



**Asia-Pacific
Economic Cooperation**

**Kowa Tech Co. Ltd
Japan**

Leadership for Technological and Human Resource Development

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The year 2011 was an unforgettable year for the Japanese. In March of that year, the Great East Japan earthquake and tsunami hit Japan, bringing in their wake a nuclear disaster which continued to have a huge impact on life in Japan even after one year. However, the most significant difficulty for the people was the separation from those they loved the most.

In December 2011, Yuji Oguri, president of Kowa Tech, lost his father, Koichi Oguri. A few months later, Yuji's father-in-law also passed away. Both men had been great influences in Yuji's life. Yuji had always turned to them, especially his father, for guidance on the direction of his business, Kowa Tech. Although it was a difficult time for Yuji, he had to fight for Kowa Tech's survival in spite of his grief.

In March 2012, orders for Kowa Tech's innovative amphibious vehicle continued to come in. The market appeared to be expanding from the purely recreational segment to the emergency product segment. Customer requirements had also become increasingly complex. Its initial success in designing and building an amphibious vehicle prototype and its continued development of new variations made Kowa the acknowledged leader in this particular sector of the automobile industry in Japan.

As the president of Kowa Tech, Yuji was telling himself that "what was important for an SME manager was to be in high spirit always. Few people extended help to an SME; therefore, the managers of SMEs were always under enormous pressure to fight for various concerns and often tended to be skeptical about other people's intentions."

Yuji reflected on the days when he had to fight against all odds to sustain the business after he took over from his father in 2002. From being an insignificant subcontractor of large automakers, Kowa Tech had come a long way to become a company with its own unique development capabilities. However, Yuji anticipated that the market of specialty automobiles in Japan would be limited. He needed to think of options to expand the market by developing other product lines or going for the global market. Either way, he would have to address various issues, foremost of which were the human resource management concerns standing in the way of Kowa's growth.

Company Background

Kowa Kogyo Co. Ltd was established by Koichi Oguri to manufacture special automobiles for large auto makers (e.g., Isuzu and Mitsubishi Motors) as a subcontractor. Koichi got involved in this industry as a sales staff working for one of the special vehicle manufacturers, where he met the owner's daughter who was to become his wife. The owner highly regarded Koichi, but Koichi's life changed when the owner passed away. When their marriage was not approved by the family, Koichi left the company with his bride and worked for another company. He later became independent, starting his own small business called Kowa Kogyo in 1966. Despite its ups and downs, by 1990 Koichi's company had established a reputation as a reliable producer of special automobiles, with over 70 veteran employees manning its operations. The company acquired its own headquarters building and factory facility in Kanagawa, about 60 kilometers from central Tokyo. It was also during the 1990s that demand for Kowa's products significantly declined due to the economic depression. Most clients placed only minimum orders, and it was almost impossible to expect new business once a client was lost. Oftentimes, the company had to accept orders from old clients even if there was no profit to be gained from the transaction. Securing orders became the company's first priority.

When he turned 70, Koichi suddenly decided to close shop, as the business continued to

decline. In 2001 when Yuji Oguri, at the age of 36, was called in to take over as Kowa Kogyo's president from his father, the company was burdened with a big deficit of 60 million yen. Majority of the sales came from the public sector, with long payment terms. The annual turnover during that time was around 360 million yen.

Yuji, instead of closing the shop, ushered in a new phase of the company's development by changing its name to Kowa Tech Co. Ltd to signify his emphasis on technology. He took stock of the three elements of corporate management, "materials, money and men", as they applied to Kowa Tech at that time. The factory and facility remained the company's major material resource, which Yuji was able to maintain. But he had to struggle with the two other elements, "money" and "men."

Ensuring Profitability

The major challenge for Yuji was to improve the money flow, as the deficit could not be any bigger. He, therefore, concentrated on gaining profits than just increasing sales. He found that previously, the company did not take cost accounting too seriously. Yuji instituted a system to identify the actual cost of production. Since Kowa Tech handled a variety of products with varying complexity in small quantities, it was imperative to calculate the man-hours needed to produce a unit of product accurately. Based on the costing information, Yuji was able to selectively take orders from the clients, not accepting unprofitable requests. While that created negative feelings in long-time clients, Yuji stood firm. Yuji recalled of that time:

In our industry, a decision to give orders rests on the person in charge within a big auto-maker. So, if you refused to take an order from him on the basis of profitability, he would not give you other businesses which might be profitable. So, you take a risk of losing that account entirely. But, I later found that since the industry's capacity is more or less fixed, with a limited number of reliable manufacturers, the orders we refused would go to other companies, but then the other orders which would have gone to that company might be given to us. If you become an indispensable producer, you could almost choose preferred jobs. It takes guts to say no, but it works if you have something to offer which no other producer can.

