Go and See

Michael Ballé, Ph.D.
Housekeeping

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• How to Use Red Bins
• Role of the Sensei
• Do We Need a Truck Preparation Area?
• How Does Pull Relate to Problem-Solving?
Today’s Presenter

Michael Ballé

• Studied lean transformations for 17 years as a business researcher, consultant, & author
• Co-author of *The Lean Manager* and *The Gold Mine*, just released as an audio book
• Associate Researcher: Télécom ParisTech
• Co-founder: French Lean Institute & Projet Lean Enterprise
• Coaches CEOs & sr. executives in lean culture change
• Ph.D. from the Sorbonne in Social Sciences and Knowledge Sciences
LEAN = KAI ZEN + RESPECT
KAIZEN = Learn to eliminate waste step by step to deepen your knowledge about the job and make better decisions
RESPECT = Listen to others’ views and help them to succeed at their jobs
What do we do at the gemba?

OBSERVE + DISCUSS
1. Familiarize yourself with the problem by seeing facts at the source

2. Get agreement on what the problem is before debating solutions

3. Support kaizen and teach deep thinking

4. Check that the pace of progress will get you to the goal

5. Look for and develop leadership at all levels
1. Familiarize yourself with the problem(s) by seeing facts at the source - and draw the link to the greater challenge
ex: from the red bin to the design strategy

• What is our business model?

• What do we need to succeed at to succeed at the business model?

• What problems do we see on the gemba?

• What is the root cause of this problem?

• Which standard or policy ultimately caused this problem?

• What do we need to learn?

• How do we turn this into kaizen activities?
What results do we want to achieve? 

What key points do we need to learn? 

How does this translate into kaizen?
2. Use visual management to get people to agree on the problem before debating solutions
ex: hospital ward
• Is this a normal situation?

• What would be the ideal situation?

• What is the operator’s opinion on this? Have we asked him/her? Is it on the Production Analysis Board?

• What is the problem? Why? Why? Why?

• Do we all agree on this? Who else needs to be involved in this discussion?
3. Go to the gemba to support kaizen and teach root cause problem solving
ex: problem solving in construction

- Point out problems they’ve missed in their observations

- Why did you react this way? Did it work? Why?

- Have you thought of why this situation occurred? Why?

- Do you understand the company’s objectives in this? Your role in getting there?

- Is there anything I can do to help right now?
JOB = WORK + KAI ZEN
4. Make sure that the progress pace is enough to reach your goal - or should we make greater efforts
ex: plant in Western Europe

SALES/PERSON increases 50% over the period

PARTS PER PERSON PER HOUR

2003  2004  2005  2006  2007  2008  2009  2010

Lean Enterprise Institute
• Are we getting the budget-level results we expect?

• Are we conducting enough kaizen efforts?

• Are we driving kaizen down the line?

• Are we getting the expected results out of each kaizen effort?

• If not, why? Why? Why?

• What is the gemba teaching us?
5. Look for leadership, test and nurture it when found, and sustain a people-driven transformation
ex: a plan per manager

• Does each manager understand clearly what we’re trying to do? What is their personal vision?

• Can they formulate their own plan on how to achieve it?

• Is this plan broken down into specific actionable items?

• Do they have the autonomy to carry out the plan?

• Do they show initiative in how they go about it?

• Are they bringing their people on board? Collaborating with other functions?

• What support do they need?
INDIVIDUAL KAIZEN

AUTONOMY + INITIATIVE + TEAMWORK

Company challenges and vision

Departmental improvement plan

Supervisor driven kaizen

Suggestions
Gemba is a great teacher if:

Don’t look with your eyes, look with your feet

Don't think with you head, think with your hands
What is our kaizen for gemba visits?

Better observation + Better discussion
Questions & Answers

Michael Ballé, Ph.D.
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