Example of Employee Development Programs

Program1 : Culture and Mindset transformation under "Connect & Impact", by Technical Human Capital Subcommittee.	
Employee Development Program	Culture and Mindset transformation by "Connect & Impact" For realizing continuous technology innovation, fostering a culture and mindset transformation of all engineers and their managers under the slogan "Connect & Impact". We have designed fundamental and sustainable plan providing various measures to transform culture and mindset. The plan is to increase capabilities of engineers and the managers, such as establishing achievement-oriented mind, increasing positivity and autonomy to exchange information by connecting people and technologies resulting in newer innovation. The slogan, "Connect & Impact (C&I)", represents the plan and is the behavioral guideline targeting both engineers and their managers. "Connect" means where not only between managers and subordinates, but engineers within and outside the organization, and engineers in the same technical field, can share knowledge and experience and give feedback each other. This not only allows engineers to acquire new knowledge and skills, but expands the range of their own thinking, and enriches their ideas. As the result, we believe it will enable more innovation with higher speed, quality, and quantity than ever before, and produce outcomes exceeding the expectations of our customers. "Impact" means defining the best outcome based on the situation and customers' expectations, figuring out how to ensure that outcome happens, and then committing to delivering that outcome. In order to effectively disseminate the value and intent of the C&I as well as the term itself, we conduct dual approach: 1) Top-down: We appointed senior managers of technology-related organizations as the Change Agents and provide trainings so that they can drive the transformation at each organization tailored to their specific needs from their actual situations. 2) Bottom-up: The taskforce is taking the lead here instilling the importance of transformation along with the term C&I to all engineers and their managers.
Description of business benefits	Our company faces ongoing destructive changes and challenges now, such as, VUCA everywhere, fierce competition by penetration of advanced Information Technologies, such as AI, into Operational Technology areas with new business model, and one trillion-yen sales goal by 2030 shown in the long-term business plan. Moreover, company is incorporating new IT technologies on management, HR, finance, and sales adminisatraions, and also introducing new HR policy including job-focused employment and new grade systems for technical experts. Based on this situation, engineers are expected to contribute more to meet and beat the company goals by developing more suitable technologies, products and services for market and customers with differentiation against competitors. Through this program, we believe engineers will be able to improve their capabilities and concentrate more on innovation, and eventually create "technology company Yokogawa" to be recognized both inside and outside the company.
Quantitative impact of business benefits (monetary or non-monetary)	Here is the FY23 results. Top-down: we have started education sessions of Change Agent development. First, we appointed around 200 technical managers as Change Agents, and provided "organizational development study sessions" to get basic knowledge on the way of thinking, knowledge, and skills necessary for the transformation. In FY24, we will conduct at least five Change Agent Development Seminar sessions at a more detailed level of attitude, knowledge, and skill sets to transform their organization and engineers. Bottom-up: In order to explain the concept and the value of C&I in simple terms, we held the C&I seminars for three organizations and one company-wide event. Based on the level of understanding and feedback measured, we have been brushing up the collaterals. In the future, we plan to expand the types of contents with increased exposure of the C&I so that all engineers and their managers will be able to actively apply C&I concepts in their daily lives.
% of FTEs that participated in this program	2%

The ideal way of "Technical Personnel"

■ Behavior of Technical Personnel

Improving the ability of each engineer (not only technical ability) and taking on challenges by themselves.

Current technical personnel → Future technical personnel

Create talents bringing about innovation

■ Capability of future technical talent

Co-creation is essential to improve the quantity and quality of output. Technical talents need not only "Technological capabilities", but also two Engineer's Capabilities.
"Ability to Connect people" ; Connect technology and people between inside and outside the company
"Ability to grow and extend" ; Grow up themselves and around

Every technical personnel needs to be aware of "co -creation" in addition to "activeness" and "challenge."

"Connect & Impact" Culture

How to instill "activeness", "challenge" and "co -creation" in Technical personnel

Connect & Impact

Connect; accept different ideas and think together through lively discussions

Impact; bring out the output and contributes to stakeholders

Development of "Technical Personnel"

