

Go See

What is it?

Go see is literally seeing the process in action. This approach is most beneficial when look at from both the member of staff and customer's perspectives to better understand their needs and behaviours.

It is also an opportunity for leaders and managers to regularly engage with their staff. **Go See** is also known as *Going to the Gemba (real place)* or the *Gemba Walk*.

When to use it?

Go See is the first step in understanding the process before identifying **waste** and root causes; identifying solutions and reviewing results.

TIP: Remember to collect data about the current state before you make a change so that you can measure any improvement. It is not always obvious what you should measure until it's too late.

How to use it?

Start your **Go See** as close as possible to your customer and work your way back. Find out what actually happens, focus on what is being done, and not what is supposed to be done according to procedures. Particularly keep an eye out for workarounds as they are potentially wasteful tasks.

Then talk to the people who undertake the work every day as their insights are crucial.

TIP: To understand the true nature of processes and the origins of waste you need to ask key questions. Surprisingly 'Why' should not be the first question that you ask as it can put people on the defensive. You may find it more effective to ask 'what', 'why', then 'what if'... and, finally 'why not?'.

Case study: At the invitation of the Bodleian Admissions team, a Focus Practitioner time over several days sitting in their office just watching interactions between the staff and visitors. It was obvious that the visitors were all very happy, however long they were in the office waiting for their Bodleian card.

Finding a way to get things done quicker can often be a lean objective - but in this case, a **Go see** visit made it clear that this was not an issue, and the opportunities were elsewhere. Without the visit it would have been easy to jump to the wrong conclusions about the process. The visitors saw the attention they got as added value!

Additional resources

1. Shook J (2011). How to go to the Gemba; Go See, Ask Why, Show Respect. Lean Enterprise Institute website. <https://www.lean.org/shook/DisplayObject.cfm?o=1843> (Accessed 15 May 20)

Benefits at a glance....

- helps you to understand what is really happening and the value that your ultimate customer is actually experiencing
- talking with the people who undertake the work every day will provide you with insights that are crucial to reducing waste and increasing value to the customer
- use it to help stop you drawing premature conclusions about the process, any waste and root causes based on hearsay, opinion or even data