

# **Change-Yourself Program**

*(Aesthetic Program)*

Isao Yoshino, Director of Aesthetic Program

June, 1991  
Office of "Aesthetic Program"

## Table of Contents

1. **Outline of “Change Yourself Program”** (Aesthetic Program)
2. **Course A: “Widen”** your Human Network
3. **Course B: “Broaden”** your Perspective
4. **Course C: “Enhance”** your Power of Expression
5. **Course D: “Enhance”** your Ability to Take Action
6. **Course E: “Experience”** Different Cultures (in your backyard)
7. **Course F: “Experience”** Different Cultures (in overseas countries)

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

# “Change-Yourself Program” (*Aesthetic Program*)

## 1. Purpose of the Program:

- Everybody wants to make more progress today than yesterday, and tomorrow than today.
- Why don't you break out of your *shell* and change yourself to “New You”

## 2. Outline of “Change-Yourself Program”

### Course A: “Widen” your Human Network

Talk with more business colleagues. Know more about them. Let them know more about yourself.

### Course B: “Broaden” your Perspectives

Observe things from many different angles. You will find that things now look different.

### Course C: “Enhance” your Power of Expression

Develop an ability to express yourself clearly. It will help you to become more persuasive.

### Course D: “Enhance” your Ability to Take Action

Go to Gemba and talk to the people and watch things with your own eyes. It will make you become an “*on-the-go*” person.

### Course E: “Experience” Different Cultures (in your backyard)

Visit places (in Japan) where people think differently and act differently. Placing yourself in a different culture is a great chance to explore the differences between others and yourself.

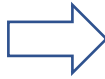
### Course F: “Experience” Different Cultures (in overseas countries)

Visit overseas countries where values and way of thinking is very different. It will help you to consider of changing yourself.

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

## Course A: “Widen” Your Human Network

- Talk with more business colleagues.
- Know more about them.
- Let them know more about yourself.



- You will get wider acquaintances.
- You will broaden your horizons.
- You will know more about yourself

### Step 1: Make business trips often (– End of June)

- **Pay a visit and talk face to face** to your business partners whom you usually talk on the phone.
  - ⇒ Possible places to visit would be: HR Dept. in Toyota HQs, Tokyo Office, Osaka Office
  - ⇒ You will get to know more about them, their workplace, their bosses, etc.
  - ⇒ You will deepen understanding on your partners’ job & their work environment

### Step 2: Make business trips more often (July – September)

- **Expand your destination to wider areas** which you believe will help you widen your perspectives, improve your ability and broaden your experiences. (1 day)
  - ⇒ Possible places to visit would be: HR Dpt. People in other companies, business seminars, libraries, museums, etc.
  - ⇒ You will get to know something new which you could have never known otherwise
- ⇒ After your visits, you will share your experience with bosses and other staff members.

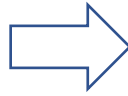
### Step 3: Make business trips a lot more often (October – November)

- ⇒ Possible places to visit would be: National Museum of Ethnology in Kyoto, Join the Archaeological work, Experience “zazen practice”, Work as a volunteer at the earthquake-hit area, etc.
- ⇒ You will get to know something new which you could have never known otherwise
- ⇒ After your visits, you will share your experience with bosses and other staff members.

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

## Course B: “Broaden” your Perspectives

- Try to observe things from many different angles. (from above, below, left, right, front, back, etc.)
- You will find that things now look different.

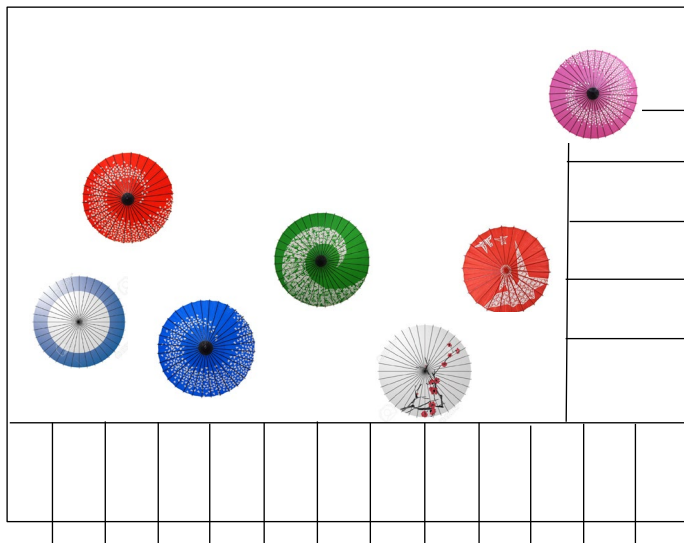


- It will help you to develop an ability to look at things from a different angle.
- It will also help you to change your mindset.

### Practice (- August)

- Try to look at things you see on a daily basis from many different angles (from above, below, left, right, front, back and sidelong). You can find that they look totally different.

Example:



#### “Flowerbed in front of the station”

On a rainy day, Japanese umbrellas of a crowd of people look like the flowers in the flowerbed.

- When you are intuitively drawn to something, try to take a photo or draw an illustration and put the title that best fits your photo or illustration and share it with other people.
- Toward the end of August, we plan to have a contest of your new “findings”.

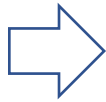
As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***

[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

## Course C: “Enhance” your Power of Expression

You need to explain;

- **Concisely**
- **Explicitly**
- **To the point**



- You will become more **convincing & powerful.**
- It will help you to **establish credibility** among the people around you.