Financing the Business

In 2001, there were times when Yuji had to wait for three hours just to meet with the bank's loan officer in charge, with whom he passionately discussed his company's vision. The bank refused to extend their loan facilities, due to tight money condition after the post-bubble economy. In Japan, SMEs wanting to secure a bank loan generally had to prove their credit worthiness, as the banks wanted to know the personality of the owner as well as the business performance.

In the meantime, Yuji was fortunate to receive an order to produce wrecker trucks from one of his business partners who was the CEO of a company with around 300 employees. The total order of wrecker trucks reached 100, which gave Yuji a breathing space for the period. Sales at the time Yuji took over was about 30 million yen per month with three to six months payment terms. Therefore, the company needed to have a working capital of around 100 million yen in cash every month. When the company encountered liquidity problems, the same business partner supported Yuji by discounting checks for Kowa.

Later, when this business partner faced financial difficulty himself, a commercial bank extended loans to Yuji. It took Yuji two years to prove his credit worthiness with the bank.

In 2012, after 10 years of those challenging times, Kowa began to receive regular visits from the board members of mega banks who wanted to lend Kowa any amount of money any time that Kowa needed financing for his business. The strong trust built between Kowa and the banks was due to the company's healthy financial status as a profitable SME in the automotive industry for the past 11 years.

Improving Sales and Developing New Products

Since Kowa already had strong relationship with its existing clients, Yuji focused on developing new clients by putting more efforts on improving sales. From 2001 to 2002, Yuji personally went out to look for new clients. Networks with clients that he already had were important information sources for new business. Eventually, Kowa started to receive various orders for car remodeling from new clients (See Exhibit 1 for the current line of products).

In order to build good relations with clients, Kowa had put up an office in Tokyo that handled nearly all communication with clients. The office had only three staff when it first opened but after three years, three more office staff were added to attend to clients' needs.

Beginning the “Revolution”

The final and most difficult element for Yuji to tackle was “men.” Yuji initially took in everyone from the previous company. However, he found out that the average age of the 60 employees at the time of transfer was over 60 years old. Several of them who were over 70 years old and had supported his father on the engineering and production side received annual salaries of over 10 million yen. The amount was much higher than the average industry salary of 5 million yen. This was a result of seniority based pay prevalent in Japan. The youngest employee was over 40 years old. Most of their final education was middle school, and they had experience in metal processing or in automobile body assembly. Yuji wanted to retire those who were over 70 years old so he could hire younger engineers to take their place.

Yuji talked with everyone in the company individually and in small groups, and told them that unless the company could cut their salary into half, Kowa had no choice but to go bankrupt. After a great deal of discussions, 20 employees who were over 70 years old eventually decided to retire from the company. The other 40 employees, aged between 40 to 60 years old, decided to stay with the company accepting a big salary cut. At their age, it would have been difficult for them to find another job outside of Kowa.

In order to replace the retiring employees with younger people in their 20s to 30s, Yuji had to rely on publicly run placement office, word-of-mouth and his own network to recruit applicants. He first hired women workers, who were attracted to the family-like atmosphere in the workplace, as assistants for design and/or production. Initially it was not easy to recruit young workers. Yuji realized that he should target those who were interested in manufacturing/production to start with, so he approached technical school professors to introduce him to prospective applicants. Yuji eventually succeeded in interviewing several applicants who were in their 30s, or those belonging to his own generation. They were graduates of engineering colleges and had experience in working with assembly-line automobile components manufacturing.

Most of the SMEs in the automobile industry in Japan worked as a part of assembly-line operations or as subcontractors to large firms. The assembly-line operations were on a

lot production basis where workers did the same work every day. Therefore, the work could be monotonous, leaving not much room for creativity. In contrast, Yuji offered the applicants the excitement of making made-to-order products, even if the salary could not be higher than those offered by other companies. Yuji persuaded applicants by telling them that the “attraction of working with Kowa Tech is that one staff is responsible for designing to producing. Since orders from clients are different from one another, it is expected that each staff has to think differently every day. Therefore, work at Kowa can be very creative.” This approach paid off and Kowa Tech was able to hire new recruits as the older employees started to retire.

