

My recommendations of External mindset: Mr. Honda, Chairman

(This article is partially edited from the content article of our internal "External mindset Summer Campaign".)

The environment surrounding JATCO is changing drastically on a daily basis, with the shift to electrification, the rapid transition to carbon neutrality, and the growing interest in SDGs and ESG management. The key to our survival in the future is to grasp the changes that are occurring now with an external mindset in a timely manner and to respond to them quickly. Let's listen to the hints from the executives and employees who grasp information and changes with an external mindset and apply them to their work, and let's practice external mindset as well.

The first issue is by Mr. Honda, Chairman. Mr. Honda, who became a full-time executive of JATCO again this year, spoke about External mindset from his own experience.

Be back JATCO again

Hello, everyone at JATCO. I am very happy to be working with you again at JATCO. From now on, I would like to focus more on "supporting you" than ever before. In this article, I would like to share with you my thoughts on external mindset, and I hope that it will help you to put external mindset into practice.



Something that made me think recently

In relation to the external mindset, I would like to talk about two recent cases that got me thinking.

The first one is the story of the disaster recovery at Hitachi Astemo.

The February 13 earthquake off the coast of Fukushima caused damage to Hitachi Astemo's Fukushima plant, which makes suspension parts for Nissan and Toyota, and production came to a halt. Nissan and JATCO dispatched about 60 professionals in various fields to assist in the recovery efforts, but Toyota was the quickest to move, and their organization and on-site work were excellent, befitting the name of one of Japan's leading companies.

Of course, Nissan and JATCO were not inferior in terms of technology and skills, but what I found frustrating was the depth of awareness of each person in terms of how to think and act on their own. They stayed up later than any other company every night to continue their work. Of course, it is not enough to work until late, but there was an atmosphere in the team where people thought about "what is necessary now" and continued to work until they were satisfied. I felt that this was ingrained in the culture of Toyota.

This was a case that I was able to find and to notice the difference by going outside.

The second is the story of Nissan's Tochigi plant.

The Tochigi Plant, which had been losing presence and motivation due to declining production, is about to be reborn after the decision to produce the Nissan ARIYA. It took several years to come up with a plan to beautify the exterior, interior, and surrounding environment, and to do everything by themselves. This plant-wide initiative, involving not only vehicle assembly but also axles and casting, has brought about a change in the motivation and mindset of employees. Both the plant and the people who work there have become more energetic, and the negative image of the plant as a declining factory with declining numbers is being renewed. The key to the success of the Tochigi Plant's independent reforms is that they have asked themselves what they want to be, and as a result, they have developed a strong desire to rebirth their plant. In the same way, I believe that whether or not you can practice external mindset depends on how strong your feelings are within yourself. When Tochigi started its activities, it referred to JATCO's moss phlox planting and factory beautification activities.

Until last year, I was looking at JATCO from the outside and thought that JATCO was in the same situation as the Tochigi Plant. As the world makes a major shift to electrification, JATCO needs to be reborn. I think the key to success is to first ask ourselves what we want to do and how we want to be, and then take action.

There are always hints

As in these two cases, in order to act with an external mindset, we must first "think and act for ourselves" and "ask ourselves questions" before we look outside. After repeatedly asking myself questions and worrying about whether we need some hints or triggers, if we keep our antennae up, something will always catch our attention, and we can naturally choose whether the information is worthwhile or not.

Even if it's hard because of the COVID-19 disaster, don't use that as an excuse, but make an effort to use the little time you have well and keep in touch with outside.

There are always hints.

Without the will to learn, you can't see what you see

As for my own external mindset, I believe that my role is to give back to the company inside what I have gained by acting with my external mindset.

Also, the reason why external mindset is so important is that it gives you the opportunity to find solutions to bridge the gap between your current work and the better work in the medium to long term.

When I ask people to go out and look at case studies, there are two types of people who go to the same places and see the same things. One comes back and says, "This is the kind of place that was helpful," and the other says, "There wasn't much that was helpful." The type of people who don't look for things to learn have low antennae. If you don't have the antennae to learn, you can't see what you see. By changing your own mindset, you can get hints from the outside.



I'm enjoying interacting with people from completely different worlds

What I enjoy these days is interacting with people from completely different worlds. Different worlds have their own problems, and that is very refreshing to me. At first

glance, some of the problems may seem like why bother with such things. But if you go inside and listen carefully, you will find that there is a background, a history, a reason to be troubled, and many problems that cannot be solved in a straightforward manner.

One of the joys of external mindset is to understand the world that I don't know, to think about the problems with them, and to try to improve it.

We JATCO has the ability to do it all

JATCO is a company with the ability to do it all. I think we have an honest, diligent and hard-working nature and corporate culture.

I would like everyone to create their own goals and aspirations for the future, and take action to achieve them. In order to do this, "looking outside" is an important action. It is quite difficult moment by COVID-19, but I would like you to keep in touch with the outside world. I am sure you will get some hints.

Over the next several years, we will gradually shift to electrified products while taking care of the current CVT and AT. Now, I think it is necessary for all of us to think about how to realize an exciting JATCO, both internally and externally, and to make it.