



# *VISION WORKS Inc.*

*VISION WORKS provides Training Programs to help employees in:*

- Bringing out their talents and making full use of them*
- Creating a more fruitful life*
- Realizing their vision*

*To grow as a human being and to live a happier life*  
*affect the working attitudes and the performances of employees*  
*as they spend most of a day at work,*

# About *VISION WORKS Inc.*

- ▶ Establishment: Sept 13, 2000
- ▶ Capital: JPY10M
- ▶ Board Members:
  - Kyoji Sugahara, Representative Director
  - Shigeru Nakamura, Director
  - Makiko Okutani, Director
  - Ryoichi Sugahara, Director
  - Toshiyuki Oguma, Auditor
- ▶ Office Address:

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Kyoji Sugahara  
President

# VISION WORKS Training Programs

- ▶ Successful Programs for Business Leaders
  - About 120,000 people from 1,200 organizations were trained for the last 25 years
  - Based on ideas of NLP (Neuro-Linguistic Programming) and Phenomenology
- ▶ Model Programs
  - “Vision Quest” for Company Owner, CEO and Executives
  - “Choice Point” for Bucho (Head of each Function)
  - “Connection” for Kacho, Kakaricho (Middle Management)
  - “Foundation” for staff members
  - “Coaching”
  - “Leading Changes”
  - “Communication” etc.



# Features of *VISION WORKS* Training: Learning through Participation and Experience

- ▶ *VISION WORKS* takes interactive method
  - Participants are not expected to learn knowledge by listening to lectures for many hours
  - Participants are required to actively participate in the group work/games/exercises
- ▶ Our challenge is “how we do what we know we should do” in our daily life and in our interpersonal relationships
  - We already have a lot of knowledge
- ▶ *VISION WORKS* training is designed for participants to perceive/discover/learn by themselves through group work/games/exercises
- ▶ We easily forget what we listened to/read, but we do not forget what we actually experienced



# *VISION WORKS* Business Training

- ▶ A new “Vision” is vital for driving Company forward in the rapidly changing society
- ▶ From “Excellent Company” to “Visionary Company”
  - Focus more on employees
  - Visionary Company is the working place where each employee live a fruitful life and is proud of what he/she is doing at work
- ▶ Loyalty to Company is shown in how much pride each employee takes in his/her job
- ▶ Employees ask a question if their company is worth working
- ▶ Growth is indispensable and is what *VISION WORKS* provides
  - Domain Shift (change our living world)
  - Leading Change (change as a leader)
- ▶ Key to Company Growth
  - How Company invests in its people for their growth
  - Top-down : leaders put themselves in the source of change



# Model Training Programs

- »» “Business Coaching”
- “Vision Quest”
- “Choice Point”
- “Connection”
- “Foundation”

*by VISION WORKS Inc.*





# Business Coaching

- ▶ 30mins coaching per week on the phone by a professionally trained coach
  - You can contact your coach by e-mail/phone whenever you need in addition to the regular coaching
- ▶ A coach brings out aspirations/autonomy from you by giving you questions and accelerates your action from within
  - A coach does not give you any instructions nor directions. Coaching is an great opportunity for you to generate motivation from within: “I will produce valuable results!”
  - A coach does not give you the right answers but he will bring them out from you as you have them in yourself
- ▶ You will find a distinguished mental effect, which will affect your behaviors and eventually will improve your performances dramatically
- ▶ Theme to work on:
  - Objectives that you want to achieve
  - Challenges that you want to overcome
- ▶ You can bring out the best in your subordinates by improving your communication skills with them
  - Learn how to communicate effectively through being coached



# “Vision Quest” –outline–



- ▶ Discover the Objective, Mission, and Values of the organization and give them words to share them with members
- ▶ Establish sound relationships among participants (executives) as a team
- ▶ Expected Effects:
  1. Create Vision
    - As a Company: Make clear what the Company wants to create in the society
    - As a member of the top–management team: Define his/her Mission and Role in the company and also his/her personal ones
    - Create Values
  2. Break stereotypes/fixed ideas
    - Improve communication dramatically
    - Develop responsibility : “I myself is the origin of what happened in my surroundings, not anyone else is.”
  3. Alignment of a Management Team
    - All the members face the same direction