In 2003, Yuji, established the Skills Transfer School within the company. Three of the retired engineers were rehired as trainers in this school. The younger staff who graduated from a technical college specializing in automobiles was required to hone their skills by attending school for two months on company time. This system which had continued to be practiced at Kowa Tech was generally not done by other SMEs in Japan; these SMEs allowed their staff to attend only those trainings conducted after work and/or on weekends.

It was said that it took 10 years to be a specialist engineer in the automobile sector in Japan. However, in Kowa Tech it took only three years to accomplish this because of the training provided by the Skills Transfer School.

Developing the First Amphibious Vehicles in Japan

In 2007, one of Kowa Tech’s clients inquired if Kowa Tech could produce amphibious vehicles. At that time, there were already amphibious vehicles made in the US but there was no model made in Japan yet since efforts of a large manufacturer to produce amphibious vehicles in Japan failed.

This unexpected request from Kowa Tech’s client involved the conversion of cars (with a width of 2.5 meters and a maximum length of 12 meters) to amphibious vehicles. The client had a high priced amphibious vehicle imported from the United States, which Kowa Tech’s engineers were able to study. Outright, it seemed impossible to convert a car of such size to an amphibious vehicle which had to float on water. In addition, Kowa Tech did not have the financial resources at that time to work on the project; however, instead of saying “No” to the request right away, Yuji investigated the state of the amphibious vehicle development and its potential market.

Based on the research conducted by the Japan Amphibious Vehicle Organization (JAVO), amphibious vehicles had been utilized mainly in the tourism industry in Europe, Southeast Asia and the United States. In Japan, amphibious vehicles were considered to have a good potential not only for recreational purposes, but also for transporting people from disaster areas and bringing aid during emergency situations. The government was planning to conduct social experiments on amphibious vehicles. Tourism outside the urban areas utilizing amphibious vehicles had also been under consideration. An amusement park called Huis Ten Bosch in Nagasaki Prefecture was interested in using one. In an area like Japan which was completely surrounded by the sea and was extremely rich in water resources, amphibious vehicles were expected to draw more attention for both recreational and emergency purposes.

After careful consideration, Yuji finally decided to challenge the production capability of his company based on his belief that “I want to contribute to society. I want to face the challenge and the opportunity to be the first in Japan.” Since responding to the needs of

clients was the mission of the company, he made up his mind to prove equal to the challenge by following Kowa Tech's management philosophy. Besides, Yuji could visualize clearly the production of amphibious vehicles as the successful business of the future, even if he had to start from scratch.

Design and Development

When Kowa Tech was just starting to develop amphibious vehicles, Yuji was confronted with the fact that their engineers were experts in automobiles but not in vessels. Yuji consulted with a faculty member of the School of Marine Science and Technology at Tokai University who introduced him to a vessels specialist. He also discussed Kowa Tech's limited financial resources to undertake actual production of amphibious vehicles. Moved by Yuji's passion, personality and vision, the professor agreed to join the development of amphibious vehicles as a collaborative project between the academe and industry. The professor visited Kowa Tech almost every week for the first three months to work on the project.

It took one and a half years to complete production of the amphibious vehicle. The team encountered difficulties in the design and production of the first vehicle (e.g., relevant regulations in Japan, how to make the vessel float). With limited finances, the team did not have the luxury of producing many prototypes or trial products; what they developed and produced was to be the final product. The support from the professor and his colleague from the shipbuilding industry to use their computer system enabled a number of simulations, thus shortening the design time.

At this stage, one other difficulty blocked the way. Inasmuch as the Japanese government put much importance on the operational safety of vehicles, the amphibious vehicle was subjected to a great deal of scrutiny and evaluation by the Ministry of Land, Infrastructure, Transport and Tourism. Since it was the first such vehicle produced in Japan, there was no precedent to guide their evaluation. Voluminous documents that were submitted to the ministry in order to receive permission were more than 50cm thick,

Because amphibious vehicles had two aspects, that of a car and a vessel, Kowa Tech organized two groups to attend to the requisite documentation. Explanation by phone and visits to the ministry were made a few hundred times. Endless experiments were conducted to demonstrate the vehicle's safety features. The last safety experiment conducted was done by hanging the amphibious vehicle on a crane and dropping it in the Yokohama Bay waters. The team's tenacity and patience paid off. Finally, the ministry gave its permission to operate the first ever amphibious vehicle produced in Japan.

