

# **Change-Yourself Program**

*(Aesthetic Program)*

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Office of "Aesthetic Program"

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

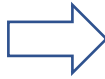
### Course F: “Experience” Different Cultures (in overseas countries)

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

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## 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)

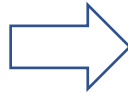
- ⇒ Possible places to visit would be: National Museum of Ethnology in Kyoto, Join the Archaeological work, Experience “zazen practice”, Work as a volunteer at the earthquake-hit area, etc.
- ⇒ You will get to know something new which you could have never known otherwise
- ⇒ After your visits, you will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

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## 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.

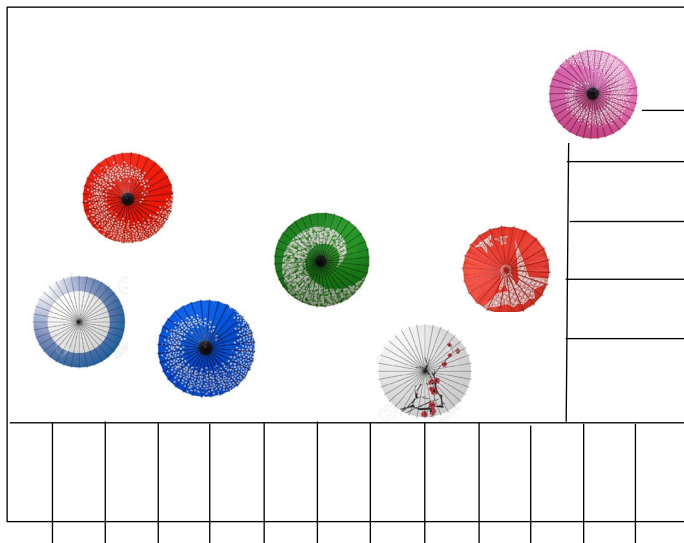


- It will help you to develop an ability to look at things from a different angle.
- It will also help you to change your mindset.

### 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”.

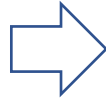
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## Course C: “Enhance” your Power of Expression

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.

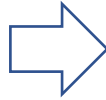
### Step 2: Learn how to create “good documents” (July)

- 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)

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## 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.

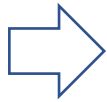
**Note:**

*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**.*

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## 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

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- ▶ **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.

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## 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.*

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