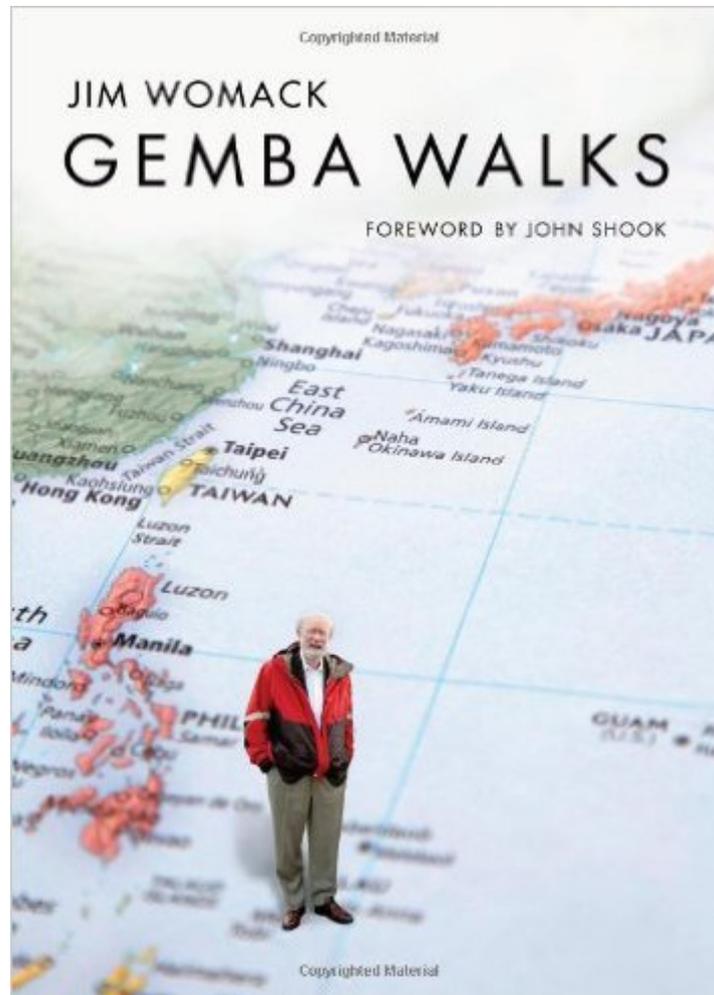


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# Gemba Walks



## Synopsis

“The life of lean is experiments. All authority for any sensei flows from experiments on the gemba [the place where work takes place], not from dogmatic interpretations of sacred texts or the few degrees of separation from the founders of the movement. In short, lean is not a religion but a daily practice of conducting experiments and accumulating knowledge.” So writes Jim Womack, who over the past 30 years has developed a method of going to visit the gemba at countless companies and keenly observing how people work together to create value. Over the past decade, he has shared his thoughts and discoveries from these visits with the Lean Community through a monthly letter. With Gemba Walks, Womack has selected and re-organized his key letters, as well as written new material providing additional context. Gemba Walks shares his insights on topics ranging from the application of specific tools, to the role of management in sustaining lean, as well as the long-term prospects for this fundamental new way of creating value. Reading this book will reveal to readers a range of lean principles, as well as the basis for the critical lean practice of: go see, ask why, and show respect. Womack explains: - why companies need fewer heroes and more farmers (who work daily to improve the processes and systems needed for perfect work and who take the time and effort to produce long-term improvement) - how “good” people who work in “bad” processes become as “bad” as the process itself - how the real practice of showing respect comes down to helping workers frame and solve their own problems - how the short-term gains from lean tools can be translated to enduring change from lean management. - how the lean manager has a “restless desire to continually rethink the organization’s problems, probe their root causes, and lead experiments to test the best currently known countermeasures” By sharing his personal path of discovery, Womack sheds new light on the continued adoption and development of the most important new business system of the past fifty years. His journey will provide courage and inspiration for every lean practitioner today. --This text refers to the Kindle Edition edition.

## Book Information

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## Customer Reviews

I just finished reading *Gemba Walks*, Jim Womack's newest book from LEI. In *Gemba Walks*, Jim Womack a pioneer in bringing Lean to the world, shares a decade of learning that will have a deep resonance for both the Lean community and for anyone seriously engaged in improving any value-creating activity. The life of lean is experiments. All authority for any sensei flows from experiments on the Gemba [the place where work takes place], not from dogmatic interpretations of sacred texts or the few degrees of separation from the founders of the movement. In short, lean is not a religion but a daily practice of conducting experiments and accumulating knowledge. Over the past decade, he has shared his thoughts and discoveries from these visits with the Lean community through a monthly letter. In *Gemba Walks*, Womack has selected and re-organized his key letters, as well as written new essays providing additional context. *Gemba Walks* shares his insights on topics ranging from the application of specific tools, to the role of management in sustaining lean, as well as the long-term prospects for this fundamental new way of creating value. The most productive way to walk is to follow a single product family or product design or customer-facing process from start to finish. As you do this you look at each step with the eye of the customer and from the perspective of creating values and asking how this can be done with less. This process Jim summarizes by the phrase "Go see, ask why, show respect." In one of his newly written sections Jim reflects on a decade of walking by sharing lessons he has learned from all these Gemba Walks. Lesson 1: The critical importance of the simple act of walking.

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