Obtaining permission from the ministry was the first large breakthrough for the actual use of the product. However, various other concerns started to confront Yuji. Some unexpected risks surfaced just before the launching ceremony organized in Osaka in July 2008. One was the problem regarding gas emissions which Kowa Tech had been working on time and again. Yuji was worried that if something happened during the launching ceremony, there would be no way to recover public confidence in the product. Yuji reminded himself that "a leader of a company is always under the fate of battling with worries and concerns forever."

In July 2008, "Legend Zero One," the first domestic amphibious vehicle was launched safely for its first cruise in Osaka. It was a joyous and momentous time for Yuji and a fitting tribute to the efforts of Kowa Tech's staff.

The First Amphibious Vehicle



The picture shows the first domestic amphibious bus, LEGEND ZERO ONE, which was remodeled from Isuzu's 8-ton truck with length of 11.85m, width of 2.5m, and height of 3.65m, and carried 42 passengers. Two engines were installed on the car for onshore and offshore use, and maximum speed was 90km/h for onshore and 15km/h for offshore.

Between July 19 and November 30 2008, Yunishikawa Duck Tour ("Visiting Kawachi Dam and exploration of Dam Lake 2008") which was organized and operated by Nihon Kanko Co., Ltd started its run. The tour started from the roadside station of Yunishikawa, visited Kawachi Dam and cruised Kawachi Dam Lake. It was originally planned to operate until November 3, but got extended to November 30 because of its popularity. A total of 15,332 passengers enjoyed the tour and the cruise. In November 2008, around 30 Kowa Tech staff and their families took the Duck Tour and were amazed at the product of their creative and innovative work. Yuji and his wife could not have been happier.

Based on the great success of Legend Zero One, Kowa Tech received an order for the second amphibious vehicle, which was also produced successfully. After these two successful productions, one unit of vehicle was valued at 100 million yen.

Human Resources at Kowa Tech

Yuji Oguri

Yuji who was born in 1965 obtained his degree from the Graduate School of Marine Engineering in Tokai University in 1990. His area of studies was engineering and marine construction (such as ports) and the related government policies. When he graduated, he had an option to seek employment at a construction company or the government. However, he decided to get exposed to the basics of management. He thus chose to work for the Japan Management Association, one of the biggest organizations which promoted management improvement, with about 1,000 experts working as instructors. Yuji was in charge of planning and marketing Management and Leadership education to corporations. He also served as consultant on human resource system and the management by objective (MBO) program. Thus, Yuji well understood the importance of mission and vision, management and leadership education of the staff, and an effective human resource system. (See Exhibit 2)

When Yuji turned 28, he briefly helped his father in his business. However, the father and Yuji had differences of opinion in management, so he decided to seek other opportunities outside, with the understanding that he would come back at a later stage. He then worked for a think-tank group to study government policies.

Management by Objectives (MBO)

Five years after Yuji became CEO of Kowa Tech, the company started to have stable business and a growing number of young engineers. In 2006, Yuji introduced the “MBO through self-control” system to enhance human resource evaluation at Kowa Tech.

During the first year, Yuji had many face to face interviews and meetings with the young staff to establish their personal objectives in line with those of the company and to evaluate their work. However, Yuji was disappointed to find out that most of these engineers were not willing to challenge new objectives that were proposed by Yuji. Many would say, “We have been doing things this way for a long time, why do we have to change?” Yuji was convinced that the company had to change and in order to change, it was necessary to provide management and leadership education.

Leadership Skills

From 2007 to 2012, Kowa Tech faced a number of difficulties in human resource management. Since Kowa Tech offered just the standard salary in the automobile sector, only the satisfaction obtained from their work could motivate the staff and differentiated Kowa Tech from other companies. Given this condition, managers were expected to enhance their ability to encourage and motivate their staff.

For instance, one of the staff who was in his 40s was selected as production manager. However, in spite of his hard work, there was not much improvement in the production line because he did not have good communication skills. He failed to communicate instructions to other members of the team and address problems in the production line, resulting in delayed delivery time. Similarly, an outstanding engineer who was hired failed to properly blend with the other members of the team so he ended up resigning soon after he started his work at Kowa Tech. Yuji regretted that he could not stop the engineer from resigning.

