

Walks and Talks

Institution: University of Virginia

Summary statement: An electronic tool helps managers observe, engage and improve their business through a series of prompts.

Problem/challenge: Managers have always been encouraged to get out of the office and walk areas where the "real work" is happening. But there was no real purpose or structure to the walks, resulting in little more than casual comments or instructions to employees.

Solution/intervention: A new GEMBA-inspired tool powered by SharePoint automation, helps managers ask the right questions and observe what's important to help improve processes, develop employees, and evaluate quality of performance as they tour work spaces. Because it's automated, all comments get deposited into a database for reporting, action and follow-up. Data stored can be accessed, sorted and used for a variety of purposes including contributing to performance evaluations, improving customer service and relationships, and overall improving how the work is being done.

Key words: Lean Productive Learn, Observe Engagement Improve, Purpose Structure Action

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