

## SAF-HOLLAND: Outstanding in Their Field

### “Three Reals” of Continuous Improvement

How often have you been out on the shop floor this week? Do you make important decisions sitting in the office? Do you know what’s really happening?

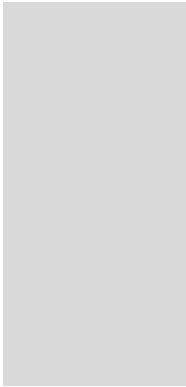
It is essential that we know what is *really* going on in the factory. In order to do this, it is necessary to adopt *gemba-oriented thinking*. Gemba thinking consists of the “Three Reals” (three Japanese terms):



- (1) **Gemba** (the real scene or the shop floor; where the action really is). Effective problem solving takes place on the shop floor. Theorizing what is wrong, away from the action, is not the best way to solve problems. We need to go out to the shop floor, see what is really happening (not what we think is happening), and observe products and processes first-hand. This leads to the second concept:
- (2) **Gembutsu** (the real thing). Here, the “thing” may be products, parts, processes, machinery, or material. If there are problems with any of these, we need to see the “real thing” for ourselves to really get a true understanding of what is happening, and not simply accept someone else’s explanation or interpretation of what is going on. We should see for ourselves what is really taking place in order to make intelligent improvements.
- (3) **Gemjitsu** (real fact). Only by going to the “real place” (gemba) and seeing the “real thing” (gembutsu) can you be sure you know and understand the “real facts”. When addressing problems, we need to make quality decisions, and the only way to ensure that is to make those decisions based on real facts. It is dangerous to speculate what is happening! Go to the gemba, observe what is going on with your own eyes, and see the real facts!

In summary, making important decisions without going to the gemba (real place), seeing the gembutsu (real thing) with our own eyes, and without understanding the gemjitsu (real facts) is risky, dangerous, and can lead to wrong actions and conclusions. Get out on the shop floor! That’s where the action *really* is!

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SAF-HOLLAND QUALITY POLICY

*SAF-HOLLAND, Inc. is totally committed to satisfying the needs of the customer by providing products and services consistent with the highest levels of quality, safety, and performance.*

*We will establish and regularly review quality objectives that drive the continual improvement of the quality system and the success of the business.*