



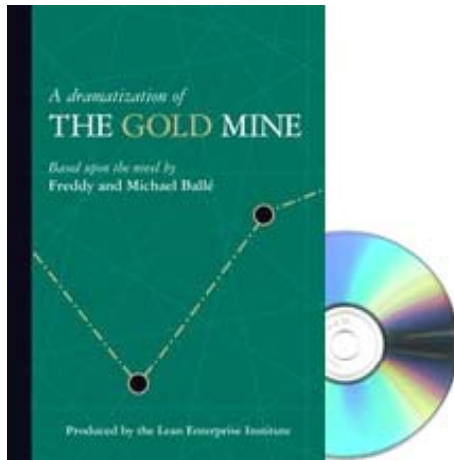
Go and See

Michael Ballé, Ph.D.

Housekeeping

- To enlarge slides, use the magnifying glass icon just beneath the slides and to the right on your display console
- To adjust the sound, use the volume control on the console or on your computer
- To ask a question, type it into the box at the bottom of the console and hit “submit”

Now Available

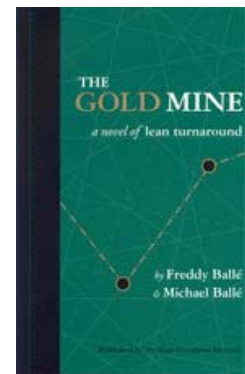
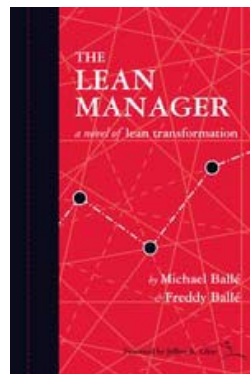


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The Gold Mine (Audio Book)

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Other books from Michael Ballé:



Michael Ballé's Gemba Coach Column

A weekly column with observations and advice from the Gemba by Michael Ballé.

www.lean.org/balle

Recent Columns:

- **How Do We Help Our Plant Managers Want to Do Lean?**
- **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 = KAIZEN + 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**

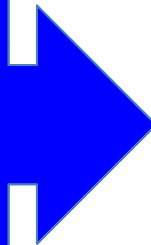
- 1. Familiarize yourself with the problem(s) by seeing facts at the source – and draw the link to the greater challenge**

ex: from the red bin to the design strategy

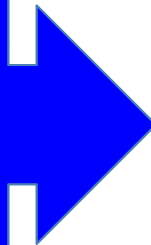
- What is our business model?
- What do we need to succeed at to succeed at the business model?
- What problems do we see on the gemba?
- What is the root cause of this problem?
- Which standard or policy ultimately caused this problem?
- What do we **need** to learn?
- How do we turn this into kaizen activities?



What
results do
we want to
achieve?



What key
points do
we need to
learn?



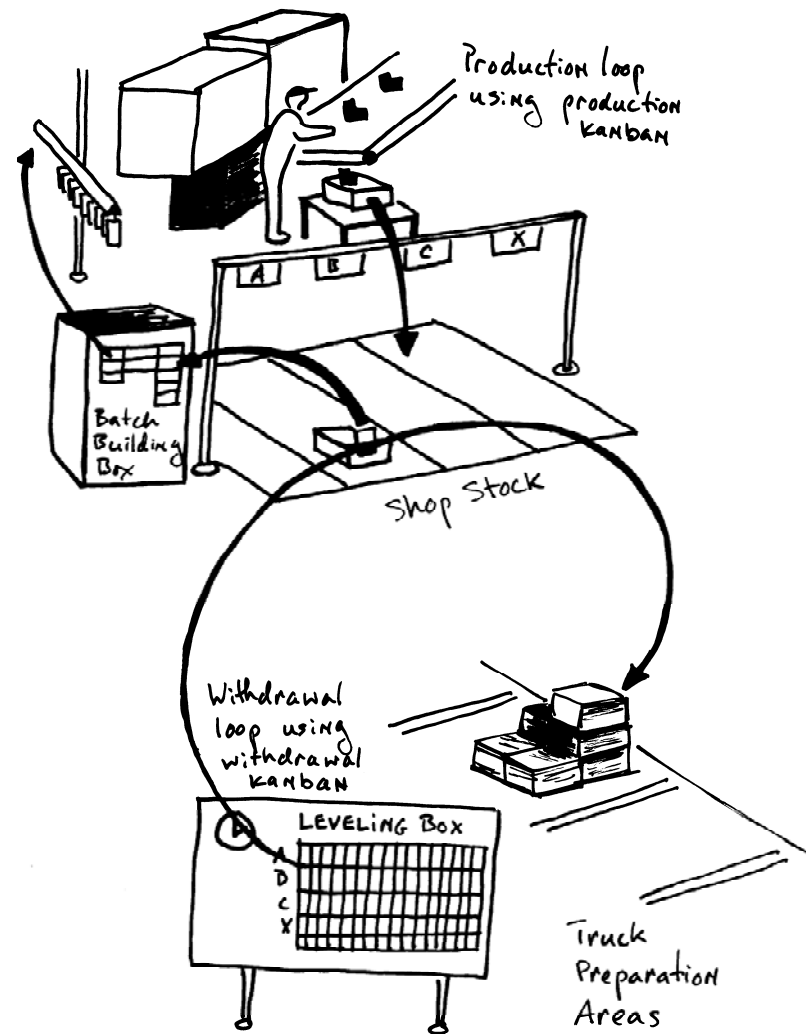
How does
this
translate
into
kaizen?

