



K A I Z E N

*Improving
the Good*

- Ninja Services
- **GEMBA Walk & Talk**
- Questions & Answers

Ninja Services

What is it?



Interdisciplinary Business Excellence.
10+ years in Asia. Greenfield Experiences.

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Goals of this presentation

- Using GEMBA as a method to **identify waste** and **potential for improvement** directly in the workplace
- Select and present suitable **KAIZEN solution methods** (e.g. improvement card, PLS, PM, SIPOC) to solve problems
- GEMBA to analyse **local processes** and develop sustainable solutions
- GEMBA to actively involve employees to promote motivation and participation.
- GEMBA to promote a **corporate culture** where continuous improvement is a matter of course
- GEMBA to **save time and costs** through direct communication and quick on-site problem solving



KAIZEN

Method Mix / Solution Methods

GEMBA Walk & Talk

Definition

- GEMBA means “the real place”, i.e. where the value is created.
- A GEMBA walk is a structured tour of managers or teams at the workplace.
- The aim is to observe processes directly, involve employees and identify waste and potential for improvement.
- The additional *talk* emphasizes the central role of communication with employees on site

Significance

- Realistic understanding of work processes through direct observation
- Stronger communication between management and employees
- Fostering a culture of continuous improvement
- Visibility of problems and waste
- Building trust and an open feedback culture

Goals

- Understanding local processes instead of relying solely on figures
- Identify waste and eliminate it in a targeted manner
- Actively involve employees and take advantage of their perspectives
- Identify improvements and derive concrete measures
- Bringing management closer to operational reality
- Enabling sustainable changes through direct communication

KAIZEN Method Mix / Solution Methods



Visualization & Management

➤ Teamboard

The team board serves as a communication tool for the team leader. Employees are informed at regular meetings and have the opportunity to make improvements.

➤ GEMBA Walk / GEMBA Talk

The GEMBA Walk enables managers to observe the actual work process, to get in touch with employees, to gain deeper firsthand knowledge about the work process and to discover practical opportunities for continuous improvement.

➤ 5S & Waste

The 5S method is a structured approach to improve workplace organization. It aims to avoid disruptions in the workplace, lengthy searches, long transport routes, and waiting times, for example. Wastes in production and administration form the basis for practical ideas for improvement.

➤ KAIZEN Maturity Level

The KAIZEN maturity level includes the implementation of the KAIZEN as a whole and is determined by these modules: Goals (solution methods), topics (dialogue), 5S audits and level of fulfilment (solution methods).

Problem Solving & Process Quality

➤ Improvement Card

The card is a tool for capturing and placing changes within the company. It will be reviewed and discussed on the team board.

➤ Problem-Solving Story (PSS)

The problem-solving story is suitable for *problems for which the cause is not known*. The specific root cause analysis is used to avoid wrong decisions and to define measures.

➤ Process Mapping (PM)

Process mapping involves analysing an *entire process*. Using KAIZEN flashes, wastage / problems are identified, a target process and a plan of measures are defined.

➤ Input-Output Check (SIPOC)

The SIPOC method highlights *process steps* with their inputs and outputs. Supplier and customer are included in the analysis, asking: What are the demands, what are the customer's wishes?

➤ Activity Structure Analysis (ASA)

The ASA is primarily used in the administrative area to analyse activities and eliminate waste in the process (waiting time, search time, etc.).

KAIZEN

GEMBA Walk & Talk

- **The Benefits**
- **GEMBA vs Time**
- **Walking / Seeing / Listening**
- **The Signal Effect**
- **The Change**

The Benefits



- **Increase process efficiency**
 - Bottlenecks, waiting times and unnecessary processes become visible and can be improved.
- **Increase quality**
 - Sources of errors can be identified early on before they spread.
- **Strengthen employee motivation**
 - Employees are actively involved and their ideas count – this promotes participation and trust.
- **Making better decisions**
 - Decisions are based on real observations rather than just figures and reports.
- **Promote continuous improvement**
 - Regular walks create a culture of learning and change.
- **Create cross-unit transparency**
 - Interfaces and connections between departments are made visible and better coordinated.



Involve colleagues on site and **turn those affected into participants**.
Everyone's motivation depends on how firmly KAIZEN is embedded in the culture.

