

## A NOTE ON THE SECOND EDITION

When *Gemba Walks* was first published in the spring of 2011, I thought I was through. Ten years of walks. Ten years of monthly essays. Surely enough.

But I keep on walking. There is just so much to see. And I keep seeing things that I think are of interest to the Lean Community. In addition, the fall of 2013 is the twenty-fifth anniversary of the public launch of the term “lean” and I think this moment should be commemorated. So I have gathered my thoughts from the last two and a half years, written 12 new essays, and grouped them in a new section at the end of the original essays, “Gemba Walking in a New Decade.” In addition, I have asked John Krafcik, my partner in the initial assembly plant surveys for MIT’s International Motor Vehicle Program and the proposer of the term “lean,” to coauthor a reflection on “lean” and its progress over a quarter century.

The original essays, introduction, and foreword by John Shook remain as they were in the First Edition. The volume does have a somewhat different appearance because the format has been changed in response to reader feedback that the original version was just a bit thick and heavy. However, the spirit of the material, old and new, continues as before.

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