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?

LISTE DES PROBLEMES							
Date	Lieu	Probleme	Cause	Contre-Mesure	Qui?	Pour Quand?	Fait/Véifié
08-02	Voile R+2	Surcharge Epi guid de voile	Volant de béton / lanchement	Vibrer plus importante	Finibout	Immédiat	●
08-02	Voile L+1	Union perla fissure	Non étanchéité par défaut de coulage	Revoir Epi par choc en dessous du coulage	Elko / équipe	Immédiat	●
09-02	Tourel	Entassement canalisation sur la place parking	Non étanchéité / lanchement	Remonter la canalisation à 20 cm de la paroi	Elko / équipe	Immédiat	●
09-02				Revoir la canalisation de l'ancien			
10-02	1 ^{er} étage	Plafond avec poutre	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
11-02	Voile L+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
15-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
16-02	1 ^{er} étage	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
17-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
18-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
19-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
20-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
21-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
22-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
23-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
24-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
25-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
26-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
27-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
28-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
29-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●
30-02	Voile R+2	Plaque de béton / lanchement	Après les travaux de l'ancien	Après les travaux de l'ancien	Finibout	Immédiat	●

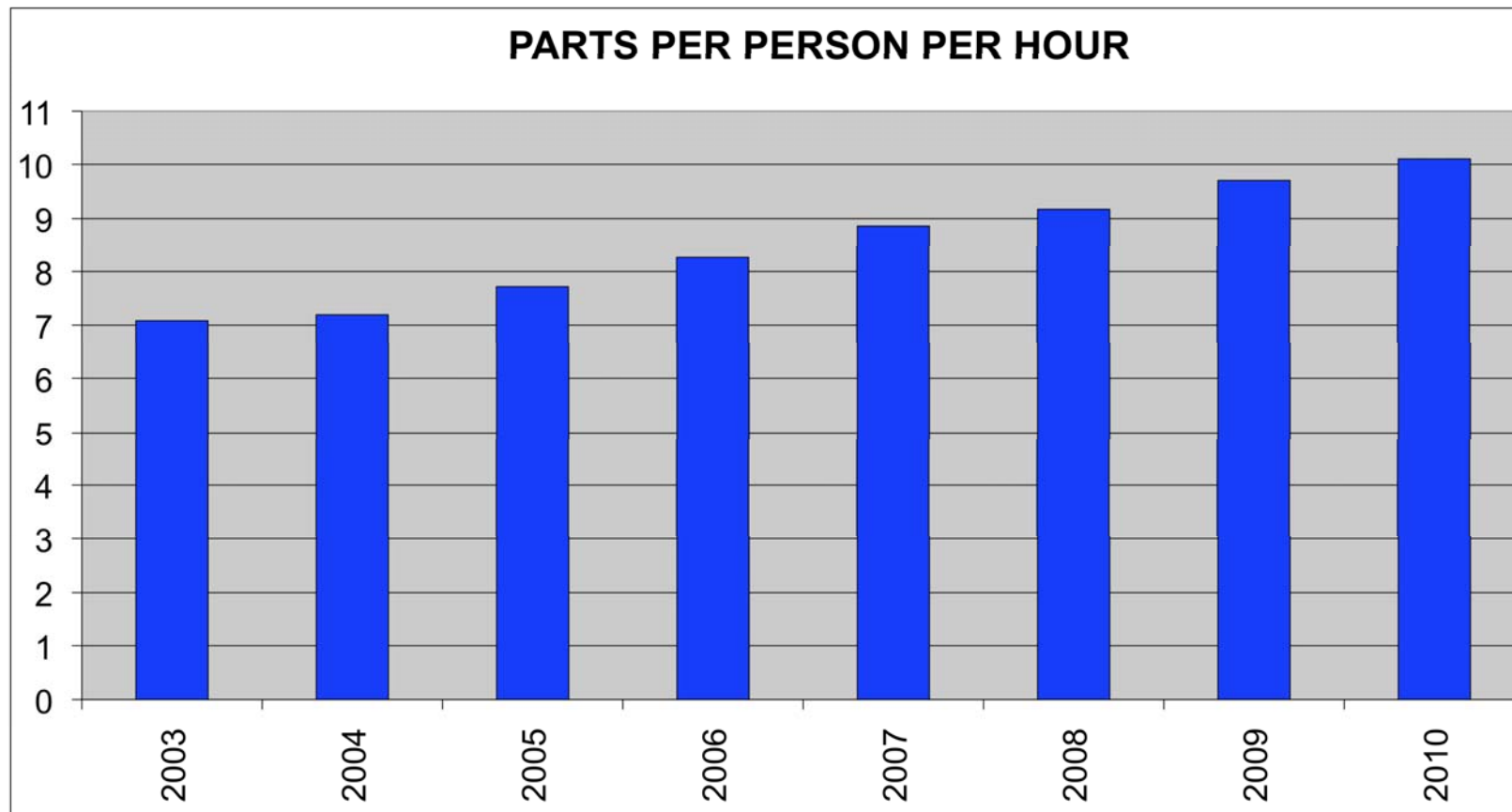


JOB = WORK + KAIZEN

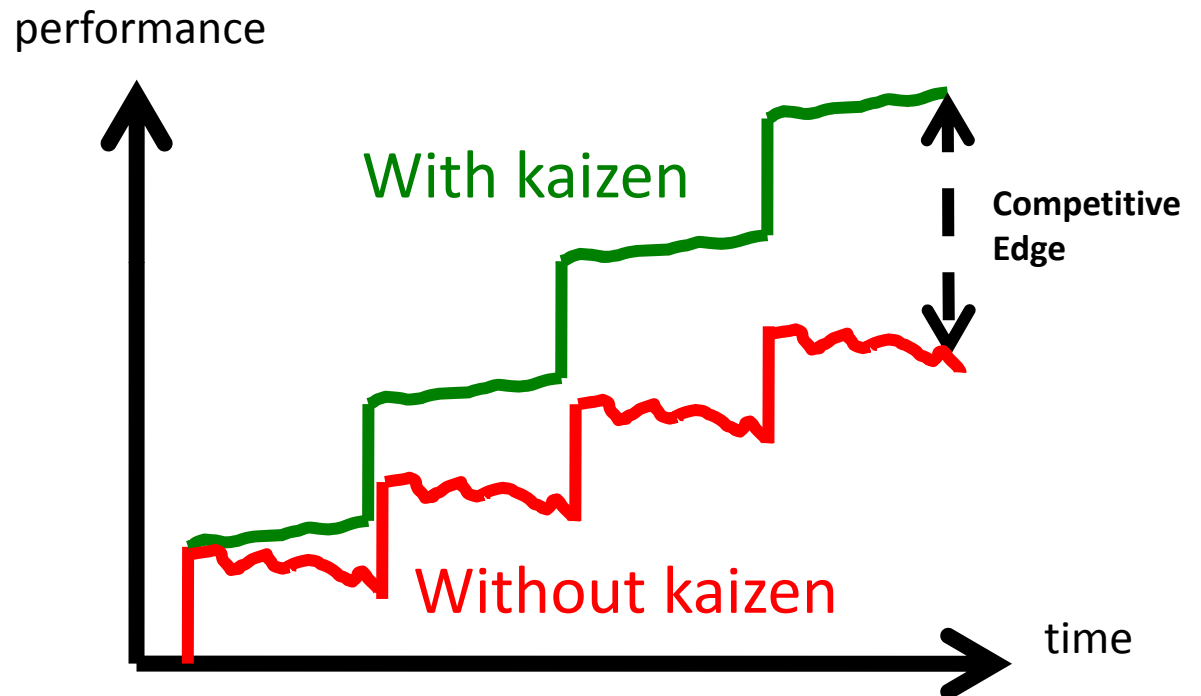
- 4. Make sure that the progress pace is enough to reach your goal – or should we make greater efforts**

