

FY2022 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

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	9:15-10:35 (1h20min)	Basic knowledge	Understand important points in attendance management and labor management	-Attendance management (approval of flex-time, overtime, business trips, and paid leaves, etc.) -Labor management (The Article 36 agreement, working hours, compliance, security commitments, service rules, etc.)	No
	3 Labor(2) Diverse work styles	10:35-11:10 (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 Labor(3) Harassment	11:20-11:45 (25min)	Basic knowledge	Acquire basic knowledge on harassment as a manager	-Harassment overview -Things to be aware of as a manager -Internal and external helplines	No
	5 Financial training	12:50-13:15 (25min)	Basic knowledge	Acquire the knowledge required for managers to approve expense payments	-Work flow of the use of expenses -Brother's expense control -Wrong expense operations -Guidelines on the use of expenses	No
	6 Management of temporary employees	13:20-14:10 (50min)	Basic knowledge	Acquire basic knowledge on management of temporary employees	-Temporary staffing and contract staffing -Key points and considerations in accepting temporary or contract workers	No
	7 Compliance	14:20-15:15 (55min)	Role recognition	Consider compliance from a management perspective	-What is compliance? -How to prevent compliance violations at the workplace -Guidance on internal helplines, and examples of consultation and reporting	No
	8 Internal control	15:35-16:30 (55min)	Role recognition	Understand the role of managers in internal control	-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	-About security export control and export/import management -About roles of managers in security export control and export/import management	No
	11 Understanding of BPMN visualization methods	14:40-15:40 (60min)	Basic knowledge	Acquire BPMN flow chart reading level knowledge	1. BPMN overview 2. Acquire reading level knowledge 3. Examples of use 4. Study program introduction BPMN drawing course students do not need to attend (or review)	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	-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 The Brother Group Global Charter	15:30-18:00 (2h30min)	Role recognition	Delve into the significance of the Brother Group Global Charter and Vision "At your side 2030" from a management perspective and acquire an image for action that aligns with your own mission	-Think of the significance of the Brother Group Global Charter (and Vision) -Think about how to act and lead as a manager	No
Day4	14 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
Day5	15 The president's expectations	14:10-15:00 (50min)	Role recognition	-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	-The importance of "At your side." -The role of a leader -Creating opportunities for subordinates to develop	No
Day6	16 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
Day7	17 Subordinate development through one-on-one meetings	12:10-16:00 (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	-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 Human rights	11:05-11:55 (50min)	Role recognition	Learn about human rights and the understanding that comes from learning about human rights	-What are human rights? -About elimination of discrimination	No
Day9	19 Face-to-face talk with the President	(55min per session)	Role recognition	-Find the first step to solve your current problems -Be aware of your actions with the advice of the president -Learn the important points to take the first step	New managers will speak about things such as their concerns, questions, or what they are proud of, and the president will give feedback and comments	No
Day10	20 Basic management	9:00-17:00 (14h)	Basic skill	-Understand the thinking steps that help managers produce expected results -Identify the current status and vision of one's organization	-Whole picture of management -Approaches to produce results -Approaches to allow members to demonstrate their abilities -Case study	Yes
Day11	21 Face-to-face talk with the Chairman	9:30-11:30 (2.0h)	Role recognition	-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	-Brother's DNA -Qualities required as a global leader	No
Day12	22 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.
	23 Career development plan	17:10-17:40 (30min)	Basic knowledge	-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	-Setting of goals necessary for the conduct of systematic education and training -Filling in of career development plan -Points about career interviews	No
Day13	24 Face-to-face talk with the ex-Principal (for professional engineers)	A:14:10-15:00 B:11:05-11:55 (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
Day14	25 Talent development and organization development	13:10-16:00 (2h50min)	Role recognition	Pursue ways to improve engagement as a key role as a manager	-What is engagement? -How managers can work to increase engagement	No
Day15	26 Caregiving seminar from a management perspective	(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	-Japan's care insurance system and Brother's internal system to support balancing work and caregiving -Considerations needed in balancing work and caregiving	No
GM	27 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 BILLWEB.	-
	Performance review training for new managers	13:00-17:00 (4h)	Basic knowledge	Learn the concepts of the MUP and PS manager evaluation systems	-Talent development and enhancement of managers with these systems	-