

## ■ Critical Issues

### ■ Looking at the work environment, there is strain on the management that is not apparent from outside the organization.

- “Every year, we have repeatedly added employees, but this is not reflected in the business. It’s like pouring water on sand.” (Executive)
- “I myself am extremely busy, and I can’t keep an eye on the work carried out by my subordinates. If I leave everything up to them, it results in trouble, yet if I offer strict instructions or directions, they don’t look very pleased.” (Manager)
- “There’s just too much, and the actions are flooding the development worksite. In the mood of ‘it’s got to be done’, I don’t want to be the first person to say that I can’t do it.” (Leader)
- “Because the department manager and leader look so busy, I don’t feel comfortable asking detailed questions. So first I try by myself, but often end up re-doing it later.” (Person in charge)

## ■ JMAC Concept

The Japan Management Association Group began research into white-collar productivity in an industry-university cooperation (with the Kurosawa and Sakamoto Laboratory Institutes of the Tokyo Institute of Technology) in 1980. This was named the KI Project (Knowledge Intensive Staff Innovation Plan), and JMAC started widely proposing it to the industrial world. In this project, research concentrated on engineering departments, and a program was developed to assess the organizational climate of engineering departments. While utilizing this program in businesses, we have received many requests to have practical consulting to realize intellectual production and activation.

Utilizing the research described above, and based on the concept of “Issue-solving at the planning stage improves real white collar knowledge productivity”, trial and error was repeated together with several tens of companies and several thousands of managers and engineers. The concept and processes developed from this have been built up into practical principles.

The KI Project has been verified and built up through these processes. By visualizing the thinking process, cultivating and improving the management capability, and promoting sharing of knowledge and teamwork, JMAC delivers improvement of knowledge productivity and activation of the organizational climate. As a result, it is possible to build a structure in which a limited number of personnel can give their best performance.

Based on these experiences and needs, currently our target fields have extended to workers in indirect divisions at factories and also in IT related divisions, and many successful results are being obtained.



# KI (Knowledge Intensive Staff Innovation Plan): Knowledge Productivity Improvement Program

Strengthening of team management activity for climate and productivity in an engineering organization

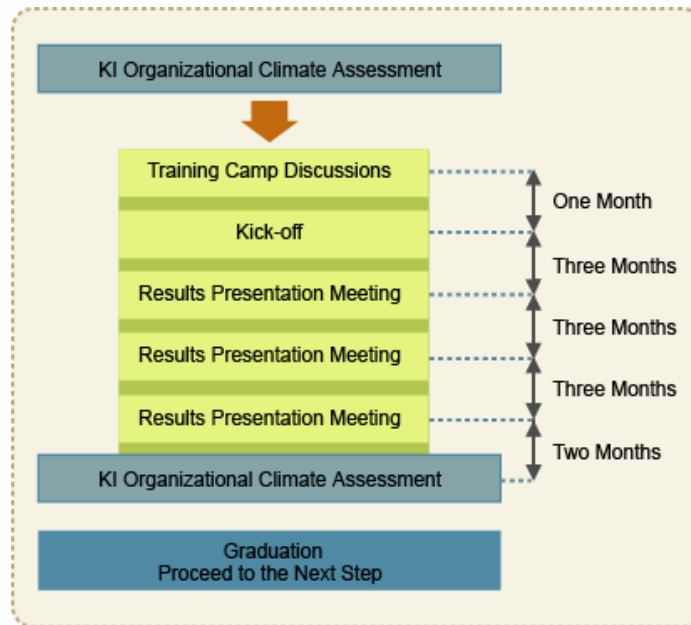


## JMAC Features

### Development Steps in One-year KI Project

The KI Project proceeds with the following four steps in one year; awareness period, issue-defining period, issue-solving period, and integration period.

\* Although the 1-year period is standard, the length of the project is adjustable to client's requests and needs.



## Results

### The KI Program has achieved results in wide range of fields.

1. Full Achievement of Development Targets
  - Required specification realization (Quality and cost: Target performance realized)
  - Completion by the target date (delivery period): 30%-50% period shortening
  - Introduction of small development power: 30%-50% reduction
2. Improvement of Management Capability
  - Communication and correct work interchanges
  - Improvement in load adjusting capability
  - Improvement in employee education capability
3. Improvement and Enhancing of Engineering Capability
  - Improvement of planning capability
  - Skill accumulation capability
  - Individual engineering capability improvement through transfers
4. Organization and Staff Member Activation
  - Open minds (Release from feeling of working alone)
  - Increased motivation
  - Improved teamwork