These experiences further bolstered Yuji’s belief in the importance of professional development for the staff. He built a library in the cafeteria where everyone could sit and read books on management.

Yuji also believed in the importance of team building among the executives and administrative staff. He noted that there was a research on the “cycle of success” of an organization conducted by Dr Daniel H. Kim in Massachusetts Institute of Technology. The results emphasized that to have bigger achievements, what was important was to improve the quality of behavior inside an organization. To improve the quality of behavior, quality of thinking needed to be improved. To improve the quality of thinking, quality of relationship among staff needed to be improved (See Exhibit 3).

When Kowa Tech started to work on amphibious vehicle development, the relationship between the managers and staff, and between the product design/development team and manufacturing team in Kowa Tech were not solid. In order to improve the situation, Yuji decided to sponsor an in-house leadership training program which would cover communication, leadership and negotiation skills¹ (See Exhibit 4).

Some 20 executives and administrative staff of Kowa Tech attended the training conducted over three Saturdays. The purpose of the training was to enhance their understanding and skills in team collaboration and improve their thinking skills as leaders. Through this training, the participants understood the importance of managing both the

¹The leadership training program was a blend of Neuro Linguistic Programming (NLP) and Leadership.

management cycle and the leadership cycle —sharing visions, communication, empowerment, and action (See Exhibit 5).

After the training, mutual coaching was implemented for one year between the executives and the staff. This gave them an opportunity to practice what they learned in the training program. The whole process eventually developed greater collaboration between the executives and the staff.

Reflecting on the experience, Yuji noted that after the training, the staff had stronger commitment to their jobs. They had a clearer vision of the work and a more positive perception as they experienced a paradigm shift from being highly individualistic (due to their high sense of pride as engineers) to being team players. The members started teaching other members. Unfortunately, one senior female staff who was used to working alone resigned because of the new work environment that put much weight on teamwork and efficiency. Yuji understood that since Kowa Tech had evolved its own unique work environment and culture, it would have been difficult for her to continue working with the company.

Kowa Tech's Vision

Yuji shared the company vision as follows:

We always strive to contribute to the development of our society with a global perspective.

Using scientific technologies creatively, the company aims to address the needs of the society, which will bring both psychological and material satisfaction and happiness to all the company people.

We expect everyone in the company to turn the problems they face to a joy of overcoming the challenges through creative wisdom and unfailing spirit.

We would like our company to be the place where people share the same spirit.

We consider people as the source of everything we do.

Evaluation and Compensation

Yuji modified the compensation system from purely seniority based to more performance based pay. A new performance evaluation system was instituted where evaluations were done from three angles. Based on agreed targets, the immediate superior, the employee himself or herself, and the board member in charge of the section evaluated each of the employees. Yuji recognized that any evaluation done by people was subjective and getting three different viewpoints would minimize the biases.

In addition to their basic salary, employees received bonuses at the end of a fiscal year, reflecting the company performance. While the salary level at Kowa Tech was still the average in the industry, employees felt motivated with these year-end bonuses.

Plan for the future

In 2012, Kowa Tech completed its 5th amphibious vehicle. After the earthquake and tsunami in 2011, amphibious vehicles were starting to be used not only for recreational purposes but also for emergency or relief uses, thus the need for amphibious vehicles would continue to increase in the future. As of 2012, 60% of all the orders came from the public sector and 40% was from the private sector, but Yuji hoped this proportion to be reversed in the future. As they developed the amphibious vehicle, he realized that while

servicing the public sector meant competitive pricing because of the bidding system, the private sector depended more on value creation. To deal with these potential orders, Kowa Tech was working on improving the quality of work by installing the latest design system. In 2012, as one way of enhancing the management system in the company, Yuji began preparing for ISO accreditation of the production of special vehicles, which was said to be difficult to achieve in this industry.

Yuji reflected on the challenges over the years. Kowa Tech's regular employees in 2012 had increased to 50 with 90% of them less than 40 years old, and with either college or university engineering education. They were complemented by 20 to 25 fixed term or temporary employees when the volume of orders increased. With the combined efforts of all the staff of Kowa Tech, the sales of the company reached 850 million yen in 2012. Yuji hoped that it would increase by 50% by 2017.

