Date/Start Time and End Time:	Name:	Instructions:

Case Details:

1) Intros, 2) Explain the purpose of a GEMBA, 3) Silently observe process, 4) Be respectful & non-judgmental, 5) Document learnings, 6) Ask Why/Clarifying questions

Go to the Gemba. Write steps and observations below. Use additional questions (next slide) to generate ideas.

Questions to Consider — High level Process Step 1:

- Any sub-steps in the process?
- # of employees?
- Roles involved?
- Processing time (start/end)?
- IT systems or tools utilized?
- % complete & accurate?
- Defects / Failures?
- Workarounds used?
- Communication used?

Questions to Consider — High level Process Step 2:

- Any sub-steps in the process?
- # of employees?
- Roles involved?
- Processing time (start/end)?
- IT systems or tools utilized?
- % complete & accurate?
- Defects / Failures?
- Workarounds used?
- Communication used?

Questions to Consider — High level Process Step 3:

- Any sub-steps in the process?
- # of employees?
- Roles involved?
- Processing time (start/end)?
- IT systems or tools utilized?
- % complete & accurate?
- Defects / Failures?
- Workarounds used?
- Communication used?

Questions to Consider — High level Process Step 4:

- Any sub-steps in the process?
- # of employees?
- Roles involved?
- Processing time (start/end)?
- IT systems or tools utilized?
- % complete & accurate?
- Defects / Failures?
- Workarounds used?
- Communication used?

Questions to Consider — High level Process Step 5:

- Any sub-steps in the process?
- # of employees?
- Roles involved?
- Processing time (start/end)?
- IT systems or tools utilized?
- % complete & accurate?
- Defects / Failures?
- Workarounds used?
- Communication used?

Questions to Consider — High level Process Step 6:

- Any sub-steps in the process?
- # of employees?
- Roles involved?
- Processing time (start/end)?
- IT systems or tools utilized?
- % complete & accurate?
- Defects / Failures?
- Workarounds used?
- Communication used?

Gemba Checklist:

A crucial step in every Gemba is to ask the right questions. Here are some questions to consider including in your checklist, divided into categories:

People:
Questions to ask:
- How are you today?
- Do you understand what the priority is?
- Do you predict any obstacles that may impact your performance today?

Quality:
Questions to ask:
- Is the product packaged according to our standards?
- Is the product labeled properly?
- Is the product ready for shipping?

Process:
Questions to ask:
- What is the objective of the process?
- Is the team applying our standard best practices?
- Have you encountered any technical issues?
- Are there any opportunities to improve the process?

Safety:
Questions to ask:
- Have you experienced any incidents lately?
- Do you have access to personal protective equipment?
- Is the personal protective equipment suitable for the job?
- Do you have all the equipment to safely conduct the job?

Productivity:
Questions to ask:
- Did you encounter any challenges today or productivity issues?
- Are there any daily challenges you may be facing that impact productivity?
- Does the shift changeover cause any downtime?
- Is the equipment fully functional and set to standard? Does it require maintenance?
- Is the production rate following a set schedule?

Work Environment:
Questions to ask:
- Does the work environment meet the standards?
- Do you have the necessary tools for the job?
- Do workers have proper training for the job?
- Does the team need more people to perform the job?