



## ■ Critical Issues

### ■ Would Like to Set Up a Strong Engineering Group

- Our managers are weak in management (There are many managers who don't know anything about management).
- The number of engineers without basic ability increases (Incapable of developing detailed work plans for themselves).

### ■ Would Like to Have a Research and Development Environment that is Capable for Creative Product and Technology Development Work

- Our engineers tend to stay in the current environment and hesitate about change.
- We are just too busy with our everyday work; a creative engineering department seems like a distant dream
- Although we are conducting many innovation and improvement activities, we always do them individually rather than as a series of activities, and we lack decisiveness.

### ■ Would Like to Change the Way of Thinking and Actions of Our Engineers to be More Positive and Active

- When we spoke to them a little severely, they left.
- Although they carry out the activities as ordered, they never do anything more than the orders.

## ■ JMAC Concept

### ■ JMAC expects “WILL” activities to build a strong engineering organization which has strong will based on the To-Be model and everyday innovation.

#### (1) Creating a Company “the Way We Want It To Be”

You do not have to accept the way the company is; it is possible to create a company in which you can do the work you want to do and set the targets you want to reach. In order to clarify this goal image, it is necessary to think long and hard.

#### (2) Changing Behavior Through Everyday Innovation

Everyone recognizes the importance of innovation in engineering divisions. JMAC adopts the viewpoint that the way to realize this very important target is through innovation in everyday work (making changes through daily work). We believe that this cannot be realized unless innovation is promoted at the same time as busy everyday work is being conducted. JMAC provides the know-how necessary to do this.

#### (3) Maximizing the Creativity of Individuals and the Productivity of Groups

The dual target of WILL activities is “maximizing the creativity of individuals and the productivity of the organization”. Regardless of how excellent the strategy and scenarios are, they are implemented and realized by people. Engineers basically enjoy devising things. Attention is placed on how to draw out and make best use of engineers' potential.

#### (4) Creating Multiple Targets

WILL activities set not only result indicators, such as quality, cost and deadlines, but also various process indicators to keep watching the changes of conditions in engineering organizations and individuals.

# WILL Activities

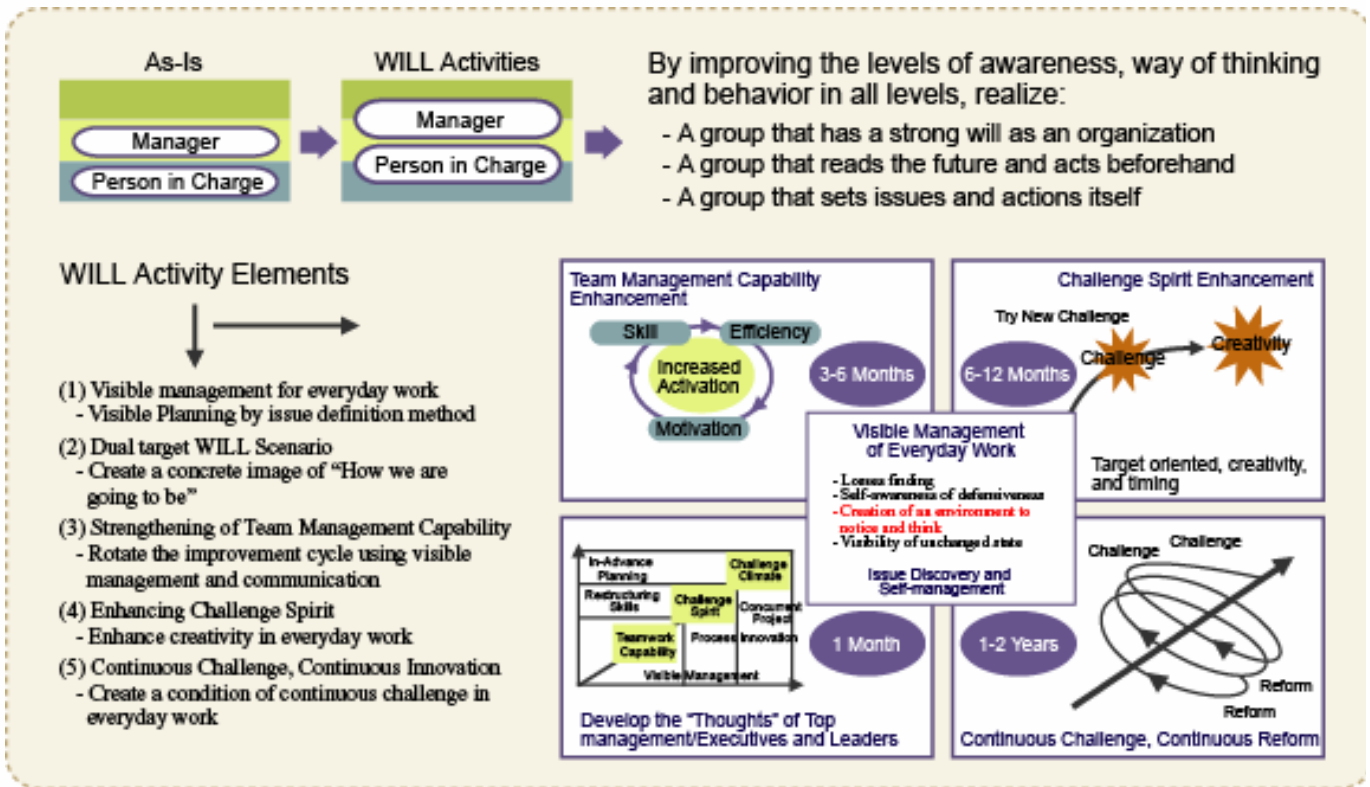
Building of strong engineer organization based on “will”

GL-RD004



## JMAC Features

### Feature of JMAC WILL Activity Program



### Keys to Success in WILL Activities

- (1) Allow adequate time for preparation before starting the activities.
- (2) The leader and the members in charge should both be managers
- (3) Awareness/sense of crisis/motivation/how to transfer

## Results

### Result of Conducting WILL Activities

The WILL activity results are monitored by QCD basics (Quality, Cost, and Delivery), and GMT conditions (Grade, Merit, and Timing).

QCD is the popular indicator. On the other hand, GMT is the indicator from the viewpoint of enhancing the development capability in the future, such as work level, added value, cooperation period, and the completion timing for technology.

Based on the characteristics of the company and the R&D division, the WILL activity program has been introduced to the Japanese industry. “There’s been a change!” “It has a great effect.” Our clients have been satisfied with JMAC’s sophisticated viewpoints of organizational climate change and accumulation & utilization of technology in the R & D process.