GEMBA vs Time



Why it's worth your while – especially when time is short

Challenge

- Managers are under time pressure
- Meetings, reports and operational tasks dominate everyday life
- GEMBA Walk & Talk appears as an additional expense

Reality

- Decisions without knowledge of the real processes are often imprecise
- Problems are identified late or incorrectly assessed
- Employees don't feel they have been heard

Benefits despite lack of time

- 30 minutes on-site brings more insights than 3 hours in the meeting
- Early problem identification saves later correction time
- Direct communication prevents misunderstandings and grinding
- Employees provide solutions – **if you listen to them**



Conclusion

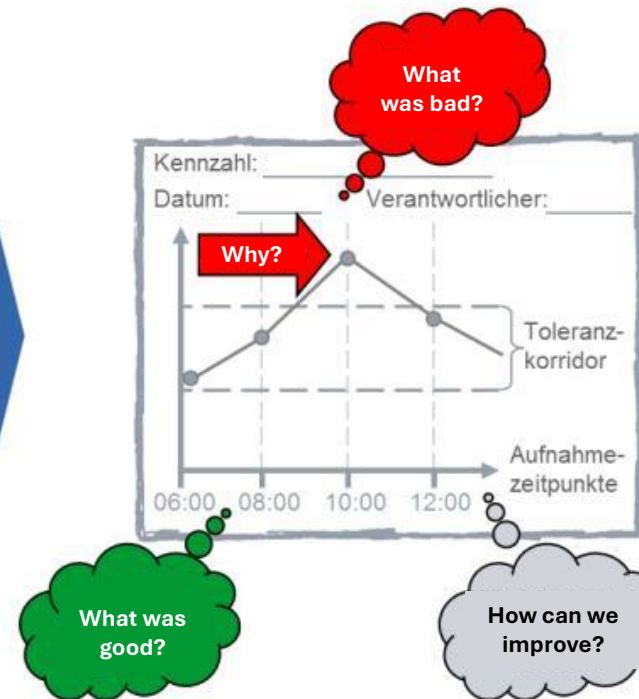
If you don't have time for the GEMBA Walk & Talk, you'll need a lot of time for the consequences later on.

Walking / Seeing / Listening

The GEMBA Walk & Talk concept is based on these principles.



What is really happening at the scene?

