



## ■ Critical Issues

### ■ Fostering the strength that forms the foundation for supporting organizational activities

It is not too much to say that the organizational strength depends on the strength of the human resources that make up the organization. The skills of the human resources making up the organization are improved through carrying out various activities, which raises the level of the organization.

However, unlike human resources, organizations are not always continually improved. If the business management is person-oriented and its know-how is not instilled throughout the organization, at the time of generational changes the company is likely to lose both the human resources that have supported the company and the know-how that mostly attributes to them.

The mechanisms and know-how involved in the current work have been built up as a result of improvements based on experience and mistakes made previously. It goes without saying that they need to be improved continually in response to changes in the management environment. However, the recognition of the need for improvement activities and the will to carry them out must occur at the individual level. If improvement activities are forced on people, many react negatively and the activities are carried out sketchily. In any organization, how this problem is dealt with is a point that causes concern for managers including the top management.

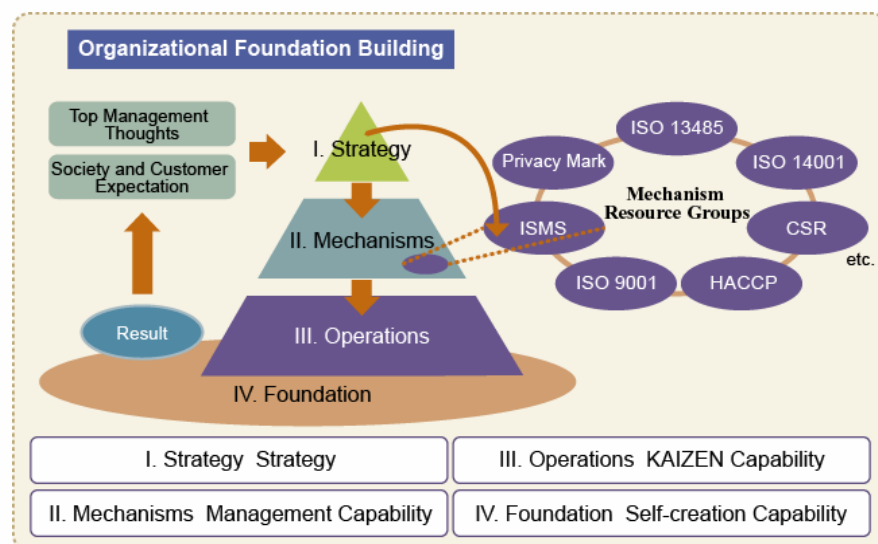
By starting with familiar subjects for making improvements to the surrounding environment together with co-workers to create a workplace where work can be carried out more easily, employees learn the necessity and methods of making improvements, and the importance of rules and of maintaining them. This results in the continued improvement of the organizational strength.

In today's businesses, many management methods and techniques are being used. However, even if sophisticated methods, mechanisms or concepts are introduced, they do not produce the desired results unless the basic structure and elements are properly prepared.

The foundation arrangements are activities that develop and instill an organizational strength which becomes the basis for supporting organizational activities.

## ■ JMAC Concept

Foundation preparation is defined as developing the capability to improve the work and its environment while arranging basic worksite conditions to improve the work efficiency. Put plainly, it means the building of foundations.

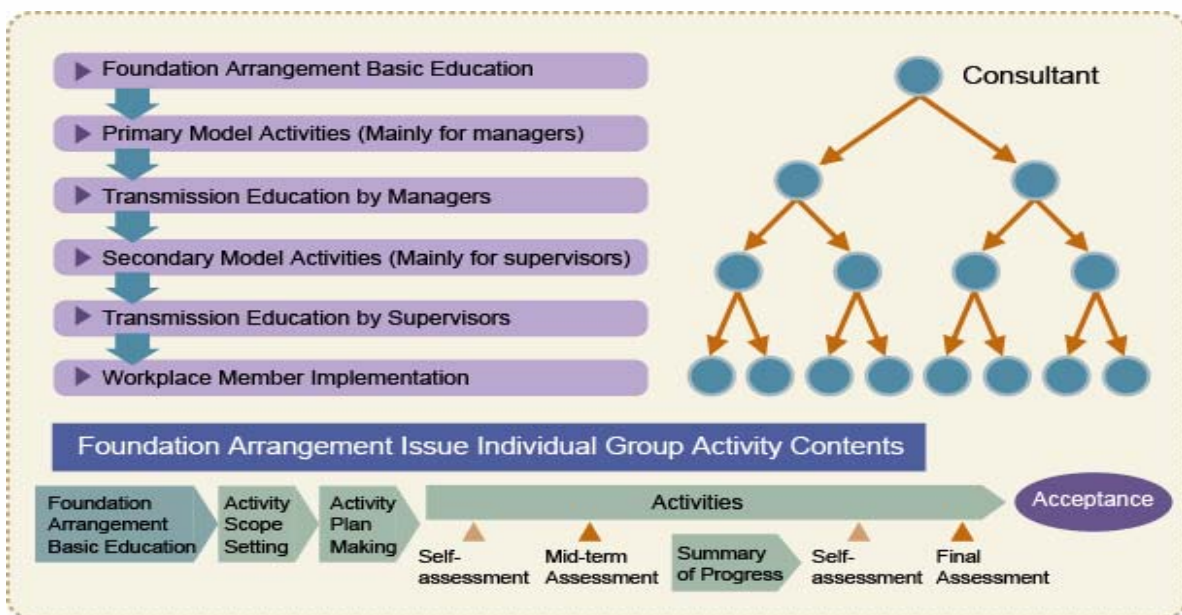




## JMAC Features

### Development of model activities and improvement know-how throughout the worksite

- ◆ Implement as activities that involve all employees.
- ◆ Building up experience through the success and failure of the model activities, it is possible to develop your own know-how. Then, implementing this in company-wide developments makes it possible to achieve certain results and develop efficient activities.
- ◆ People who gain experience in the model activities become leaders in subsequent activities to teach group members the activity methods (transmission education). Based on the experiences gained in model activities, guidance is provided to members. The addition of “plus  $\alpha$ ” mechanisms to the model experiences allow conducting of activities at a level exceeding the model activities.



## Results

The three foundation arrangement activities aim to achieve the actual results shown below. Further, through conducting these activities, employees can acquire improvement know-how, and worksite performance increases.

As actual results, the following work environment can be structured:

- Defects and claims do not occur
- Equipment maintains stable performance
- Appropriate environment for carrying out the work is developed
- Work can be conducted with peace of mind, and without stress or worry

Behavior pattern/ habit changes

- Employees gain the ability to maintain decided items once decisions have been made
- Employees learn how to recognize abnormalities (deviations from fixed standards, norms, and normal conditions)
- Employees learn how to make improvements to their immediate surroundings

As a result:

- Workplaces can be built that are easy to work in, with skillful workers and a high level of organization.