Motivated by

Connect & Impact

and…

Grow up to be **ideal technical personnel** With above capabilities

Technical Human Capital, who can achieve "co -create" by technical capabilities, actively behavior and challenge spirits, will be developed.
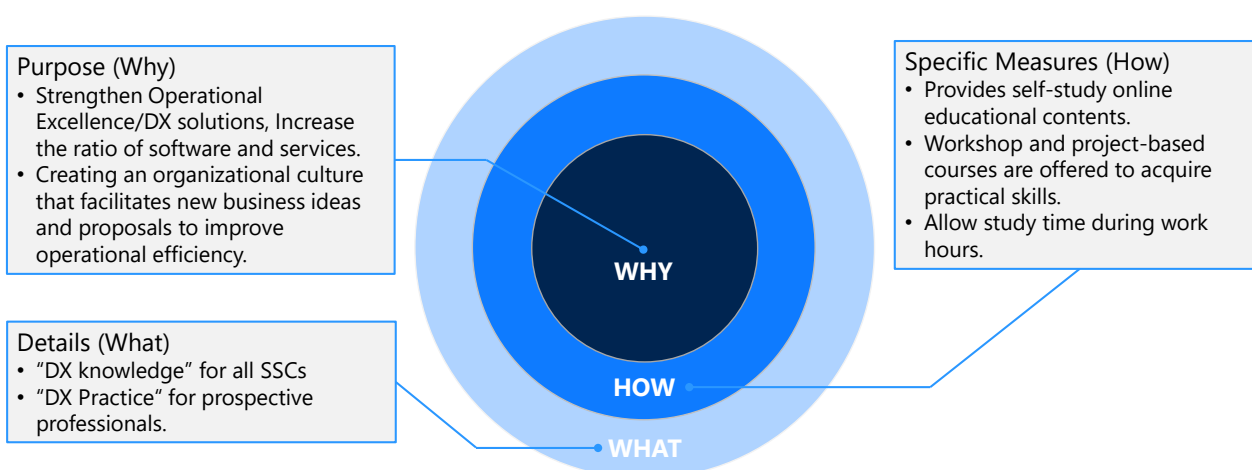
Program2 : Sensing Center (SSC) Skill Set Transformation Program	
Employee Development Program	**Sensing Center (SSC) Skill Set Transformation Program** is a human capital development program for the Sensing Center launched in 2023. This is an initiative to change the skill sets of all members of the SSC, without limiting the target members or the job categories they are in charge of. The objective of the SSC Skill Set Transformation is to create new business such as Operational Excellence and Digital Transformation (DX) solution business growth for the future and new market expansion such as expansion into other industries, while focusing on existing technologies and products based on the improvement of development capabilities and business quality. The program aims to generate new business proposals and operational improvement proposals by improving development capabilities and operational quality, and to continue to grow permanently as an organization. In line with the Yokogawa Group's overall human resources policy of "thinking autonomously about how to grow," we are also aiming to transform ourselves into a "Self-directed Learning" organization. There are two programs established and implemented with the aim of acquiring DX-related skills. One is "DX Knowledge Program" which is self-study online educational content and is made available to all SSC members. The other one is "DX Practical Program". In this program, we aimed to acquire practical DX skills and business execution capabilities. We conducted Eight workshop-type courses and a project-based course which were offered to selected members of the SSC in the program.
Description of business benefits	**(1) DX Knowledge Program** SSC independently selected 16 courses suitable for acquiring DX knowledge (AI, data science, etc.) and recommended them as the first courses to be tackled. We also provided an environment in which the self-directive learning is promoted by encouraging them to take more courses which matched their own challenges and career plans. As a result, DX became a common recognition within the organization, and some people were able to utilize the skills they had acquired to improve their operations. **(2) DX Practical Program** The workshop-style courses aimed at acquiring planning skills such as design thinking and business models, as well as advanced technical skills such as hands-on courses on machine learning and deep learning. In the project-based course, participants were divided into three teams to work on product planning utilizing machine learning and data science techniques, with the goal of planning new products or expanding the business of existing products.
Quantitative impact of business benefits (monetary or non-monetary)	In the DX Knowledge Program, around 330 participants completed the DX Literacy category. In addition, around 150 people completed the DX technology category which includes programming. It created cases of "citizen development," in which they improved their own work by programming skills they acquired. The DX Practical Program also helped participants acquire advanced practical skills in DX and accelerated the planning of several products and services that incorporate AI models. We expect that these will lead to business expansion in the near future. Their learning style has shifted to proactive and self-directed learning, in which they search for, select, and learn what they need to learn on their own. The transcript of self-paced online content shows that over 1,000 courses have been studied throughout the organization. We see it as the first step for a change in the organizational culture toward self-directed learning, and we will continue it to further accelerate the process.
% of FTEs that participated in this program	3%

Why-How-What

Improvement of Development Capability and Business Quality

Purpose (Why)
- Strengthen Operational Excellence/DX solutions, Increase the ratio of software and services.
- Creating an organizational culture that facilitates new business ideas and proposals to improve operational efficiency.