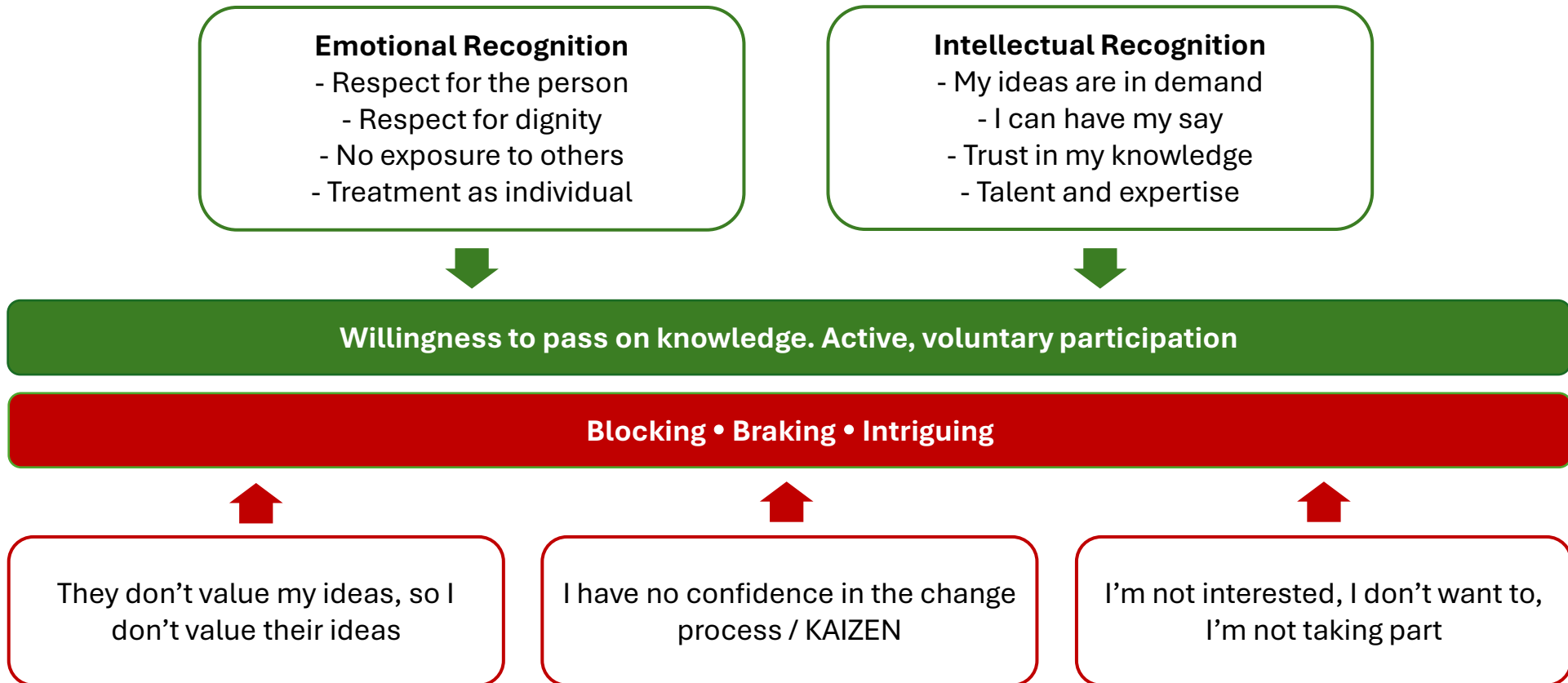


«The shopfloor is the management's mirror.»
– Taiichi Ohno



Taiichi Ohno
Toyota Production System

The Signal Effect



The Change



The working experience shapes working behaviour.
The behaviour of employees also changes as a result of changes in circumstances.

KAIZEN

GEMBA Walk & Talk

- **The Process**
 - **The Method Card**
 - **10 Steps / 10 Questions**
 - **The Checklist**

The Process



1. Preparation

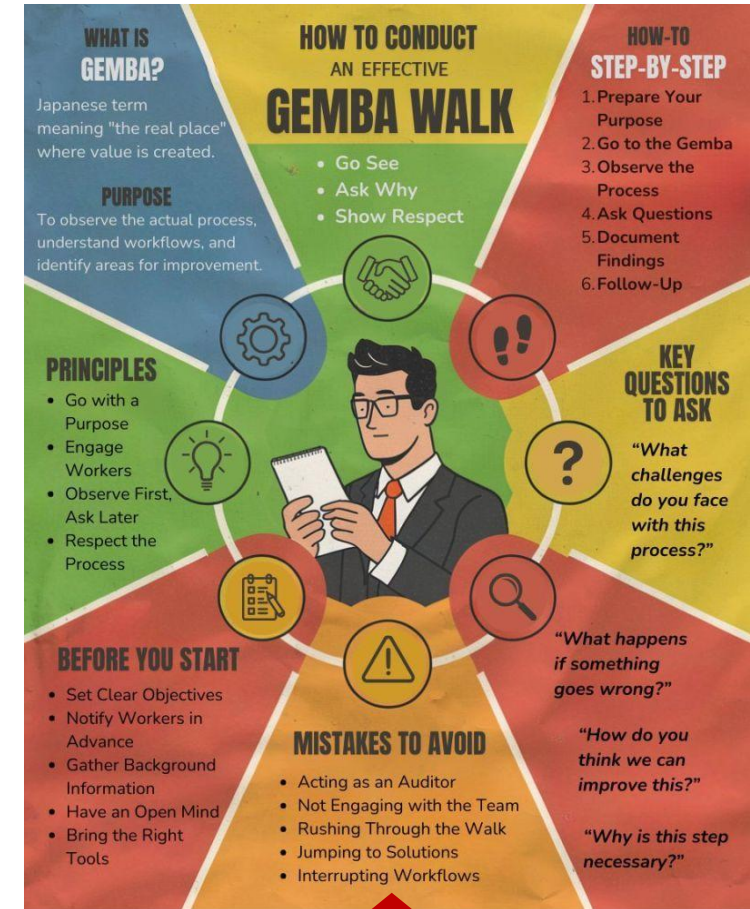
- Define goal: What should be observed or improved? (e.g. quality, turnaround time, security)
- Select unit: Determine where the walk should take place – e.g. production, logistics, service
- Inform employees: The purpose of the visit is not to monitor the situation, but to improve it together
- Prepare questions: Open questions about processes, problems, ideas for improvement

2. On-site inspection

- Observation without evaluation: Consider processes, activities and working environment carefully and neutrally
- Ask questions: Have employees explain what they are doing and why – show genuine interest
- Taking notes: Observations, statements, documenting anomalies
- Identifying connections: interfaces, material flows, waiting times, duplicate work, etc.

