

## "P.S. from Mr. Yoshino" – Essays for his Employees

While he was a manager in Toyota Motor Corporation's Human Resources Department in Nagoya, Japan, in 1991, Isao Yoshino created a personal and professional development program for his team called the "Aesthetics" Program or "Change Yourself" Program (in English). As part of this program to develop his people, Mr. Yoshino drafted a small essay on personal development topic each week. In the end, he created over forty different essays, all written on A5 sized paper (half the size of A4 or letter sized paper). Each week, Yoshino choose one concept that stood out to him from his experiences, and from that would determine one key word as the theme for that week's essay. He would write his essay on a word processor and share it with his team:

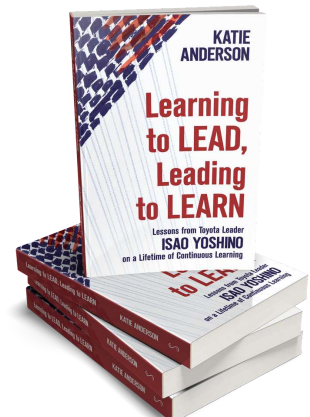
***Whenever I had an incident that I wanted to share with my team, I first determined the theme that I wanted to express, and then I thought about how to share the story. I kept the goal of writing every week. It wasn't easy for me, but it was important. It inspired me to think about the things that amazed me and how I could share them with my people.***

One of his staff members suggested to Yoshino that they select some of the essays and collate them into a booklet, which they titled "Post Script (P.S.) From Mr. Y." Mr. Yoshino has translated the key messages from a selection of these memos here.

As Yoshino and I were preparing to write "Learning to Lead, Leading to Learn," Yoshino went on an expedition of sorts, searching through archives and boxes and closets. In doing so, he found the "Post Script (P.S.) from Mr. Yoshino" booklet written in Japanese. On my request, he translated a selection of the essay titles and key topics, which are included below. Yoshino's essays harken back to the musings of ancient Asian philosophers – at times simultaneously esoteric and profoundly insightful.

You can find more details of the "Change Yourself" (Aesthetics) Program in the book "Learning to Lead, Leading to Learn: Lessons from Toyota Leader Isao Yoshino on a Lifetime of Continuous Learning."

For additional leadership insights visit:  
**[LearningToLeadLeadingToLearn.com](http://LearningToLeadLeadingToLearn.com)**



# 「Y氏からのP.S.」 Post Script (P.S.) from Mr. Y



## 普通 (August 5, 1991) – Being Normal and Ordinary

Being an ordinary and decent person should be the first thing we try to be. It is the very basic value as a human being. Without attaining this goal first, how can we become unordinary next?

## 国際人 (August 7, 1991) – Internationally Minded Person

What is the qualification of “an internationally minded person?” A person who has lived overseas for a long time, or speaks foreign language fluently? A person who can understand and accept different viewpoints and way of thinking? A person who can look at things from many different angles?

## 欠点 (August 20, 1991) – Everybody has faults

People who strongly believe they are superior and have no faults often disillusion others. A real capable person is the one who knows their faults and can face them squarely.

## 名前 (August 28, 1991) – Name

“Hey, you with glasses!” My big boss called me that way as he didn’t remember my name. Remembering someone’s name is a good way to establish good relations with people.

## 振り返る (September 3, 1991) – Looking Back

A marathon runner who never looks back during the race is considered to be the strongest. But, looking back is not so bad. We can learn so many things by looking back and reflecting.

## 優秀 (October 14, 1991) – Brilliant vs. Capable

A brilliant person is the one who is excellent, confident in him/herself and highly evaluated by others. A capable person is the one who makes sound judgement, has flexibility to cope with problems and knows how to work together with others.

## 肩書 (October 28, 1991) – Position title

Business cards have a position title along with the name. It shows how high-positioned he/she is. We always have to ask ourselves whether we live up to our position title.

## 一流 (November 5, 1991) – Top-ranked

Toyota is one of the most excellent, top-ranked companies in the world. Does it mean that people working at Toyota are also top-ranked? It all depends on how you think and behave.

## 違い (November 7, 1991) – Difference

Partners are often likened to “two wheels on the car.” Now, I believe it should be “both feet.” If both feet try to go forward at the same time, you can’t walk. Being different helps us to know something new.