

# Hitachi Group

## The 8<sup>th</sup> Habit Leadership

／Introduction example

Comprised of 326,240 employees, 562 overseas branches, and around 9000 total branches. So Far, 2596 employees have gone through the 7 Habits or 8<sup>th</sup> Habit program.

Program : The 8<sup>th</sup> Habit : Leadership

Implementation period: 2008 and onwards. Faced with the challenges of the housing crisis and economic downturn that followed, Hitachi looked to strengthen its organization. Hitachi first implemented The 7 Habits in 1999, and by 2005 had expanded their use to its worldwide operations.



Interviewee

Hitachi Institute of Management Development

### Kouki Hanamatsu

#### Goal

Develop global leaders that can, in various countries with different cultures and needs, keep shareholder goals in mind and lead operations throughout the company.

#### Situation

Faced with the challenges of the housing crisis and economic downturn that followed, Hitachi looked to strengthen its organization.

#### Result

By implementing the ideas presented in “The 8<sup>th</sup> Habit”, Hitachi Group was able to identify and fulfil the needs of residents, local industries, staff, and partners, all from various countries with different values.

# Frito-Lay North America, Inc.



Introduction example

Program : Speed of Trust

Interviewee

Al Carey, CEO

**Michele Thatcher**

VP over human resources

## Goal

To simplify the organization and build an environment where decisions can be made quickly.

## Situation

As the snack foods department of PepsiCo, Frito-Lay has 60% market share in the United States. However, in 2008, with the global economic crisis and ingredient costs skyrocketing, Frito-Lay needed a way to stay competitive.

## Result

Frito-Lay still made both record sales and profits, in large part to the introduction of “Speed of Trust”.

- 4th quarter profits up 7%
- Highest growth in sales among US food companies
- Sales up 8.2%, over the industry average 2.9%

### Comment from Michele Thatcher, VP over human resources at the time

“Speed of Trust” was incredibly effective. It’s easy to build trust when things are going well, but when you run into problems, trust is really tested.

### Comments from Al Carey, CEO at the time

“Speed of Trust” was better than any other program we’ve done before. Even complex decisions can be carried out smoothly, and at incredible speed.

When you’re bound by trust, all the extra work goes away, the organization is simplified, and you can make speedy decisions. In the 2 years we’ve been using it, it’s like my team has been reborn.

If I had to give one reason we’re off to such a good start this year, it would be “The Speed of Trust”.

Oracle Japan

# 4Dx

／Introduction example

Set up in 1985 as the Japanese branch of Oracle Corporation. Provide full support for Oracle's enterprise software, hardware, IT systems, and applications.

Program : 4Dx

Implementation period: August 2011 and onward.



Interviewees

Head of  
Application Support Division

**Hidehiko Shimada**

Senior Manager,  
Application Support Division

**Hirohito Kadoaki**

## Goal

**For each division to execute its strategies and achieve its goals.**

Goals as a global organization:

- 01.Proactive: Solve problems without the customer needing to ask.
- 02.Contribute to the success of the client
- 03.Collaboration: Work together to achieve success
- 04.Personal improvement
- 05.Excellent service: Don't put off suggested improvements.

## Situation

**In a job with a lot of urgent questions and troubleshooting, it's easy to get stressed. Because of that, it's hard for every employee to work with the same vision.**

## Result

Before implementing the 4 Disciplines of Execution, there were feelings of "being made to do" and "forcing to do". After implementation, however, the ideal of team members really thinking for themselves and moving themselves forward started to become a reality.

In addition, with leaders discussing goals with their teams, team members began to have suggestions that they would be excited to work toward.

Another improvement was meetings. WIG sessions, as described in the 4Dx Program, are different from normal meetings in two important ways, "Time" and "Teamwork". What would have been a 3 hour meeting became half an hour, and with everyone's input, great ideas started coming up. It became less "Reporting" and more of a forum for sharing and discussing action plans.

# Sumitomo Forestry 7 Habits,

Helping Clients Succeed / Introduction example

In 2011, with their launch of the “Smiling Business College” they aim to strengthen their human resource development.

Program : 7 Habits, Helping Clients Succeed

Introduction: October 2012~

Interviewee

Sumitomo Forestry Smiling Business College,  
HR department

Makihiko Katayama



## Goal

**Build positive relationships with the customers that come to model homes.**

## Situation

**With economic troubles and lower birthrates, each year less and less people are looking to build houses. However, although the training that was previously used taught a lot of useful skills, this training lacked a sincerity that would lead to building truly great relationships with customers.**

## Result

Although at first, there was an impression that the 7 Habits were more about personal development and less about business, these principles apply just as well to business situations. In a post-training survey, many employees wrote that by changing their way of thinking, their actions changed as well.