3. Follow-up

- Structuring findings: What was observed? Where are the problems or potential?
- Derive measures: Formulate concrete suggestions for improvement
- Provide feedback: Inform employees about results and next steps
- Create commitment: Clarify responsibilities and time frame for implementation



The Process → The Method Card



GEMBA Walk & Talk



What does GEMBA mean

GEMBA is a Japanese term meaning "the actual place" or "the real place". So, go to the scene.

Why are we doing GEMBA Walks?

- Provide employees with the necessary support in the process.
- To identify needs and problems at an early stage
- To give employees the recognition they need for their work.

Who participates in the GEMBA Walks?

- Management / KAIZEN Coach / Leader
- An employee can also present the team board

When will I do the GEMBA Walks?

- This is carried out every ___ days / weeks
- Precise information can be managed via Outlook.

GEMBA walk Timeline

BEISPIEL

time	Monday	Tuesday	Wednesday	Thursday	Friday
8 A.M.					
9 A.M.					
10 A.M.					
11 A.M.					
12 NOON					
1 P.M.					
2 P.M.					
3 P.M.					
4 P.M.					
5 P.M.					
6 P.M.					

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GEMBA Walk & Talk



Goals of the GEMBA Walk

- Check employee's / department's condition.
- Check whether the team board is up to date.
- Get solutions to problems.
- We coach the department by asking targeted questions and keep the proportion of their speeches high.
- Check status of implementation of measures

List of questions for the GEMBA Walk

- Explain key figures / trend development / project status
- What has been done since the last visit? What are your plans for the next visit?
- Present and discuss current PSS and its catalog of measures as required
- Highlights of the month (pictures before / after)?
- What is the status of the improvement card / meeting deadlines / degree of fulfillment?
- Are there any improvement cards that need to be escalated?
- Tracking list: Is it updated and up to date?
- Trend indicator for KAIZEN?
- Difficulties in the change process?

Rules of the GEMBA Walk

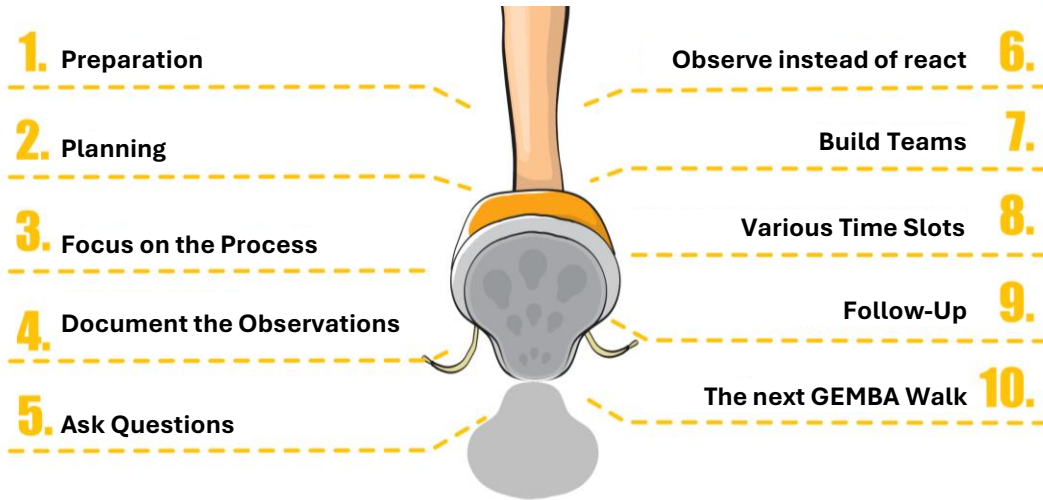
- We set an example in terms of discipline.
- We listen actively and take part in the discussions.
- We let the interlocutor finish.
- We promote a good working environment.
- We do not lecture or reproach.
- Thank you!

