

The Omotenashi Gemba Walk

Go to the place where the work happens. Observe without rushing, ask with curiosity, and leave one human moment better than you found it.

Before you walk

- 1.1 Choose a department or customer-journey moment to understand - not to audit.
- 1.2 Review one customer comment or team story before entering.
- 1.3 Set one intention: notice, listen, or remove friction.

What to observe

- 2.1 What does a customer see, hear, and feel in the first 60 seconds?
- 2.2 Where is someone waiting, uncertain, or chasing an answer?
- 2.3 Where does a handoff become impersonal or unclear?
- 2.4 Who is quietly doing essential work without feeling seen?

Questions to ask

- 3.1 What did your team get ahead of this week?
- 3.2 Where does process make it harder to be human?
- 3.3 What decision are you trusted to make without asking?
- 3.4 What customer or coworker story are people still talking about?

While you walk

- 4.1 Talk to the frontline, not only the manager.
- 4.2 Name one specific behavior worth repeating.
- 4.3 Listen long enough to hear the real answer.
- 4.4 Do not solve everything in the moment. Capture what needs an owner.

After the walk

- 5.1 Recognize one person by name and explain why the behavior mattered.
- 5.2 Select one friction point to remove and assign an owner.
- 5.3 Share one story in the next leadership or team huddle.
- 5.4 Return within 30 days and ask what changed.

What I noticed

Capture the detail, the person, and the one action that should follow.

A human moment worth recognizing

A point of friction worth removing

A question I still need to ask

One action, owner, and due date
