

ICQCC 2011-Yokohama

**1. Challenging for Changes! The Power of Harmony
Expanding All Over the World**

3. Kazuhiro Sekiguchi, SHARP Corporation

5. Assistant manager

6. SHARP CORPORATION

7. Japan

8. Abstract (approx. 400-500 words)

Sharp, an electronics manufacturer, will celebrate the 100th anniversary of its founding in 2012. Since 1912, we have consistently broken new cultural ground, starting with the invention of the mechanical pencil that inspired the company's name. By helping improve lifestyles and contributing to social progress while pioneering products and offering services perfectly suited to their times based on our management principles of "Sincerity and Creativity," we have strived to become an irreplaceable company that is uniquely able to create a 21st-century lifestyle. The company began small group-based activities as part of a quality improvement initiative in 1966. Then, in 2003, we integrated all the small group activities, including sales, planning, human resources, and general affairs teams, into the R-CATS (Revolution-Creative Action Teams) program and applied Sharp's unique initiative to all departments companywide.

The goal of these activities is to energize teams to strive to solve problems in their workplaces and to achieve goals. By increasing the skills of people and organizations and fostering a production floor-oriented set of abilities that enables workers to accommodate the full range of environmental changes, we are seeking to pave the way for the development of the company while simultaneously serving our communities.

Some priority measures undertaken as part of Sharp's small group activities include:

- 1) Educational system (moving from a teaching- to a learning-focused approach)
- 2) Evaluation and award system for recognizing achievement
- 3) Information sharing undertaken as part of a visualization program (computerization)
- 4) Cultivation of management expertise in headquarters' and affiliates' secretariats
- 5) Development of companywide activities

Our world is changing at a breathtaking rate, and the importance of these activities, which encourage employees to rise to the challenges posed by such changes, continues to increase at an unprecedented rate. In particular, the need to deal with globalization is putting us to an unforgiving test. It is extremely important for us to overcome the barriers of language and culture so that we can customize our accumulated expertise for use in particular regions. At the same time, we have objectively demonstrated that these activities make a significant contribution to the company's management, and I believe that allowing their visualization is a future priority.

フォーマットA

①SHARP の小集団活動

— 変えることへの挑戦！世界に広がる“和”の力 —

- ③発表者 関口 和宏
- ④CS 推進本部 ⑤係長
- ⑥シャープ(株)
- ⑦日本

⑧発表要旨（800字以内）

当社は来年 2012 年に創業 100 周年を迎える総合エレクトロニクスメーカーです。1912 年創業以来、社名のルーツであるシャープペンシルの発明をはじめ常に新しい文化を切り開いて、生活の向上と社会の進歩に貢献し、当社の経営信条である”誠意と創意”の基、常に他社に先駆けて時代にふさわしい商品の創出やサービスの提供を実現することで”21 世紀生活”を創造する”オンリーワン企業”を目指して参りました。当社は 1966 年に品質改善の取り組みとして小集団活動をスタートし、その後 2003 年から、営業や企画、人事や総務など全ての小集団活動を一本化し “R・C A T S (Revolution-Creative Action Teams)” の下、シャープ独自のオンリーワンな取組を全社・全部門に展開しています。

活動のねらいは、チームで職場の問題解決や課題達成に挑戦する活動力の醸成です。人と組織能力を高め、どんな環境変化にでも対応できる”職場の力”を醸成することで、企業の発展と社会貢献を目指しています。

当社の小集団活動の主な重点施策は下記です。

- 1) 教育体系（教えて育つから学んで育つへ）
- 2) 誉め称える評価・表彰システム
- 3) 見える化で取り組んだ情報共有（IT化）
- 4) 各本部・関係会社事務局の運営ノウハウの醸成
- 5) 業務一体の中での活動展開

世の中はすさまじいスピードで変化しており、変えることへの挑戦活動である本活動の重要性は従来に無く増してきています。特にグローバル化への対応の波は容赦なく我々に試練を与えています。言葉や文化の壁を克服し、培ってきたノウハウをいかにして現地にカスタマイズして行くかは大変重要な課題です。又、本活動が会社の経営にいかに貢献し繋がっているのかを客観的に証明し、見える化出来ようにすることも今後の課題と考えております。