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The Process → 10 Steps / 10 Questions



10 Steps



10 Questions



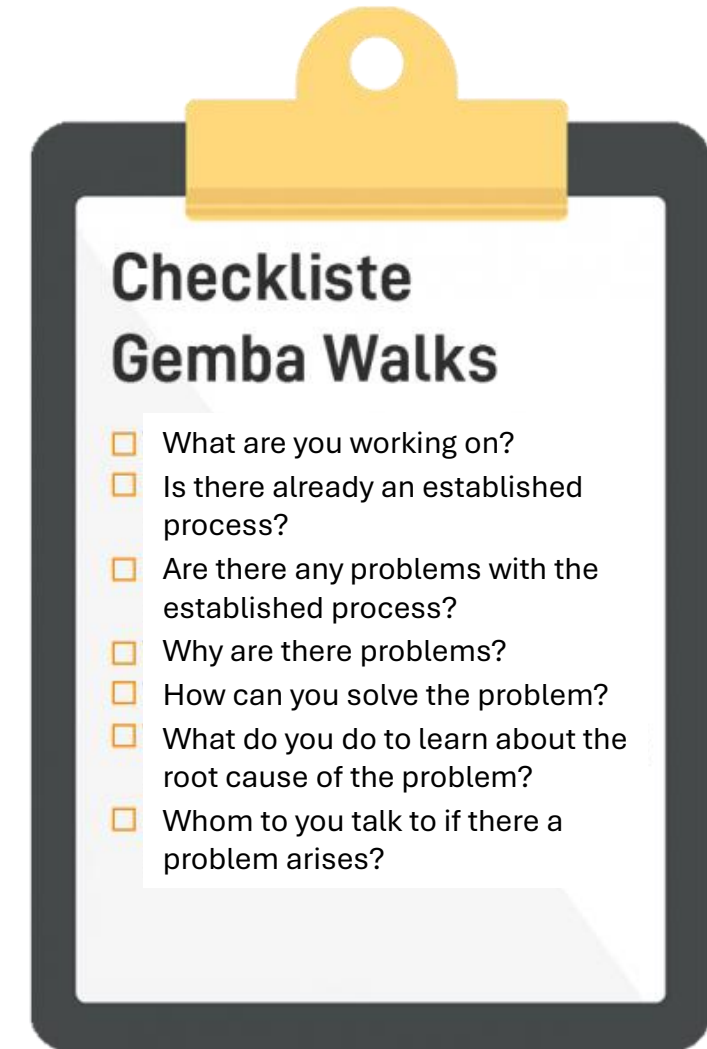
The Process → The Checklist



It is advisable to choose a topic that will accompany you on the GEMBA Walk. This can involve productivity, cost efficiency, security, etc. Don't take on all the topics at once to avoid overburdening yourself or your staff.

Prepare the employees on site for a continuous improvement process by involving everyone from the outset.

During the GEMBA Walk, note down all the things you notice or make sound and video recordings. Often, the ideas come to a solution later in the process of going through the notes and take time to develop.



KAIZEN

Communication

- **Communication**
 - **Conflict Management**



Communication



Perception

I've seen...
I heard...

Effect

That's what made me...
This makes me feel...

Wishes

I hope that...



Communication component	Description	Impact in%
Body language	Gestures, facial expressions, breathing, clothing	> 50%
Voice	Quiet, loud, listless	> 30%
Factual statement	Message content	< 20%

Gestures and facial expressions have a significant impact on the feedback!
Non-verbal communication = **80%**



***“It’s the tone that makes the music”
”How to call into the forest, so it comes back”***



Communication → Conflict Management



Typical forms of conflict

Conflict type	Description
Conflict of interest	Conflicting goals hinder cooperation
Valuation conflict	Differing opinions, values, and norms lead to disagreement
Distribution conflict	Dispute over resources such as time, money, tasks
Conflict of relations	Personal injuries, misunderstandings, lack of appreciation
Role conflict	Unclear responsibilities, hidden power issues
Conflict of power	Competitive behaviour towards line managers or colleagues
Conflict of values	No common basis for views, moral tensions

Why are conflicts so difficult?

- Emotional conflicts often operate below the surface
- Particularly sensitive during phases of life such as puberty, mourning or pregnancy
- Objective solutions do not apply to personal injuries
- Lack of communication exacerbates momentum

Dealing with conflicts

- Identifying and naming conflicts early on
- Treat causes instead of symptoms
- Clarify roles and responsibilities
- Create a common value base
- Use moderation or external support

Conflicts are part of KAIZEN

KAIZEN stands for continuous improvement – but change brings friction. Tensions can be triggered by new processes, allocation of roles or transparency. **Conflict management is therefore not a secondary issue, but an integral part of KAIZEN.** Sustainable improvements can only be achieved by recognizing and addressing conflicts and resolving them constructively.

Questions & Answers

