

1. Results of Assessment of 1979 Kan-Pro Activity

1) 1979 Year-end Assessment

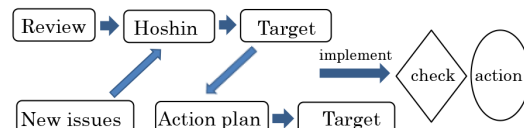
	Tech.	Pro.Pre	Plant	Admn.
1.Story line	○	○	○	○
2.Presentation skill	○	○	○	○
3.PDCA circle	△	○	○	△
4.Role of Manager	○	○	△	△

Note: ○(very good), ○(good), △(so-so), ×(no good)

➤ Year-end result gets better than that of Mid-year
But it varies depending on divisions & individuals

2) Issues observed at Year-end Assessment

① Shallow understanding on “management” (software)



- ② Play proactive role in promoting Priority Items?
③ Fewer comments on “check” and “action”

3) Mutual development & coaching subordinates is still poor

① Mutual development should be strengthened

《 Questionnaire at Production Preparation Div. (Nov.) 》

- | | | |
|---------------------------------------|--------|--------------|
| | (Mgrs) | (Gen. Mngrs) |
| ➤ Inter-action with other divisions | 25% | 8% |
| ➤ Sharing excellent cases with others | 15% | 4% |
- ② Advice from Officers & Kan-Pro Staff is needed

2. 1980 Hoshin of Kan-Pro Team

1) Attain company's constitutional improvement through further promotion of “Kan-Pro”

<Target> All managers involved in Kan-Pro will “pass” the President Inspection

2) Promotion of Kan-Pro scheme to auto-parts suppliers

<Target> Implement Kan-Pro to Tier 1 & 2 suppliers

3) Further promotion of specific technology & skills

<Target> (My personal target) To be appointed Professor of Nemoto School by the end of 1980

3. 1980 Mid-year Implement Status of Priority Items of Kan-Pro

Evaluation

Priority Implement items	Result, Issues, Planned Actions
1) Check on Gen.Managers' Hoshin & Provide Consultation ① Hoshin Review Format created & practiced ----- 90 Depts ② Managers' Hoshin were also reviewed -----370 Sections ▶ Some improvement observed in '80. It varies among divisions ▶ Improvement needed: 15% of Gen.Mgrs, 30% of Mgrs ③ Kan-Pro staff travelled to Depts. for Kaizen advice (Feb.Mar.)	○ a) "Hoshin framework" is understood b) Relation to mid/longterm plan is poor. Targets for action plans are unclear c) Checkpoint needs to be embedded in '81 Hoshin and make it a routine
2) Coaching on Kan-Pro activity (on “weakness”) ① “Nemoto Lecture” held to reinforce Mgrs' learning (Jan.) ② Transcripts of Nemoto Lectures & Officers' Year-end Review Comments were documented & distributed to all managers (Feb) ③ Kan-Pro staff travelled to major divisions (& depts) to coach on their Kan-Pro A3 documents (Feb.Mar)	○ a) “Weakness” is widely understood b) Some people know it in their head, but cannot put it into practice c) Concrete examples would greatly help d) Additional “Review Comments” will be prepared by July
3) Propelling Mutual Development (for Managers) ① Proposed a scheme of “Workshop” for Gen.Mgrs & Mgrs. at each Dept. ② Program planned for Gen.Mgrs. to sit in on Mgrs' Workshop (35% of GM attended) ③ Held Case Study Presentations by selected Managers (July)	○ ① Mutual Development was insufficient ② Kan-Pro office suggested workshop by using Case Study Presentation
4) Expand Target people on “Management” & “Kaizen” ① Training on “Management”, “Kaizen” provided to newly-promoted managers and manager prospects A) Newly-promoted Managers B) Newly-promoted Asst.Managers C) Prospective staff (to be promoted soon) ② Well accepted. Result varies among divisions.	○
5) Coaching to Toyota Group Company ① Nemoto-san visited auto parts suppliers to hold seminars & coaching ② Kan-Pro Office started follow-up & coaching to parts suppliers	○ ① Suppliers'A3 level improved ② Kian-Pro Office will continue to help parts suppliers

4. 1980 Mid-year Assessment

	Tech.	Pro.Pre	Plant	Admn.
1.Presentation Skill	○	○	○	○
2.PDCA circle	○	○	○	○
3.Role of Managers	○	○	○	○

- ▶ Capability development has been considerably improved.
▶ Results still vary among divisions

5. Next steps for Kan-Pro Office

- 1) Continue our focus on support & coaching (Travelling to key divisions will start in August)
2) Develop an effective plan for “President Inspection” to be held at the end of 1980 (detailed plan will be developed by the end of Sept.)

