**focus on process:**

organ donation Gemba walk

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**do**

**focus on the process**
The purpose of the Gemba Walk is to observe processes, not to evaluate individual performance.

**observe & learn**
Keep an open mind and ask open-ended questions. You are there to learn, not to judge or correct.

**walk with variability**
You’ll want to perform Gemba Walks at different times of day and different days of the week to get a complete picture of the state of the process.

**test assumptions**
During and after the Gemba Walk, validate any assumptions with the people who are performing the process. Don’t guess about what they are doing or why, explore the reasoning behind their actions.

**walk with a cross-functional team**
It can be very enlightening for people to see processes and work activities in which they aren’t normally involved. Engaging a multi-disciplinary team can offer a greater array of ideas and insights.

**debrief**
Following a Gemba Walk utilize debriefs as a means to summarize observations, identify trends and isolate areas of opportunity.

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**don’t**

**adjust the process or correct employees during the walk**
The purpose of the walk is to understand the current state of a process. Improvement happens with time after careful analysis and reflection.

**rely on policies and procedures**
A Gemba Walk is the time to observe what is actually happening, not what has been documented as the policy. The result of the Gemba Walk may very well be changes to documented procedures or changes to how employees are educated about the procedures.

**forget to communicate**
It is important that all employees understand the purpose of the Gemba Walk and that the ultimate goal is to evaluate processes, improve efficiency, simplify instructions and provide resources for employees. The Gemba Walk should always be seen as positive, not punitive.

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**prepare...**

**your staff**
- explain why
- process not people
- not specific problems; continuous improvement
- open mind: no judgements

**yourself**
- keep an open mind
- know nothing
- plan questions
- practice listening
- decide who to speak to

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**the purpose of Gemba walking**
lead learning and continuous improvement:

- get good data
- current performance
- determine what can be done
- ensure improvements sustained
- empower your people for continuous improvements

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**use your time wisely**

**learn & understand**

**maintain the vision & priorities**

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**empower your people**

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**Gemba Walk**