

FY2021 new manager training (Brother Industries, Ltd.) **Conducted online**

《 Purposes 》

- To help new managers recognize their role from a management perspective
- To help new managers understand and acquire the attitude, knowledge and skills necessary for their positions

《 Goals 》

- To enable new managers to constantly strive to improve themselves as organizational or expert leaders
- To enable new managers to acquire the necessary knowledge to fulfill their role
- To enable new managers to deeply understand how to coach their subordinates and prepare for applying the understanding in practice

Training schedule

Last update : October 6, 2021

No.	Training name	Time (Time needed)	Purpose	Aim	Subject	Prior assignment	
Day1	1	Opening statement Summary of the training	9:00-9:10 (10min)	-	Become aware of the change in position from a general employee to a manager	Encouragement from the General Manager of the Human Resources Dept.	No
2	Labor(1) Attendance management	9:15-10:15 (60min)	Basic knowledge	Understand important points in attendance management and labor management	<ul style="list-style-type: none"> • Attendance management (approval of flex-time, overtime, business trips, and paid leaves, etc.) • Labor management (the Article 36 agreement, working hours, compliance, harassment, security commitments, service rules, etc.) 	No	
3	Labor(2) Diverse work styles	10:25-11:00 (35min)	Basic knowledge	Understand how to support diverse work styles	Instructions on how to treat employees working in diverse ways, support them, and explanation on support systems	No	
4	Management of temporary employees	11:10-12:00 (50min)	Basic knowledge	Acquire basic knowledge on management of temporary employees	<ul style="list-style-type: none"> • Temporary staffing and contract staffing • Key points and considerations in accepting temporary or contract workers 	No	
5	Financial training	12:50-13:15 (25min)	Basic knowledge	Acquire the knowledge required for managers to approve expense payments	<ul style="list-style-type: none"> • Work flow of the use of expenses • Brother's expense control • Wrong expense operations • Guidelines on the use of expenses 	No	
6	Human rights	13:20-14:15 (55min)	Role recognition	Learn about human rights and the understanding that comes from learning about human rights	<ul style="list-style-type: none"> • What are human rights? • About elimination of discrimination 	No	
7	Compliance	14:30-15:25 (55min)	Role recognition	Consider compliance from a management perspective	<ul style="list-style-type: none"> • Misconduct (including quality-related misconduct) • Prohibition of involvement in antisocial organizations and behavior • Whistle-blowing 	No	
8	Internal control	15:35~16:30 (55min)	Role recognition	Understand the role of managers in internal control	<ul style="list-style-type: none"> • Internal control of financial reporting • Role of managers in internal control 	No	
9	Safety and health	16:40~17:30 (50min)	Basic knowledge	Understand things that must be noticed for safety and accident prevention as a manager standing on the perspective of employees	General safety and accident prevention education Checks in safety commitments System for confirmation of employee safety	No	
Day2	10	Education on security export control and export/import management	13:00~14:30 (90min)	Basic knowledge	Understand the roles of managers in security export control and export/import management which are important to Brother	<ul style="list-style-type: none"> • About security export control and export/import management • About roles of managers in security export control and export/import management 	No
11	Robotic Process Automation (RPA) literacy	14:40~15:40 (60min)	Basic knowledge	Understand digital transformation literacy and recommend utilization to subordinates for work optimization	1. Company policy: Message from the top management 2. Share image of business transformation: external and internal examples + advantages 3. Relevance to HR development and HR evaluation, skill acquisition, staff development, and use of technologies 4. Internal RPA education opportunities	No	
12	Legal affairs	15:50~16:20 (30min)	Basic knowledge	Learn the key points and skills that managers should understand or acquire to implement work associated with contracts	<ul style="list-style-type: none"> • Specific examples about the legal business matters that managers need to be aware of (response to contract problems, procedures for concluding a contract, management of subordinates engaged in contracts, related laws and regulations) 	No	
Day3	13	Mental health	13:10-17:00 (3h50min)	Basic knowledge	Learn knowledge and attitude about mental health line care and safety commitments from a management perspective	Mental health measures and problem solving	No
Day4	14	The Brother Group Global Charter	15:30-18:00 (2h30min)	Role recognition	Deeply understand the importance of the Global Charter from a management perspective and visualize how to act in line with one's mission	Global Charter-based behavior as a manager	No
