
GENKEN Methods of Thinking Class

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Almost all companies are now in quite severe and continuous competition. And so, when we consider the future circumstances surrounding them, it is so important for them to have new leaders who can think independently about management and can decisively act reflecting on both the present and the future.

This class started in 1995 and was aimed to train such new leaders, and in 2015 reached its 20th anniversary supported by many company's participants who feel this as a unique approach.

Throughout this class, GENKEN always tries to establish new viewpoints of management getting rid of stereotypical management. Now we are preparing the following three kinds of courses concentrating on strengthening the thinking ability of participants.

- * **Primary course;** Training for young leaders-Establishment of thinking ability and decisive action for the near future.
- * **Financial Analysis course;** Analyzing company's management story.
- * **Primary course;** Candidates for overseas posting—New ways of thinking and action for global tasks.

These above mentioned courses are all characterized by GENKEN's unique methods! We recommend the new generation of Japanese management to take part in these courses.

Also we wish participants to gain knowledge and debate mutually in the same fields and make our lectures incentive friendly.

The following participants will welcome our approach

**Training for
young leaders**
Primary course

Primary course;

"Training for young leaders – Establishment of thinking ability and decisive action for the near future."

- Those who have problems in taking the lead of office communications.
- