



Gemba Academy Learning Paths

The purpose of the learning path is to improve the organization through the development of people. All continuous improvement activity should be engaged with the spirit of solving problems and making improvements, rather than meeting a training requirement.

This document contains three parallel learning paths: one each for associates, supervisors, and senior leaders. These learning paths accompany the go-Day Get Started Roadmap. The intent is to develop a lean management system along with a lean production system by starting specific continuous improvement activities in a pilot area while simultaneously developing lean leadership routines through visual management, leader standard work, and daily accountability.

The lessons learned from deploying lean in the pilot area can then be used to deploy in another area, then another.

Should you have questions or need support, please contact coach@gembaacademy.com. We're here to help you be successful.

Associate Learning Path

Topic	Goal	Resources	Practice
Introductory Topics	Gain an understanding of the general concept of lean	<ul style="list-style-type: none"> • Introductory Topics • Dealing with the 7 Deadly Wastes 	<ul style="list-style-type: none"> • Become familiar with these concepts to gain an understanding of new methods that will be used • Understand that your organization is adopting a new way of working. There will be challenges ahead and your contributions are critical to your organization's success.
Begin Daily Lean Practices	Establish daily continuous improvement practices by applying 5S in your workplace.	<ul style="list-style-type: none"> • 5S Workplace Productivity • Gemba Academy Live at FastCap 2012 • 5S Action Guide • SSF Cross-Training Board 	<ul style="list-style-type: none"> • Understand what problem you are trying to solve with 5S • Keep improvements small at first—go for quick wins • 5S a pilot area • Train the team to new 5S standards in this area • Follow up to sustain improvements • Use the Action Guide to report out to team and management what problem was addressed and how your countermeasures are helping • Establish a 5S auditing system and schedule • Make this a permanent part of your weekly routine • Implement a skills matrix to support the development of people • Celebrate improvements
Find and Eliminate Waste	Understand all forms of waste, recognize them in your processes, and implement a system for eliminating them	<ul style="list-style-type: none"> • Dealing with the 7 Deadly Wastes • 7 Deadly Wastes Action Guide • Gemba Academy Live at FastCap 2014 • Stand in circle exercise 	<ul style="list-style-type: none"> • Each team member completes the Stand in the Circle exercise to identify wastes • Have all team members get together to share observations and learn what others observed • Keep it simple • Make improvements based on observations • Use your wits over your wallet—avoid spending money • Develop and implement a simple system for the team to manage improvements (this could be a simple list on a white board or kaizen newspaper) • Fix what keeps you from making your job easier • Celebrate improvements • Make this a daily practice

Have questions? [Click here to schedule a coaching session with a Gemba Academy Lean Practitioner](#)

Supervisor Learning Path

Topic	Goal	Resources	Practice
Introductory Topics	Gain an understanding of the general concept of lean	<ul style="list-style-type: none"> • Introductory Topics • 5S Workplace Productivity • Dealing with the 7 Deadly Wastes 	<ul style="list-style-type: none"> • Become familiar with these concepts to gain an understanding of new methods that will be used. • Understand that your organization is adopting a new way of working. There will be challenges ahead and your contributions are critical to your organization's success. • Part of your role is to teach these topics to your teams using Gemba Academy materials.
Facilitating a Learning Event	To effectively facilitate lean learning events.	<ul style="list-style-type: none"> • Use the resources within your organization 	<ul style="list-style-type: none"> • Organize a learning event with your team • Become very familiar with the learning content to be presented • Practice with other supervisors to build your skills and confidence • Facilitate a 5S learning event in the pilot area
Daily Practice with Visible Results	Teach the pilot area associates 5S while simultaneously implementing 5S in the pilot area Implement 5S as a daily activity while emphasizing sustainment Implement an audit and improvement system	<ul style="list-style-type: none"> • 5S Workplace Productivity • Gemba Academy Live at FastCap 2012 • 5S Action Guide • SSF Cross-Training Board 	<ul style="list-style-type: none"> • Teach the 5S course to your team using Gemba Academy videos, facilitator guide, and learner workbooks • Teach then do one "S" at a time. • Use the action guide to report out on the team's achievements • The supervisor shouldn't do any of the improvement work because the achievement belongs to the process owners • The supervisor's role is to teach, coach, mentor, and inspire • Keep the team moving
Eliminating Waste	Gain a deeper understanding of the seven deadly wastes and teach them to your team Implement a system to solve problems where the work is done.	<ul style="list-style-type: none"> • Dealing with the 7 Deadly Wastes 	<ul style="list-style-type: none"> • Use the Gemba Academy videos, guides, and workbooks to teach your team to find and eliminate the seven deadly wastes • Focus on small improvements by everyone every day • Create a simple, visual system for collecting, prioritizing, and implementing improvement ideas

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Supervisor Learning Path

Topic	Goal	Resources	Practice
Leader Standard Work	Make better use of your time and energy to develop people, get things done, and continuously improve the organization	<ul style="list-style-type: none"> • Leadership Standard Work - Blog Part 1 • Leadership Standard Work - Blog Part 2 • Stephen Gorse - Leader Standard Work • Mike Wroblewski - Lean Leadership • Leader Standard Work Course • Leadership & Standard Work 	<ul style="list-style-type: none"> • Develop leader standard work for yourself • Integrate gemba walks into your leader standard work and daily routine • Use leader standard work daily • Continually refine your standard work to shift the organization from firefighting to fire prevention
Visual Management	Improve processes by creating or improving visual management	<ul style="list-style-type: none"> • Workplace Visualization • Visual Management at Fireblast • Visual Queues and Color Codes • SSF Visual Factory - Production • SSF Visual Factory - Process Development • What Good Looks Like • Accountability Through Visual Management • Visual Management in the Pharmacy - Franciscan Health 	<ul style="list-style-type: none"> • Create or improve existing visual management boards to include problem solving management along with customer need • Include 5S audit scores as a performance metric • Train the team on the new standard • Follow up to make sure the new standard is at least sustained and preferably improved upon

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Senior Leader Learning Path

Topic	Goal	Resources	Go to Gemba
Introductory Topics	Gain an understanding of the general concept of lean	<ul style="list-style-type: none"> • Introductory Topics • 5S Workplace Productivity • Dealing with the 7 Deadly Wastes 	<ul style="list-style-type: none"> • Become familiar with these concepts to gain an understanding of new methods that will be used. • Understand that your organization is adopting a new way of working. There will be challenges ahead and your contributions are critical to your organization's success. • Part of your role is to teach these topics to your supervisors using Gemba Academy materials. The discussions and exchange of ideas between senior leaders and the supervisors is very important. Supervisors will need to learn the Gemba Academy material as well as gain a deeper understanding of the senior leader's perspective and expectations.
Visual Management	Improve processes by creating or improving visual management	<ul style="list-style-type: none"> • Workplace Visualization • Visual Management at Fireblast • Visual Queues and Color Codes • SSF Visual Factory - Production • SSF Visual Factory - Process Development • What Good Looks Like • Accountability Through Visual Management • Visual Management in the Pharmacy - Franciscan Health 	<ul style="list-style-type: none"> • Create or improve existing visual management boards to include problem solving management along with customer need • Include 5S audit scores as a performance metric • Train the team on the new standard • Follow up to make sure the new standard is at least sustained and preferably improved upon
Leader Standard Work	Make better use of your time and energy to develop people, get things done, and continuously improve the organization	<ul style="list-style-type: none"> • Leadership Standard Work - Blog Part 1 • Leadership Standard Work - Blog Part 2 • Stephen Gorse - Leader Standard Work • Mike Wroblewski - Lean Leadership • Leader Standard Work Course 	<ul style="list-style-type: none"> • Develop leader standard work for yourself • Integrate gemba walks into your leader standard work and daily routine • Use leader standard work daily • Continually refine your standard work to shift the organization from firefighting to fire prevention

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Senior Leader Learning Path

Topic	Goal	Resources	Go to Gemba
		<ul style="list-style-type: none"><li data-bbox="888 310 1220 334">• Leadership & Standard Work	

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