

## Tokugawa and Nemoto Credos

Both the credos of Ieyasu Tokugawa, one of the most influential leaders in Japanese history, and Mr. Masao Nemoto, one of the most influential leaders in Toyota's history, influenced Isao Yoshino's own leadership credo.

### Tokugawa's Credo

Yoshino sees direct parallels between Tokugawa's leadership precepts (translated in bold blue below) with his view of Toyota's culture (highlighted in italics below).

**Steadiness and have a long-term view:** *"Life is like a long journey with a heavy burden on your back. Don't hurry."*

**Diligence:** *"One who regards inconvenience as natural will never be discontented. When you want more than you have, remember the days when you were in need."*

**Learn from failure:** *"If you only know what it is to conquer and don't know what it is to be defeated, it will be harmful to you."*

**Patience:** *"Patience is the base of being safe forever. Regard anger as your enemy."*

**Leaders take responsibility:** *"Blame yourself, not others."*

**Humility:** *"Not being enough is better than being too much."*

### Nemoto's Credo

Toyota leader Mr. Masao Nemoto documented his leadership credo in the 1980s.

- 1. Improvement After Improvement**
- 2. Good Coordination with Other Divisions Is an Essential Quality for Middle Managers**
- 3. Everyone Speaks**
- 4. There is a Reason for Not Scolding**
- 5. Try Harder When You Teach, if the Other Party Does Not Understand**
- 6. Send Out your Best Subordinates for Rotation**
- 7. A Command Without a Deadline Is Not a Command**
- 8. Rehearsal Is an Ideal Occasion for Training**
- 9. Inspection Itself Is a Failure When Top Management Takes No Action**
- 10. Creating an Opportunity to Be Heard by the Top: Ask "What Can I Do for You?"**

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