# “Vision Quest” –continued–



- ▶ Targeted Participants:
  - Company Owner, CEO, Executives, Board Members, Top Management
- ▶ Days required: 3 full days (staying at accommodations)
- ▶ Number of Participants: up to 10 people
- ▶ Place:
  - Accommodations such as a resort hotel surrounded by nature
  - Company training facilities are also acceptable (isolated environment from working places is desirable)

# “Choice Point” –outline–



- ▶ “Choice Point” is a course designed for the head of each function who make decisions to go toward Company Vision and Objective
  - Company is required to make decisions which meet the needs of the times
  - Some companies underwent a failure of management when they avoided making decisions and when they tried to maintain the status quo and were stuck in their past successes
  - It is important for the head of each function (Sales, Operations, Finance, HR, etc.) to make choices and decisions aiming for the growth aligned with Company Vision and Objective
- ▶ Expected Effects
  - Aligned with Company Vision
    - Performances are not swayed by emotional conflicts (likes and dislikes)
    - The entire staff can work as one to overcome difficulties
  - Development of Leadership
    - Learn how to delegate and how to build a relationship of trust

# “Choice Point” –continued–



- ▶ Targeted Participants:
  - Bucho (Head of each function: Sales, Operations, Finance, HR, etc.)
  - Top Management involved in deciding management strategies
- ▶ Days required: 3 to 4 days
- ▶ Number of Participants: about 20 people
- ▶ Place: Training Facilities
  - Either commuting from home or staying at accommodations
  - Isolated environment from working places is desirable

# “Connection” –outline–



- ▶ “Connection” is a course targeted for Middle Management (levels of Kacho & Kakaricho)
  - Middle management is expected to convey the company vision to people working at sites and manage them
  - Middle management is also expected to report to top management what’s going on at sites
  - They are placed between superiors and subordinates, which puts them under stress
- ▶ Establish a relationship of trust by reviewing the current communication style and rebuilding a new one
- ▶ Take the initiative in producing results
- ▶ Expected Effects:
  - Align Middle Management with Company Vision
  - Improve Business Communications
    - Communicate not as a messenger between superiors and subordinates but communicate with his/her own words on his/her own responsibility
  - Improve Cultural Climate at Work
    - Positive and open climate

# “Connection” – Continued –



- ▶ Targeted Participants:
  - Kacho (to convey the company vision to people working at sites )
  - Middle management’s responsibility is to manage actual business
- ▶ Days required: 3 days
- ▶ Number of Participants: about 40 people
- ▶ Place: Training Facilities
  - An in–house training center is acceptable. But participants are not allowed to go back to work after the training

# “Foundation” –outline–



- ▶ Employees who understand the objective of work [“What do they work for?”] are highly motivated and act on their own initiative.
- ▶ New graduates learn how to behave at work by looking at their seniors. It is effective to show them their seniors working driven by their own objectives and mission
- ▶ It is important for an employee to build a bridge between his/her life and work
- ▶ Expected Effects:
  - Self-understanding
    - Each employee understands what objective he/she works for
    - Each employee recognizes how the excellence of his/her job is measured
  - Understand basic relationships
    - Understand what was expected, who is the supervisor, who are the co-workers
  - Understand responsibility
    - Change attitudes from “doing passively” to “doing actively”
    - Understand the responsibility created by acting on his/her own initiative
    - Take pride in his/her job



# “Foundation”

–continued–



- ▶ Targeted Participants:
  - Staff Members including New Graduates (excluding Managers and above)
- ▶ Days required: 3 days (about 28 hours in total)
  - 1<sup>st</sup> & 2<sup>nd</sup> Days: 9:00 – 19:00
  - 3<sup>rd</sup> Day: 9:00 – 17:00
- ▶ Number of Participants: 20 – 100 people
  - One Assistant Trainer per 10 participants is added.
- ▶ Place: Training Facilities
  - A training room should be as large as “No of Participants X 2 m<sup>2</sup>”
  - An in-house training center is acceptable. But participants are not allowed to go back to work after the training

# Proposed Steps of Training

» *VISION WORKS, Inc.*



# Pre-Training Training Post-Training

Clarify the training objectives (Consultation)

- Customize the program based on the needs of clients

Pre-work: Fill out Worksheets

- Participants feel that they participate in the training for their own sake

Training

Review (Consultation)

- Evaluation Form by participants
- Future challenges and steps to take

Follow-up Training, etc.