

TOYOTA FORKLIFTS

# GENCHI GENBUTSU

GO AND SEE

PRINCIPLE **3** NUMBER

This is a Japanese phrase meaning “go and see”, which is a central principle of the Toyota Production System. Genchi Genbutsu is sometimes referred to as “get your boots on”, which has a similar cadence and meaning.

Genchi Genbutsu is more a frame of mind than a plan of action, acknowledging that when information is passed around within organizations it is inevitably simplified. The only real way to understand a problem is to go and see it on the ground for yourself.

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## KEY POINTS

- SOUND DECISION MAKING
- BETTER EFFICIENCY
- MORE ACCOUNTABILITY

Another Japanese word, Gemba, is aligned with the same concept. Gemba means “place”, the place where the action happens. Genchi Genbutsu involves going to the gemba to check on the genbutsu (the relevant objects). Ultimately this is a concept of gradual improvement achieved through an on-the-spot presence, where as being there allows you to spot any opportunity for improvement.

## THERE ARE FIVE GOLDEN RULES OF “GEMBA” (PLACE) MANAGEMENT

- 1 WHEN A PROBLEM ARISES, GO TO THE GEMBA FIRST.  
DON'T TRY TO MAKE A DIAGNOSIS ON THE PHONE.
- 2 CHECK THE GENBUTSU (THE RELEVANT OBJECTS)  
BECAUSE SEEING IS BELIEVING!
- 3 TAKE TEMPORARY COUNTER-MEASURES ON THE SPOT TO  
ULTIMATELY RESOLVE THE PROBLEM.
- 4 IDENTIFY THE ROOT CAUSE OF  
THE PROBLEM AT HAND.
- 5 LASTLY, STANDARDIZE PROCEDURES  
TO AVOID AN UNWANTED RECURRENCE.