In addition to Kowa Tech's traditional products, there were great potentials for amphibious vehicles in Japan and possibly overseas. After the initial success of the amphibious vehicle, the needs of the clients would continue to increase in complexity. Therefore, the technology and skills of the workforce must continue to be enhanced and further research on clients' needs, Kowa Tech's competencies and those of Kowa's competitors, must be emphasized in the future.

Yuji received inquiries to invest in Indonesia from client automakers, as Indonesia was one of the largest potential markets left in Asia. Kowa Tech had been using a special government employment scheme to bring in Indonesian workers during the last few years. In 2012, Kowa Tech had five Indonesian employees, with one of them staying more than a few years. Yuji entertained the thought of establishing a production line of special vehicles in Indonesia. As a first step, in 2010, Kowa Tech recruited one English speaking female secretary. Between 2010 and 2012, Yuji went on business trips to East Asia and Southeast Asia four times to investigate the current situation in the region.

Yuji also considered developing an amphibious motor cycle for emergency purposes in the near future. Using the technologies and know-hows gathered from manufacturing amphibious vehicles, expanding the product line to motor cycles would be an important step forward. He considered the value of amphibious motor cycles, particularly for rescue operations. Yuji's interest in this new product appeared to spark his next passion:

I feel that the need would be there, once the product becomes a reality. Imagine if you can save someone who was drowning in the water by using an amphibious motorbike and bringing the victim to a waiting ambulance without any other people's assistance. The chance of saving a life would be greatly enhance! There may be many other uses.... when we encounter problems, by thinking deeply, some images will emerge. You can expand on that image to solve a number of problems.

Kowa Tech was applying for an international patent on the technology of producing amphibious vehicles, a move that worried Yuji to no end, since an international patent would be a key factor for Kowa Tech's ability to enter the global market. Regardless of whether Kowa Tech chose to expand its production of existing products to overseas markets, or expand product lines to motorbikes, or both, to make Kowa Tech a true global company, Yuji had to consider carefully how best he could prepare for the future challenges. Yuji started to map out the priorities and future plans for Kowa Tech in his second decade as the company's prime mover.

Exhibit 1: Main products of Kowa Tech



Main product from the public sector is fire engine.



Second largest order is for ambulances.



Main order from the private sector is for power generation vehicle used by electric company.



Kowa also takes order from TV stations for vehicles for TV crew.

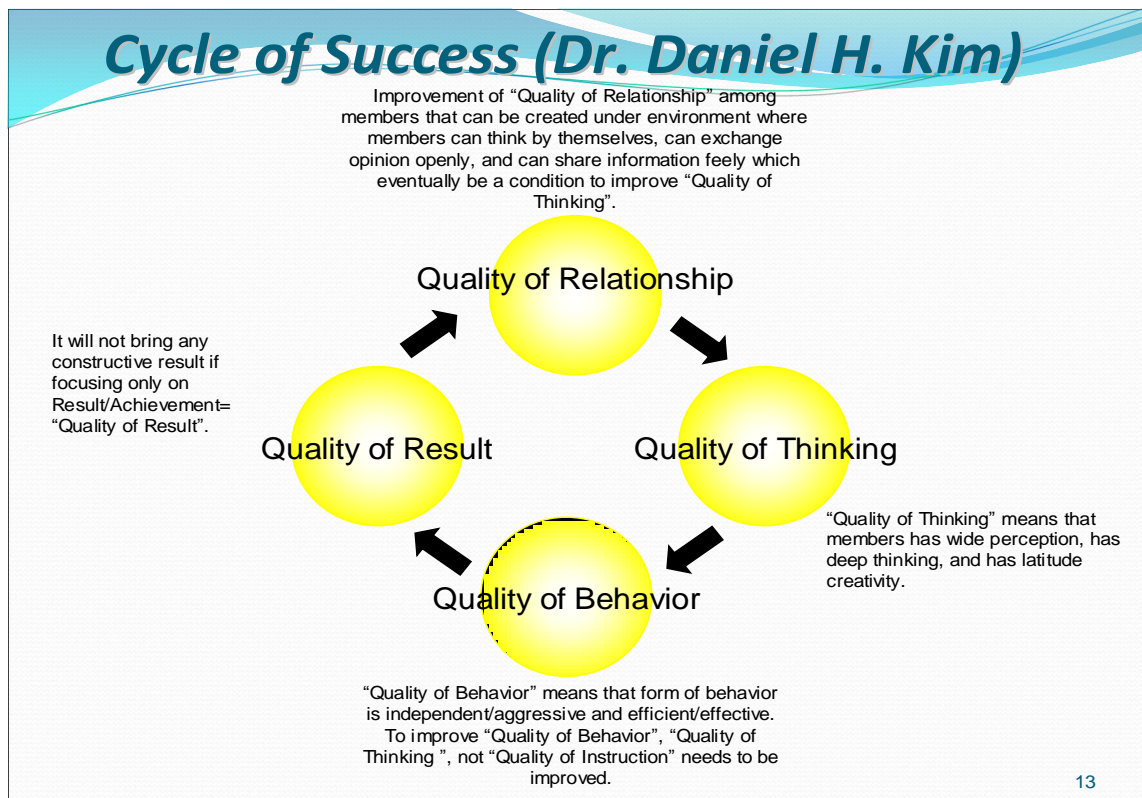
Exhibit 2: Practices of Exemplary Leadership*