管理能力プログラムの推進について

55.6.9

総合企画室 杉浦

Ⅰ 54年度の評価・反省

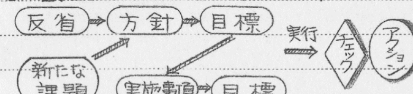
① 年次点検評価

共通項目	技術	生技	工場	管理
① ストーリー	○	○	○	○
② 資料・説明	○	○	○	○
③ 管理のサフル	△	○	○	△
④ 部課長として	○	○	△	△

★ 年次点検より良くなったが
部別・個人別にバラツキ大

② 年次点検の弱さ

① 「管理」の理解が弱い…特にソフト



② 重点事項に自ら取り組み推進しているか

③ チェック・アクションの表現少ない

③ 相互研鑽、指導とも弱い

① 相互研鑽の拡充必要

・生技部門アンケート(11月)	(課長)	(部課長)
他部署との交流・発表会	25%	8%
優秀事例紹介	15%	4%

② 役員の指導、事務局のアドバイス必要

Ⅱ 55年度の室長方針

① 管理能力プログラムの一層の推進を通じて

体系改善をはかる

(目標) 社長点検で全員合格

② 仕入先への普及活動の推進

(目標) 関係会社(15社)

③ 固有技術の一層の向上

(目標) 私・個人目標・年末根本学校の教授

Ⅲ 本年度重点実施状況

実施事項

① 部・課長方針のチェック・指導

- ① 方針の反省表新設 本年よりチェック-----90部
- ② 課長方針も本年に限りチェック-----370課
・54年度よりは良くなったがバラツキ大
- ・部長方針15% 課長方針30%要改善
- ③ 各部巡回改善指導(2月3月)

② 管理能力プログラムの弱さ指導

- ① 根本常務追指導講義(1月)
- ② 54年 年次点検 役員講評集 パンフレット作成・配布(2月)
弱さ追指導集
- ③ 課長の管理能力プログラムの資料をチェック、巡回指導(2月3月)

③ 相互研鑽の推進

- ① 部課長研修会の依頼
- ② 部次長の傍聴制度新設…傍聴率35%
- ③ 代表課長事例発表会(7月)

④ 「管理」改善の教育

- ① 新任課長:④ 管理改善の教育
- 新任係長:⑥
- 中堅社員特別:⑦
- ② 好評だが部門別にバラツキ

⑤ トヨタ・グループへの指導

- ① 根本常務の各社講演・指導
- ② フォロー・指導を開始

Ⅳ 55年 年次点検評価

共通項目	技術	生技	工場	管理	かなり良くなった
① 資料・説明	○	○	○	(○)	まだまだ
② 管理のサフル	○	○	○	(○)	バラツキ大
③ 部課長として	○	○	○	(○)	

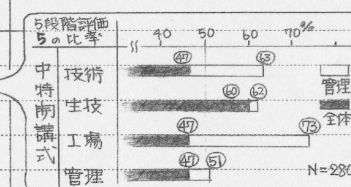
評価

成果・問題点・対策

- ① 方針の「形」はほぼ理解徹底
- ② 中長期計画との関連性
実施事項の目標の充実必要
- ③ 56年方針作成時(12月)
チェック・ポイント作成、定着化

- ① 追指導の弱さは理解された
- ② わかっても実践できない人もいる
- ③ 具体的な事例集も必要
- ④ 7月中に「追指導集」作成

- ① まだまだ相互研鑽不十分
- ② 事例集での研修会を依頼



Ⅴ 今後の進め方と課題

- ① さらに一層のアドバイス
(8月以降巡回実施)
- ② 年末社長点検の良企画実施
(9月中立案)

1. Results of Assessment of 1979 Kan-Pro Activity

1) Result of 1979 Year-end Assessment

	Tech.	Pro.Pre	Plant	Admn.
1.Story line	○	○	○	○
2.Presentation skill	○	○	○	○
3.PDCA circle	△	○	○	△
4.Role of Manager	○	○	△	△

Note: ○(very good), ◯(good), △(so-so), ×(no good)

> Result widely varies among divisions & individuals

2) Issues observed at '79 Year-end Assessment

① Shallow understanding on "What is 'management'?"

