

# WHY IS IT SO IMPORTANT TO MAKE A GEMBA?



Masaaki Imai

For Masaaki Imai, founder of the Kaizen Institute and author of the book Gemba Kaizen, improvement can only come from reality, and this reality cannot be observed from an office. It is experienced at the Gemba!

## Gemba: Where the Truth Lies

"The problems encountered at Gemba are often the result of insufficient support from support functions."

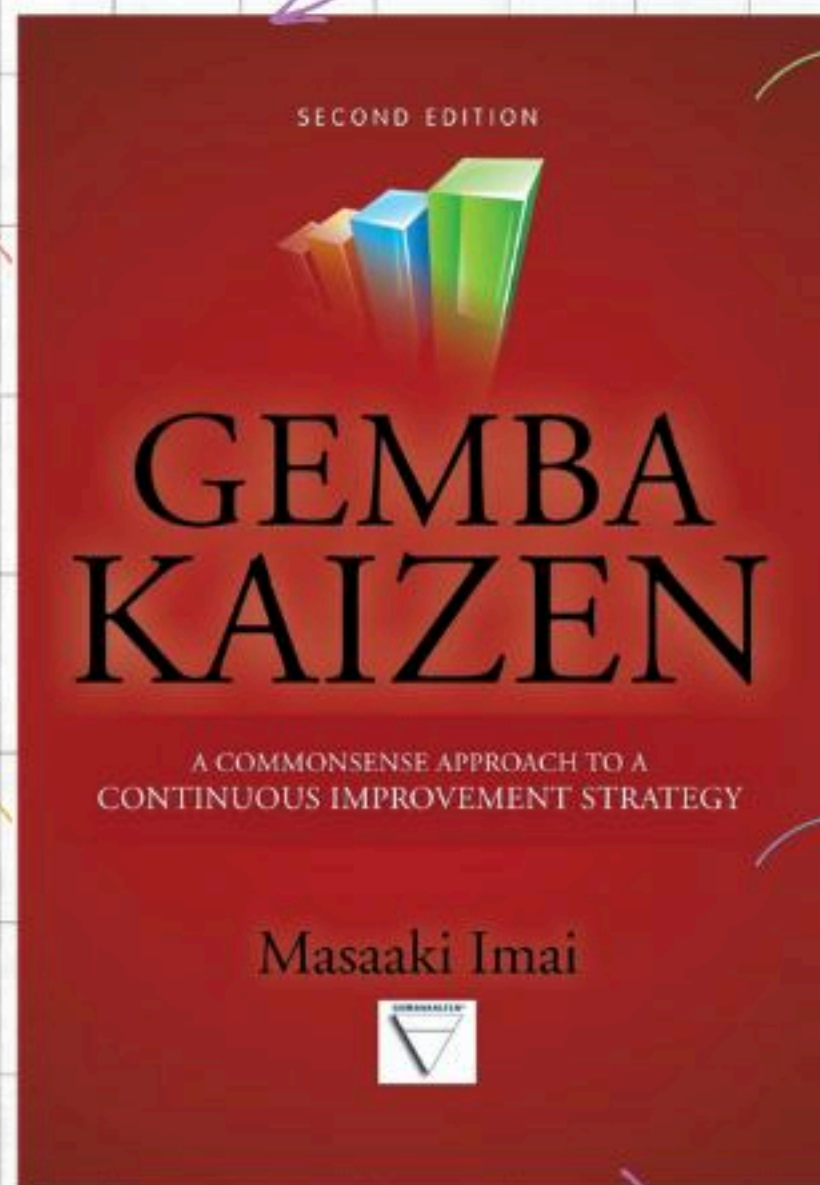
## Go see to understand (really)

To make a Gemba is to choose to see for yourself instead of assuming.

It is questioning what we think we know, not in words, but through direct observation.

## Gemba as an essential management act

Going to the Gemba is not about "going down" onto the field. It is not about control. It is an act of respect, learning, and responsibility.



## Gemba as the starting point of Kaizen

But the Gemba is not just a place of observation. It is also a place of learning, dialogue, and experimentation.

**Kaizen cannot exist without Gemba.**

## Gemba, standards, learning = a virtuous circle

In the West, we tend to see standards as constraints, rules to be applied.

But in Imai's (and Toyota's) vision, the standard is a learning tool.



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