ex: plant in Western Europe

SALES/PERSON increases 50% over the period



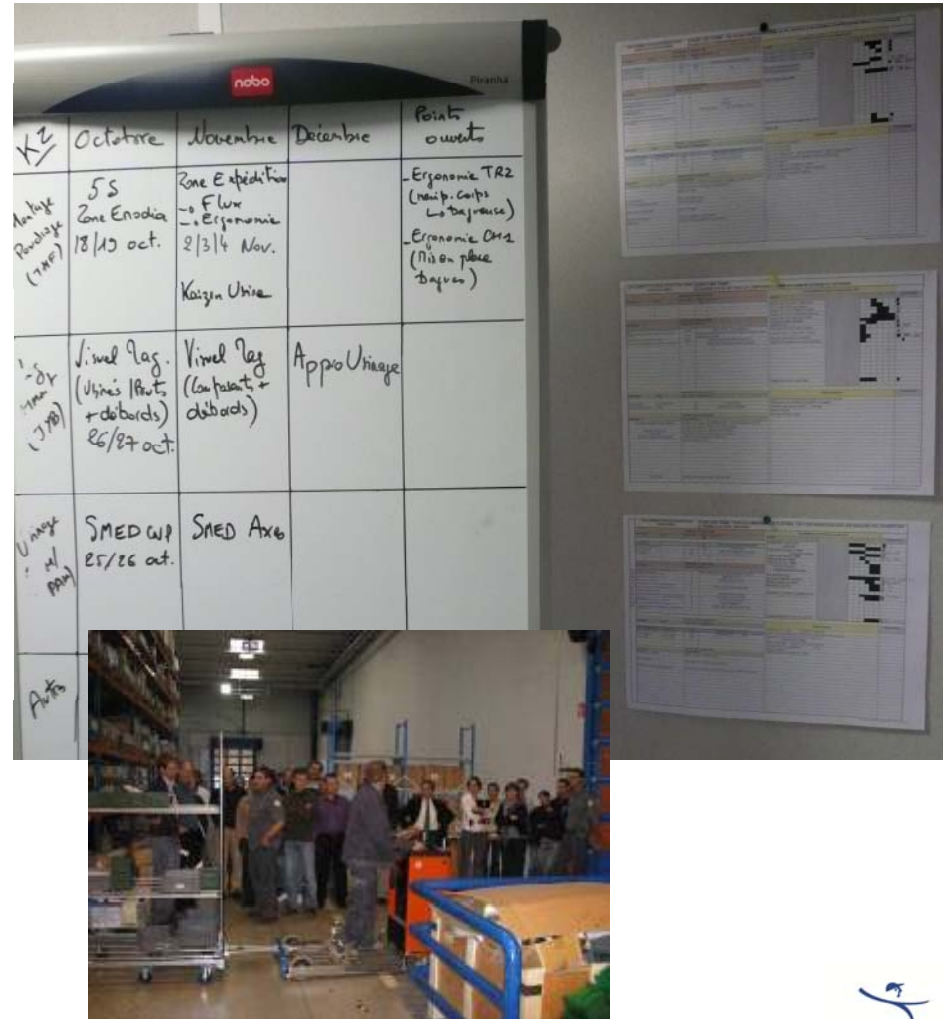
- Are we getting the budget-level results we expect?
- Are we conducting enough kaizen efforts?
- Are we driving kaizen down the line?
- Are we getting the expected results out of each kaizen effort?
- If not, why? Why? Why?
- What is the gemba teaching us?



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



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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