

HIGH PERFORMANCE

Leaders

Gemba Walk Checklist

Date: _____

	YES	NO	N/A	NOTES/COMMENTS
Demonstrates Respect & Establishes Engagement				
Shows respect by greeting employee and explaining reasons for being there; also informs area leaders to ensure they understand visit purpose				
Displays humility by emphasizing intent to learn and understand the process and struggles				
Asks the employee about any safety hazards or positioning concerns they need to consider while observing (where is the best place for me to be?)				
Explains the employee is in charge and your presence should not hinder them; they can ask you to move as needed				
Explains the employee should ask questions and present concerns at any time				
Displays empathy and concern for employees' struggles				
Thanks the employee at the end of the Gemba visit				
Active Listening				
Makes frequent eye contact while employees are talking				
Acknowledges employee via head nods and brief verbal confirmations ("uhhuh", "yes", "go on", etc.)				
Avoids interrupting the employee while they are talking				
Confirms and clarifies understanding via repeat back statements				
Eliminates distractions (checking phone, email, other conversations, etc.)				
Questions				
Uses open-ended questions to encourage employees to express their thoughts (starts with who, what, when, why, where, how or "tell me more", "please explain", etc.)				
Uses closed-ended questions (able to be answered with a "yes" or "no"), only as needed to clarify understanding or affirm facts				
Exercises "humble, appreciative inquiry" with questions				
Avoids accusatory tones in questions				
Doesn't overwhelm employees with too many questions or too rapid of a questioning pace				
Exercises good timing of questions by not interrupting employee during critical portions of task performance				
Captures employees' concerns and suggestions through effective questioning				
Ensures employees are provided opportunity to ask questions also				
Non-Verbals				
Avoids facial expressions that imply a different attitude than words				
Avoids stances and expressions that may infer a position of power, boredom, or anger (hands on hips, yawning, distressed facial expressions, etc.)				
Maintains an approachable and humble demeanor (neutral facial expressions, smiles, etc.)				
Observation Skills				
Immediately corrects/intervenes on any safety concerns				
Effectively identifies wastes in the process (8 wastes: TIM WOODS)				
Detects non-standard performance (standard work validation)				
Documentation, Reflection, & Follow-Up				
Documents observations via a Waste Walk form or other means as necessary				
Ensures any safety or equipment issues are properly documented as needed				
Performance self-evaluation of behaviours while in the Gemba and adjusts as needed				
Follows-up on employee concerns and improvement ideas by taking action or passing on to responsible parties				