

Lifestory

Life



**ASSIGN
BUSTER**

Don't be overcome by cultural issues, and allow time to relax and reaffirm be disciplined and organized in fulfilling responsibilities, and use time productively have a plan (A) and contingency plans (B) and (C) for key responsibilities be a creative and idea-oriented person, enhancing the store of knowledge Maintain a flexible and adaptive mind-set, aware of the needs for hang Be knowledgeable regarding responsibilities, but attuned to intuitive impulses Develop a network of contacts and constantly cultivate and nurture those contacts Respond in a positive and appropriate manner to opportunities available to your firm face the futures with positive expectations for what can be achieved by you and your firm be proactive--- not reactive, consistent----not inconsistent, and decisive---not indecisive learn from your successes/mistakes, and from the successes/mistakes of others Why are these topics important? Class 13: Reading B Remember this guiding principle regarding crises: " It's not what happens in your personal and professional life, it's what you do about it that counts" Find purpose in adversity, and expect victory in your Journey. Counterblasts Tort success In crises Management; stages AT a crises; cross-cultural Crises Management at Toyota; and Major Dialogue Questions in the Toyota Case Characteristics for Success in Crisis Management Unquestionable Integrity: without Integrity, nothing else counts Authenticity: Grappling, Sweating, Interacting, Encouraging, and Caring Perspective: Informed, Educated, Curious, Communicative, and Collaborative Positive Energy: Willingness to make tough decisions, and endurance to execute Self-confidence and Humility: Based upon both knowledge and experience Resilience: Own failures, learn, regroup, and begin again with vigor and

conviction Visionary: Ability to see ahead, and the ability to anticipate the unexpected Nurturer of Associates: Hire, network, develop, mentor, and utilize them effectively Execute Effectively and Timely: Keeping Commitments and completing plans Stages of a Crisis 1. Pre-Crisis Stage 2. Acute Crisis Stage . Chronic Crisis Stage 4. Crisis Resolution Stage Cross-cultural Crisis Management of Toyota What are some of the ways that cultural misunderstandings can occur between Japanese and Americans? (Also see Chi. 5) How are these differences mirrored in societal cultural values of Japanese and Americans? In what ways does the typical Japanese organizational culture compare to the American organizational culture with regard to management-employee relationships and employment practices? How did Toyota mirror these cultural differences?

Major Dialogue Questions in the Toyota Case How did the actual Toyota culture reflect the " Toyota Way 2001? " What were the primary cultural issues in this crisis situation? Regarding these issues, how would you characterize the pre-crisis internal culture characteristics of Toyota? What should the management leadership of Toyota have done differently to resolve this crisis? People who can deal with crisis are the people whom people want to follow; people who will move up If you embrace these things in a positive manner, you will be more successful than the rest the sooner you adjust these " issues" you will achieve great outcomes