### Step 1: Know your “problems” (– End of June)

Collect “inappropriate”, “hard-to-understand” and “confusing” expressions from among the documents you created in the past.

*Examples:* documents sent to other in-house divisions, business letters sent out to other business firms, reports to bosses, etc.

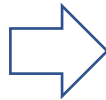
### Step 2: Learn how to create “good documents” (July)

- We will have a **Study Session** with all the staff members attending in mid-July.
- Key topics will be “**how to create a concise and easy-to-understand document**”
- Everybody is expected to give one’s opinion out and share it with others.
- **Outline** of the Study Session
  - **Timing** ----- mid-July (half day)
  - **Members** ----- All the staff members of Nagoya HR Office
  - **Lecturer** ----- Director of “Change-Yourself” (Aesthetic Program)

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

## Course D: “Enhance” your Ability to Take Action

- **Go to Gemba**, talk to the people,
- Watch things **with your own eyes**..
- **Don’t judge things** only from the the documents or reports



- It will make you become an **“on-the-go”** person.
- You will value **“facts”** than **“assumption”**

### Practice (- December)

Even when you think you can judge something from the documents/reports or phone conversation, you will need to **bring yourself to the site (= Go-to-Gemba)** and look at it yourself. Then you can judge.

*Example:*

- **Overtime work:** Bring yourself to the department where overtime work is very common and watch carefully how it is.
- **Harassment & bullying report:** Meet with the person (victims) and grasp the entire story and collect all the facts
- **Request for a Vending Machine:** If some department wants to have a vending machine at their floor, just go to that department and talk to them and see the site before you judge.
- **New café on the block:** If a new café is opened in the neighborhood, go and check its quality, price, service, ambience, working hours, etc. If it is super good, spread the word.
- **Business trip to Tokyo:** If you have a chance to visit Tokyo, try to visit Tsukuda-jima. The old downtown spirit of caring humanity still exists there.

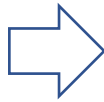
**Note:**

*The most important thing is to **pick up the habit of “go to Gemba” or “the attitude to value the fact than assumption”**. At the beginning stage, you should **put the first priority on Quantity (of “going to Gemba”)** rather than Quality of what you do. After you have acquired the habit, then you can **shift the priority to Quality**.*

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

## Course E: “Experience” Different Cultures (in your backyard)

- Visit places (in Japan) where **people think differently and act differently** from yours.



- Placing yourself in a different culture is a great chance to **explore the differences** between others and yourself

### Practice 1 (- December) Do something “new” to you

Try something new which you have never tried before. It will help you to learn new things.

*Example:*

- **Read magazines in English:** Read English magazines or newspapers regularly. You can find different writing style, philosophy and perspectives from that of Japan.
- **Visit “country music bar” in Nagoya:** You will find the heartfelt thoughts of the people in the country-side in the US.
- **Visit Kabuki or Gidayu Theater:** You can start learning your own identity as a Japanese. We have not paid enough attention to these traditional art of Japan.
- **Examine what Buddhist sutra means:** Generally we Japanese are indifferent about religion. We have little knowledge about Buddhism.
- **Watch foreign movies periodically:** Movies can give us a lot of information on the way of thinking and behavior of the foreign people.

### Practice 2 (- July) Interact with people of a different background

*Example:*

- **Interact with people with different background from ours:** .Dentsu (Japan’s largest advertising agent) expressed their desire to have a joint workshop with us!!

Here is the plan:

- ▶ **Name of the workshop:** Toyota/Dentsu Joint Workshop

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***

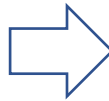
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)



- ▶ **Purpose:** To deepen exchanges with each other and help us to grow
- ▶ **Meeting dates:** We will meet every other month (6 times in 1991)
- ▶ **Topics to share:**
  - **Dentsu** --- TV advertising copies, cost, clients, corporate strategy
  - **Toyota** ---- People development policy, car-making process

## Course F: “Experience” Different Cultures (in overseas countries)

Visit overseas countries where **values & way of thinking is quite different.**



It will help you to consider of **changing yourself**

## Practice 1 (- December) Get out of Aichi Prefecture

Get out of Aichi Prefecture and **visit other places in Japan** where people have different history, live in a different environment, value different values and speak their own dialect.

*Example:*

- **Visit other places in Japan:** Stay for some time at a local place, listen to the people and try to understand what they mean with their own expression.
- **Eat local food:** Local culture and tradition is often reflected in their local food. Eating local food is the first step to understand the local culture and its people.
- **Visit local historic places:** Learning the local history and culture is also another important step to learn about its people.
- **Explore the main industry for each local area:** .Each area has its own industry that is unique to them. Examining it in detail will help you to understand the history of the area.

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)

## Practice 2 (- December) Get out of Japan and see the world

*Example:*

- **Visit foreign countries:** Stay for some time at each destination and try to listen to their language and enjoy the cultural difference between the country you visit and Japan..
- **Try your best to get soaked in the local culture:** Eat local food, take local transportation, watch local TV and talk to them and listen to the local language. Great opportunity to think deeply about the cultural difference.
- **Take notes every time you run into something interesting:** You cannot memorize everything for a long time.

*Note: Airline companies that I have an association with are considering of giving me free air tickets (economy) for you to fly overseas. I will try my best to make it happen. Just keep your fingers crossed.*

As referenced in the book ***Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning.***  
[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com) | [Order your copy today!](#)