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.
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.
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<th>Building alliances</th>
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<td>Learning from each others’ knowledge and experience leads to new discoveries and provides completely new clues in development and kaizen, ultimately leading to breakthroughs.</td>
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What is a professional?

“Expertise”
Swift decision-making ability based on the kaizen mindset

Professional

“Leadership with a human touch”
Helping people understand & getting them on board
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

Employee Handbook
Conclusion

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