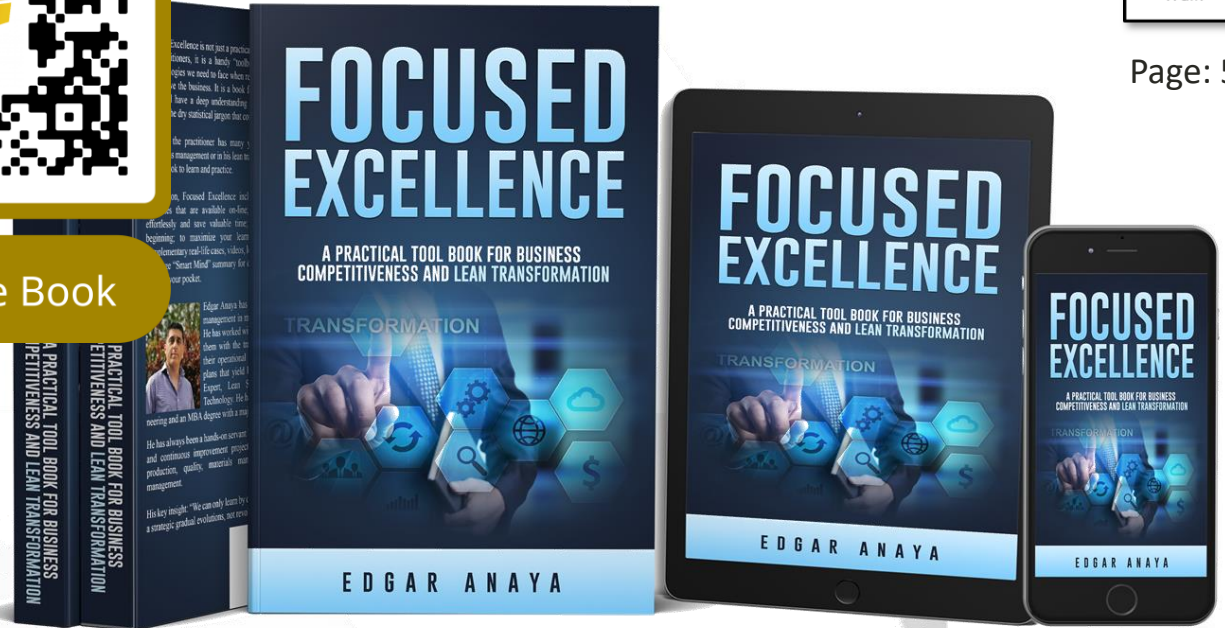
PathStone Group



PathStoneGroup.com



Get the Book



Page: 56

edgar@pathstonegroup.com

Reference: Focused Excellence
by Edgar Anaya
© 2022

A Practical Tool Book for
**Business Competitiveness and
Lean Transformation**