

Gemba: the gap between the report and the reality

Conclusions drawn from dashboards and spreadsheets are always one step removed from what is actually happening. The system review is not complete until you go and see for yourself.

● WHAT THE REPORT SAYS

8 GP visits made · 24hr follow-up rate 92% · 3 referrals logged

The numbers look healthy. The system appears to be running.

VISITS 8 / 8 All scheduled visits completed	FOLLOW-UP 92% Within 24-hour window	REFERRALS 3 logged This month	SOP STATUS Current Last updated: launch date
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Go and see · Genchi Genbutsu

● WHAT THE GEMBA REVEALS

5 of 8 visits were to the same 2 clinics · Follow-up messages are templated and unread · 2 of 3 referrals came inbound

The system is compliant. The relationships are not being built.

VISIT QUALITY Concentrated 5 visits to 2 familiar clinics; 6 clinics untouched	FOLLOW-UP QUALITY Unread Template messages; open rate not tracked	REFERRAL SOURCE 2 inbound Not produced by outreach; logged as system output	SOP REALITY Outdated GP availability pattern has changed; not reflected
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現地現物

Genchi Genbutsu
"GO AND SEE FOR YOURSELF"

Toyota's core observation principle. Attributed to Taiichi Ohno. Leaders must go to the place where work happens — not manage from reports. First-hand observation reveals what data cannot.

現場

Gemba
"THE ACTUAL PLACE"

The real location where value is created. In hospital administration: the GP clinic visit, the reception desk, the ward round. Not the spreadsheet. Not the meeting room. The place itself.

Go see · Ask why · Show respect

Fujio Cho's Three Principles
TOYOTA EXECUTIVE'S FORMULATION

The Gemba walk is not an inspection. It is an act of curiosity and respect: go see the work, ask why it is done this way, honour the knowledge of the person who does it daily.

🗨️ **Is this system doing what we designed it to do — and how would we know if it wasn't?**

Data tells you what happened. The gemba tells you why. The system review is not complete until both parts of this question have been answered.