

8 Steps in a Virtual Gemba

1

Identify the purpose for the Gemba Walk.

2

Make sure you have a quiet space so you can listen.

3

Determine how you can observe an activity or task where value is created or where the work is done.

Although the tools for performing a Virtual Gemba may be different than the traditional Gemba, the intention, practice and use in Collaborative Coaching are the same.

Gemba is about relationships, open communication, being out there and being available.

4

Schedule a time for observing.

5

Ensure both parties can use the technology. Schedule a practice run if necessary.

6

Recognize you cannot see each other's nonverbal cues, such as expressions and body language.

During a Gemba Walk, time is best used in observation and not asking questions.



Adult and Family Services

7

Work may be happening that you cannot observe. Do not assume dead air means no work.

8

Acknowledge when Gemba is over and set up time to ask clarifying questions later.

15-56 DHS

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Process: Virtual Gemba Walk

Although traditionally done in person, Gemba Walks can be done virtually through careful planning and by taking advantage of technology. In fact, a Virtual Gemba Walk may be more beneficial than one done in person. This is because the coach is only observing the process or work being completed instead of focusing on the person performing the tasks.

Inputs:	Components:	Criteria:	Considerations
<p>Show Respect</p> <ul style="list-style-type: none"> Gemba Walks not only develop staff, but also check the health of leadership. A Virtual Gemba Walk requires additional planning to successfully capture how work is currently being done. 	<ul style="list-style-type: none"> Schedule time for Gemba Walk in advance. Ensure that remote location has access to necessary equipment for a Virtual Gemba Walk. Make certain both parties understand how to use the technology required. Inform the worker when a Virtual Gemba Walk has ended. 	<ul style="list-style-type: none"> How can you plan so the activities you are observing are not interrupted by the Gemba? How can you stay focused on the activities you are observing while doing a Gemba Walk from a remote location? 	
<p>Go See</p> <ul style="list-style-type: none"> Technology can be utilized to bridge the physical distance between coaches and those they are observing. 	<ul style="list-style-type: none"> Shut office door, close other computer applications and minimize distractions. Use tools such as Remote Desktop Viewing and/or speakerphone. Pay close attention to nonverbal cues such as disruptions to or erratic work. Actively listen during Virtual Gemba Walk. 	<ul style="list-style-type: none"> Were you able to observe enough to understand the worker's process? Did the worker complete process steps that may not have been observed? How could this Virtual Gemba Walk be done differently in the future to enhance observation? 	
<p>Ask Why</p> <ul style="list-style-type: none"> For Virtual Gemba Walks, as in traditional Gemba Walks, understanding what is happening and the desired state is critical. 	<ul style="list-style-type: none"> Understand the purpose of the process being observed. Recognize that not all portions of the work being performed can be observed. 	<ul style="list-style-type: none"> Are there any opportunities for improvement? Is the process different than how you visualized it? 	
<p>Think About Next Steps</p> <ul style="list-style-type: none"> It is important to ensure that you have a full understanding of the current state before you provide feedback. 	<ul style="list-style-type: none"> Allow time for reflection at the end of the Virtual Gemba Walk. Schedule time for questions in advance. Clarify any long pauses or unseen steps in the observed process. 	<ul style="list-style-type: none"> What questions do you still have about the process? Does this process need another Gemba Walk? How can you collaborate remotely to develop the worker? 	