Day5	15	Talent development and organization development	13:10~16:00 (2h50min)	Role recognition	Consider how to be involved in talent development as an important task of managers	<ul style="list-style-type: none"> • Communication with subordinates • Relation between individuals and organizations 	No
Day6	16	Personnel system (1) Manager evaluation system	13:00-17:00 (4h)	Basic knowledge	Understand the manager evaluation systems (MUP/PS)	Overview of the manager evaluation systems and how to formulate MUP/PS	No
Day7	17	Subordinate development through one-on-one meetings	13:10-16:00 (2h50min)	Basic skill	Review one's attitude and involvement in subordinate development to enhance organizational performance, and build an effective attitude and coaching skills to develop subordinates	<ul style="list-style-type: none"> • How to facilitate one-on-one meetings • How to enhance daily communication • Build a trusting relationship • Understand subordinates' sense of value and motivation sources • Unleash and reinforce subordinates' strengths 	No
Day8	18	Face-to-face talk with the ex-Principal (for professional engineers)	A:14:10-15:00 B:10:10-11:00 (50min)	Role recognition	Understand the desired behavior and role of professional experts and engineers and think about daily behavior and future visions	• Discussion on an ideal expert leader	No
Day9	19	Caregiving seminar from a management perspective	13:00-15:00 (2h)	Basic knowledge	Understand Brother's caregiving system from a management perspective and recognize the necessity of creating a work place that allows workers to balance work and caregiving, and consider how to act to foster a culture that supports caregiving	<ul style="list-style-type: none"> • Japan's care insurance system and Brother's internal system to support balancing work and caregiving • Considerations needed in balancing work and caregiving 	No
Day10	20	Face-to-face talk with the President	(50min per session)	Role recognition	<ul style="list-style-type: none"> • Constantly strive to improve oneself as an organizational or expert leader • Acquire the necessary knowledge to fulfill one's role • Deeply understand how to coach subordinates and be ready for applying the understanding in practice 	<ul style="list-style-type: none"> • Expectations to Brother's new managers • Advice on managerial ways of thinking and acting • Use of one-on-one meetings 	No
Day11	21	Face-to-face talk with the Chairman	15:10~17:30 (2h20min)	Role recognition	<ul style="list-style-type: none"> • Understand the succession of Brother's DNA and reinforce one's awareness of it • Deepen understanding about importance of management, Group strategy, and leadership through direct dialogue with Chairman 	<ul style="list-style-type: none"> • Brother's DNA • Qualities required as a global leader 	No
Day12	22	Basic management	9:00-17:00 2 days (14h)	Basic skill	<ul style="list-style-type: none"> • Understand the thinking steps that help managers produce expected results • Identify the current status and vision of one's organization 	<ul style="list-style-type: none"> • Whole picture of management • Approaches to produce results • Approaches to allow members to demonstrate their abilities • Case study 	Yes
Day13	23	Personnel system (2) Key points in subordinate evaluation	13:00-17:00 (4h)	Basic knowledge	Learn the principles of subordinate development in Brother's personnel system and specific interview approaches	Concept of target management assessment for subordinates and that of behavioral assessment, interview skills (feedback, etc.)	1. Assignment sheet <Please bring it to this training.> 2. Please reread the manager evaluation system textbook used in the personnel system (1) manager evaluation system.
24	Career development plan	17:10-17:40 (30min)	Basic knowledge	<ul style="list-style-type: none"> • Acquire perspective of career development • Recognize the skills and ideal state required for each age group • Learn the basics about career development plan and holding of interviews 	<ul style="list-style-type: none"> • Setting of goals necessary for the conduct of systematic education and training • Filling in of career development plan • Points about career interviews 	No	
	25	Be-Learning 1. Overview of internal rules 2. NDA regarding technical information		Basic knowledge	Learn the basic knowledge managers should know	1. New manager training on internal regulations 2. New manager training on intellectual property (technology legal affairs) and NDA regarding technical information *Please study educational materials about the above found on the Be-learning page of BILWEB.	-
GM		Performance review training for new managers	13:00-17:00 (4h10min)	Basic skill	Learn the concepts of the MUP and PS manager evaluation systems	• Talent development and enhancement of managers with these systems	-