- Fewer comments on "Check" and "Action"
- Focusing on high-priority items was poor
- Process on "How to attain the goal" was insufficient
- Unclear targets. How to measure results is not shown
- "How to proceed to the next step" was abstract

② Review/Reflection of Kan-Pro Office

- Check/follow-up on Gen.Mngrs' Hoshin was insufficient
 - Text & reference to be sent out was not enough
 - Support to each department was weak
 - Grasping situations of each department was incomplete
- ◀Questionnaire at Production Preparation Div. (Nov.)▶

	Mngrs	Gen.Mngrs
Inter-action with other divisions	25%	8%
Sharing good cases with others	15%	4%

2. 1980 Hoshin of Kan-Pro Team

1) Attain company's constitutional improvement through further promotion of "Kan-Pro"

<Target> All managers involved in Kan-Pro will "pass" the President Inspection

2) Attempt to apply Kan-Pro to auto-parts suppliers

<Target> Implement Kan-Pro to Tier 1 & 2 suppliers

3) Further enhancement of specific technology & skills

<Target> (My personal target) To be appointed Professor of Nemoto School by the end of 1980

1980 is the year when we will acquire "Kata(chi)" and, based on that, achieve our original targets. ※ Kata(chi)=basic pattern

3. 1980 Implement Status of Priority Items of Kan-Pro (at Year-end)

Evaluation

Priority Implement items		Result, Issues, Planned Actions
1) Check on Gen.Managers' Hoshin and provide consultation ① Hoshin Review Format created. Hoshin of 90 Depts checked. Managers' Hoshin of 370 sections checked ② Kan-Pro staff travelled to Depts. for advice. Improvement needed: 15% of Gen.Mngrs, 30% of Mngrs. ③ Developed "check-point" brochure & distributed to all managers	◎	① "Hoshin framework" is understood ② Creating awareness among non-line Mngrs (staff) will be our next challenge ③ Enhance support to keep each division excited with Hoshin activities
2) Coaching on "how to clearly explain current situation" (Weak point) ① "Nemoto Lecture" held to reinforce Managers' learning (Jan.) Case Studies booklet "how to conquer Weakness.Vol.1" sent to Mngrs ② Kan-Pro staff travelled to divisions to coach on A3 (Feb. Mar.) ③ Still poor at Mid-year Assessment ⇒ "how to conquer Weakness. Vol.2" published & distributed (July)	◯	① 80% of Mngrs understood the basics of "management" including presentation skill ② Non-line Mngrs' job is different. Also is Sales & Marketing job. It will require an ample study from different angles
3) Propelling Mutual Development (for Managers) ① Proposed "workshop" for all Managers at each Dept. Dinner served. Kan-Pro staff also joined. (4 times/year) ② Proposed a program for Gen.Mngrs. to sit in on Mngrs' Workshop (2 times/year) (35% of Gen.Mngrs attended) ③ Held Case Study Presentations by selected Managers (July) (Attendance rate:80%, Good reception. 4 out of 5-point scale)	△	① They learned "what is 'management'" deeper. They also learned it is important to know what people do in other department ② Slower pace than last year. Varies by depts. ③ Need to further encourage them to have Mutual Development sessions
4) Expand Kan-Pro to New Generation ① Newly promoted Mngrs ("management", "kaizen") (Mar.) 4.4pt/5pt ② Newly promoted Asst. Mngrs ("Kan-Pro" concept) (Mar.) 4.5pt/5pt ③ Staff (to be promoted soon) ("management", "kaizen") (May) 4.5pt/5pt	◯	① "Action" is the key ② More focus on Admin Mngrs ③ "Planning ability", "Foresight" will be required to the next generation
5) Coaching to Toyota Group Companies ① Nemoto-san visited auto parts suppliers & held seminars & coaching ② Kan-Pro Office started follow-up & coaching (in rather a small scale) ③ Kan-Pro Office started QC activity at TMS (sales & marketing) (Sept.)	◯	① They understand the key concept of Kan-Pro ② Need to help them find how to implement Kan-Pro scheme in the way that best suits their conditions

Proportion of 5-	
Tech-	63%
ProPrep-	62%
Plant-	73%
Admin-	51%

4. 1980 Mid-year Overall Assessment

- 1980 Target has been attained. But it varies among different divisions
- Reflections (after 2-year Kan-Pro campaign)

< Good things >

- Witnessed many dedicated people
- Shared common views on "management"
- Gained a lot of valuable knowledge

< Bad things >

- Different understanding on Kan-Pro
- Little discussion on develop people
- Big burden on Officers
- Variation among divisions

5. Next steps for Kan-Pro Office

1) Establish a routine

- Training of newly promoted Mngrs
- Voluntary Review Session at each Division with Officers attending
- Kan-Pro Session again 5 years later

