



HOW TO USE Go to where the work happens, watch the process, and ask the people doing it. This sheet keeps the walk structured so it produces facts rather than impressions.

Walk to learn, not to inspect. You are auditing the system, never the person in front of you. Leave with commitments you made, not just ones you collected.

AREA / ROUTE	WALKED BY	DATE	START / END

1 ASK THE TEAM — SAME QUESTIONS, EVERY WALK

QUESTION	WHAT YOU HEARD — THEIR WORDS, NOT YOUR SUMMARY
What are you working on right now, and how do you know it is right?	
What is the standard for this job, and where is it?	
What gets in your way most often on this shift?	
What happens when something goes wrong — who do you tell, and what happens next?	
What have you suggested that has not been answered yet?	

2 WASTE SEEN — TICK IT, THEN WRITE WHERE

☐ DEFECTS	☐ OVERPRODUCTION	☐ WAITING	☐ NON-UTILIZED TALENT
<i>Rework, scrap, inspection</i>	<i>Making more or sooner than needed</i>	<i>Idle people, idle machines, queues</i>	<i>Skill and ideas unused</i>
☐ TRANSPORT	☐ INVENTORY	☐ MOTION	☐ EXTRA PROCESSING
<i>Moving material further than needed</i>	<i>WIP, raw, finished beyond need</i>	<i>Reaching, walking, searching</i>	<i>More than the customer pays for</i>

3 OBSERVATIONS AND COMMITMENTS

WHAT I SAW (FACT, NOT OPINION)	WHAT I COMMITTED TO	OWNER	BY WHEN

4 CLOSED THE LOOP

FED BACK TO THE TEAM ON	ACTIONS CLOSED	STILL OPEN — WHY