

## Go See

### What is it?

**Go see** is literally seeing the process in action. This approach is most beneficial as you can view 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 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 wastes and root causes, and identifying solutions and reviewing results.

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***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.*

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### How to use it?

Start your **Go See** as close as possible to the ultimate customer (or ultimate beneficiary) 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. Talk to the people who undertake the work every day as their insights are crucial.

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***TIP:** To understand the true nature of processes and the origins of waste you need to ask open 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?'.*

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**Case study:** At the invitation of the Bodleian Admissions team, a Focus Practitioner spent several days in the Admissions office observing interactions between staff and visitors who were coming to collect their Bodleian card. It was obvious that the visitors were all very happy, however long they were in the office waiting.

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 the waiting time was not a significant issue, and opportunities should be looked for 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....

- understand what is *really* happening and the value that your ultimate customer is experiencing
- obtain insights crucial to reducing waste and increasing value by talking with those who undertake the work every day
- prevent premature conclusions about the process based on hearsay, opinion, or data, by seeing for yourself