5 Practices for Exemplary Leadership

- Model the Way = “Model”
- Inspire a Shared Vision=“Inspire”
- Challenge the Process=“Challenge”
- Enable Others to Act=“Enable”
- Encourage the Heart=“Encourage”

*Reference above was a part of the contents explained in the Leadership training program Yuji attended. The list was created based on interviews of leaders who made great achievements even during economic depression in US.

Exhibit 3: Cycle of Success



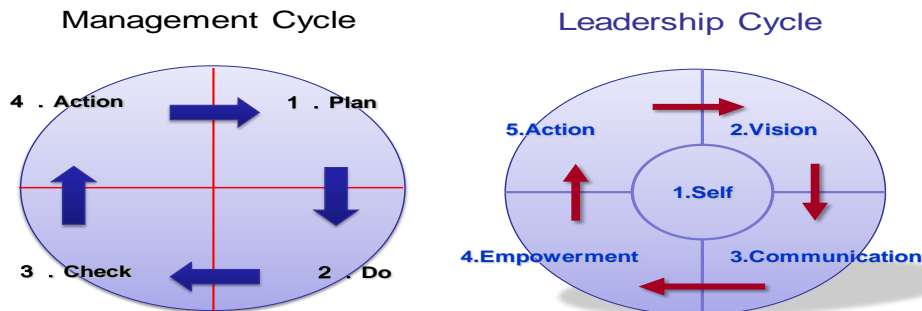
Above is a model of the “cycle of success” to create a virtuous cycle for successful organization proposed by Dr. Daniel H. Kim at Massachusetts Institute of Technology. By firstly improving quality of relationship, quality of thinking is improved, after quality of thinking is improved, quality of behavior is improved, and eventually quality of results can be better.

Exhibit 4: Leadership Training Program

Course Schedule : Leadership Mechanism & Skill	
<Day 1 AM>	<Day 1 PM>
<ol style="list-style-type: none"> 1. Opening <ul style="list-style-type: none"> - Introduce yourself, Expected training rules, Team making - 2. Compare Management and Leadership <ul style="list-style-type: none"> - What is Management, what is leadership? 3. Understand Paradigm Shift. <ul style="list-style-type: none"> - Meaning, merit, demerit, and implementation 4. Correlation of “vision”, “mission” and “value”. <ul style="list-style-type: none"> - Meaning 5. Understand leadership cycle <ul style="list-style-type: none"> - Cycle of self, vision, communication etc... 6. Seek for own value <ul style="list-style-type: none"> - Enneagram Testing 7. Create Vision <ul style="list-style-type: none"> - Method of vision creation 	<ol style="list-style-type: none"> 8. Vision Transmission <ul style="list-style-type: none"> - Method and meaning 9. Empowerment <ul style="list-style-type: none"> - Method and meaning 10. Action for innovation <ul style="list-style-type: none"> - Innovative behavior, team innovation, project innovation and organizational innovation. 11. Summary for leadership <p>Activities flexibly be applied during the class:</p> <ul style="list-style-type: none"> ✓ Blind Walk etc <p><Wrap-up for the day></p> <ul style="list-style-type: none"> ✓ Game using the ball <p><Wrap-up for the course></p>

Exhibit 5: Management Cycle and Leadership

Management Cycle and Leadership



*Management Cycle: Peter Ferdinand Drucker, Leadership Cycle: Center for Creative Leadership