

Developing People in a Once-in-a-Century Transformational Period in a Shift Toward a Mobility Company

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The situation at production sites is ever-changing.

Flexible & ready for change

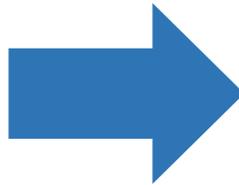
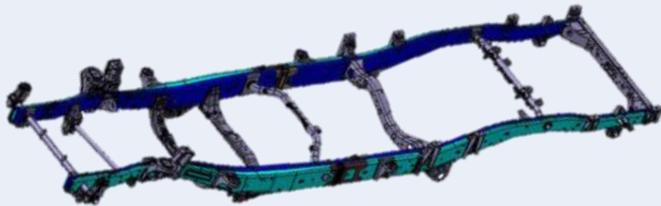


Immediately responding to problems
when they occur



The situation at production sites is ever-changing.

Chassis Manufacturing



FC Stack Manufacturing



The situation at production sites is ever-changing.

Today's best is not always
tomorrow's best; kaizen activities
are constantly required



Enables us to be flexible and
respond to large-scale change

Kaizen culture

Self-driven & ever-ready to change
how work is conducted



A reinvigorated approach to
the “Creative Suggestion”^{*} system

^{*}Launched in 1951, employees propose suggestions for improvement through this system.

Kaizen culture

A workplace rooted in self-driven kaizen

Fostering a culture in which people are open to suggestions and advice

Using the resources generated by new ideas for further reform

Building alliances

People play a key role in creating alliances.
Connections between people make us stronger.



Building alliances

Building close relationships among people of All-Toyota, the “Oyaji no Kai” group strives to strengthen communication & grow together.



Building alliances

“Oyaji no Kai” group activities expanded to include Toyota Group companies, working toward smoother communications.



Building alliances

Learning from each others' knowledge and experience leads to new discoveries and provides completely new clues in development and kaizen, ultimately leading to breakthroughs.

What is a professional?



What is a professional?

A true professional is someone who always looks & thinks ahead...

and someone who engages in self-driven continuous growth.

Conclusion

Not enough change has taken place.

We need people who:

Can think proactively, and take action.

Can carry out new challenges up to the point of conclusion.

Consider continuous self-improvement & continue to contribute throughout their career.

Conclusion

Going back to “Genba-first” policy

Five Main Principles of Founder Sakichi Toyoda

豊田佐吉翁ノ遺志ヲ體シ

- 一 上下一致至誠業務ニ服シ産業報國ノ實ヲ擧クヘシ
- 一 研究ト創造ニ心ヲ致シ常ニ時流ニ先スヘシ
- 一 華美ヲ戒メ質實剛健タルヘシ
- 一 温情友愛精神ヲ發揮シ家庭的美風ヲ作興スヘシ
- 一 神佛ヲ尊崇シ報恩感謝ノ生活ヲ為スヘシ

Employee Handbook



Conclusion

People, as always, remain at the heart of *monozukuri*.

