TRI PRINCIPLES INSTITUTE

Gemba Walk Notes Sheet

One focus. Same route, same time every week. Write facts, not opinions.

FOCUS OF THIS WALK (ONE QUESTION) _____

DATE AND TIME _____

WALKED BY _____

STOP	WHAT I SAW (FACTS, NUMBERS)	WHAT I ASKED AND HEARD	NEXT STEP	OWNER / DUE
Example: Deburr	9 trays waiting at 10:40	"Same every Thursday"	Recheck Thursday	QA lead, Fri

Rules of the walk. Watch for two minutes before you speak. Do not fix anything on the spot. Do not take a decision at the machine. Ask about the work, never about the person. Anything unsafe gets written down and fixed the same day.

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Gemba Walk Pocket Guide

Keep it on your clipboard. Everything you need for a 20-minute walk.

THE METHOD IN SIX STEPS

1. Pick one focus for the walk.
2. Fix the day, the time and the route (follow the product).
3. Watch for two minutes at each stop before you speak.
4. Ask open questions about the work.
5. Write down facts: what, where, when, how many.
6. Close the loop within a week.

THE 20-MINUTE ROUTE

1. **0 to 3 min.** Daily board: read it, set the focus.
2. **3 to 6.** Receiving and raw material.
3. **6 to 10.** First machine or cell. Time one cycle.
4. **10 to 14.** Where the most parts are waiting.
5. **14 to 17.** Inspection and packing.
6. **17 to 20.** Shipping, then back to the board.

QUESTIONS THAT WORK

WHEN	ASK
Open	How is the job going today? What are you working on, and what comes next?
The work	Can you show me how you do this step? What do you check before you start? How do you know a part is good?
Problems	What slows you down the most? What do you do when this happens? Is there something you do every day that should not be needed?
Support	Do you have what you need: tools, material, information, help? Who do you call when something stops, and how long until they come?
Close	If it were your decision, what would you change first? Is there anything I should have asked and did not?

REPLACE THESE QUESTIONS

"Why didn't you do it the standard way?" becomes "What makes this way easier?"

"Who set this up like that?" becomes "How did this layout come about?"

"Why do you always leave this here?" becomes "What makes this a good place for it?"

AFTER THE WALK (10 MINUTES)

1. Read your notes. Pick at most 3 actions.
2. Give each an owner and an exact date.
3. Put them on the daily board.
4. Tell the people you talked to what you are changing.
5. Start the next walk where this one ended.