Specific Measures (How)
- Provides self-study online educational contents.
- Workshop and project-based courses are offered to acquire practical skills.
- Allow study time during work hours.

Details (What)
- "DX knowledge" for all SSCs
- "DX Practice" for prospective professionals.

WHY

HOW

WHAT

YOKOGAWA ◆ Co-innovating tomorrow™

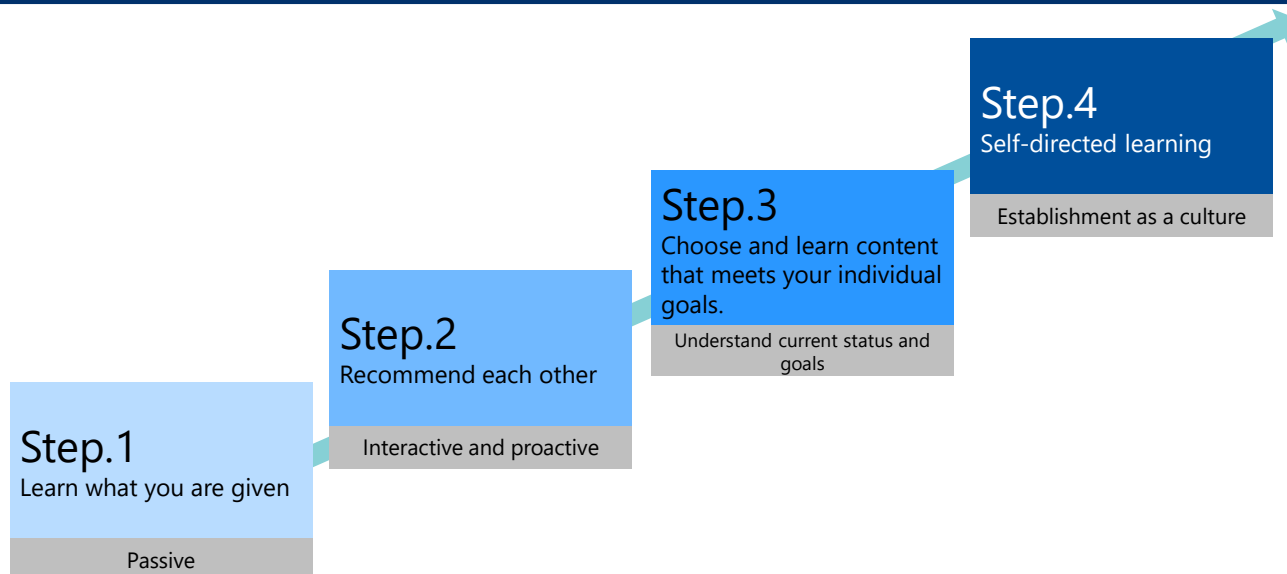# Program

DX Knowledge Program

Category	Course
DX Literacy	Digital Transformation Starting Today! From how technology works to how to create a data utilization infrastructure
	IT Trend Roundup - How to Create a Business that Survives in the DX Era
	Let's take a look at the key elements that support DX promotion and AI implementation in line with the DMBOK!
	DX Fundamentals & Strategic Theory with Case Studies and Theories
DX Technolgy	AI Literacy Course -Fundamentals of Data Science and AI
	"AI/Artificial Intelligence" for business use without jargon.
	Python Data Analysis for Engineers
	Python x Data Analysis course for beginners to learn while having fun in a data analysis competition.
	AI for Everyone Course: Artificial Intelligence and Machine Learning from Zero in Python
	AI Perfect Master Course -Practical Artificial Intelligence/Machine Learning with Google Colaboratory in every corner of the world
DX Management	Introduction to Product Design by Hands-on Learning! Design Thinking, Prototyping, Agile Concepts and Practices
	Agile Project Management Short Course
DX Business	DX Strategy
	DX Basic Lecture (Case Study Edition)
	Asset Management Initiative
	DX Business Models: 80 Case Studies

DX Practice Program

Category	Course
Workshop: DX Planning	Critical thinking
	Marketing and Management Strategy Basics
	Business model
	Design Thinking Training - Learning the Process of Realizing Innovation
Workshop: DX Technology	AI Engineering
	Machine Learning Practice
	Data Science Practice
	Deep Learning Hands-on
Project Based Learning	Practical training in AI technology and data science

Approach for "Self-directed learning"

Step.1
Learn what you are given
Passive

Step.2
Recommend each other
Interactive and proactive

Step.3
Choose and learn content that meets your individual goals.
Understand current status and goals

Step.4
Self-directed learning
Establishment as a culture