2) Kan-Pro at Toyota Group Companies

- Detailed assistance & follow-up
- Expand to TMS & auto dealers

管理能力プログラムの推進

55. 12. 11

総企画室 杉浦幹雄

I 54年度の評価・反省		III 本年度 重点実施事項	
1 年末点検時の評価		実施事項	
共通項目	技術 生技 工場 管理	評価	成果・問題点・対策
① ストーリー	○ ○ ○ ○	① 部・課長方針のチェック・指導	① 方針管理の形はほぼ徹底
② 資料・説明	○ ○ ○ ○	② 各部巡回改善・指導 部長方針 15% 課長方針 30% 要改善	② 副課長・担当職員・意識喚起
③ 管理のサフル	△ ○ ○ △	③ 56年度 定着化対策・チェックポイント作成 配布 (12月)	③ 各部の方針 検討会の充実
④ 部課長として	○ ○ △ △	② 実情説明の弱さ指導	① 「管理」の実情説明の形は8割徹底
② 年末点検の弱さ		① 根本専務 追指導講演 (1月) 「弱さの追指導集」作成配布	② スタッフの難しさは今後も課題
① 「管理」とは何かの理解不足		② 課長の点検資料・チェック・巡回指導 (2~3月)	③ 販売・サービスも含めて継続的に検討
a 評価・反省・対策の文言少ない		③ 年末点検時 まだまだ弱い ⇒ 「弱さの追指導集」作成配布 (7月)	
b 重点的な取組み 推進弱い		③ 相互研鑽の推進	① 各部の部課長研修会の依頼・参加 4月/年 (食事付)
c 仕事のやり方・ソフトの展開少ない		① 各部の部課長研修会の依頼・参加 4月/年 (食事付)	② 部次長点検 傍聴制度 (年次・年末) 傍聴率 35%
d 目標が不明確・評価の物差しない		② 部次長点検 傍聴制度 (年次・年末) 傍聴率 35%	③ 代表課長事例発表会 (7月) 出席率 80% 工場を除いて好評 4月/5段階
e 今後の進め方が抽象的		③ 代表課長事例発表会 (7月) 出席率 80% 工場を除いて好評 4月/5段階	④ 「形」に加え、他課の仕事の内容も勉強
② 事務局としての反省		④ 管理の教育	① 新任係長 「管理・改善」 3月 44% 5段階
a 部課長方針のチェック・フォロー 弱い		① 新任係長 「管理・改善」 3月 44% 5段階	② 新任課長 「管理能力プログラム」 3月 4.5/5
b テキスト・パンフレット 不十分		② 新任課長 「管理能力プログラム」 3月 4.5/5	③ 中堅社員特別 「管理・改善」 5月 4.5/5
c 各部への支援活動 弱い		③ 中堅社員特別 「管理・改善」 5月 4.5/5	④ 5の比率 技術 63% 生技 62% 工場 73% 管理 51%
d 各部の実情把握 弱い		④ トヨタグループへの指導・援助	① 根本専務の各社講演・指導 がほとんど
生技部門 アンケート (11月) 課長 部長		① 根本専務の各社講演・指導 がほとんど	② フォロー指導を開始したが件数少 D社他
他部署との交流・発表会 25% 8%		② フォロー指導を開始したが件数少 D社他	③ S107の販売・サービスのQCの推進を開始 (9月より)
優秀事例 紹介 15% 4%		③ S107の販売・サービスのQCの推進を開始 (9月より)	
II 55年度の室長方針		IV 総合評価	
1 管理能力プログラムの一層の推進		1 年初の目標はほぼ達成したが 部別・個人別にはまだバラツキあり	
(目標) 社長点検で全員合格		2 ④プロを終えて	
2 仕入先の普及活動の推進		良かった点	
(目標) 関係会社 (5社)		まずかった点	
3 固有技術の一層の向上		① 忙しい中 熱心な取組み	
(目標) 私個人: 本年根本学校の教授		② スタッフも含めて 「管理」の共通の認識	
★留意点: 「形」を身につけ 成果をあげる年		③ 評価・反省、仕事のやり方の工夫	
		④ 部内の連携・再発防止などの話 増加	
		⑤ ④の目的・内容の理解に差	
		⑥ 固有技術の伸張・人材育成の話 少	
		⑦ 点検のために役員負担大	
		⑧ 全社の組織的な推進の配慮	
		V 今後の課題	
		I 定着化	
		① 新任課長の教育・発表会	
		② 部門別・役員別自主点検の推進	
		③ 5年後 リフレクション 全社展開	
		II トヨタグループへの展開	
		① 仕入先のフォロー充実	
		② 自販・ディーラーのQCの推進	

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