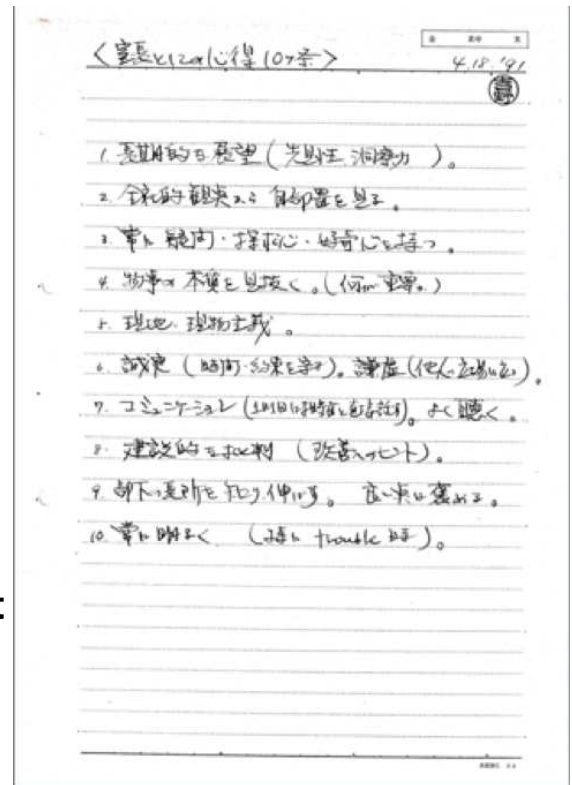


Isao Yoshino's "10 Principles" Credo

Isao Yoshino documented his leadership credo for his people when he was a manager in Toyota Motor Corporation's Human Resources Department in Nagoya, Japan. Yoshino has translated his original handwritten leadership credo, written on April 18, 1991, here for you.

1. Take a long-term perspective and have foresight.
2. Look at your own job from a company-wide view.
3. Always carry a questioning mind and sense of curiosity.
4. Try to see through the true nature of things.
5. Practice genchi-genbutsu-shugi (go to gemba).
6. Be conscientious (keep your promises, be punctual) and humble (take someone else's view).
7. Communicate (talk to subordinates at least once a day). Listen to them carefully.
8. Give constructive criticism (a clue to kaizen).
9. Try to find out your subordinates' strong points, give praise, and develop them.
10. Stay cheerful (particularly when you are in trouble).



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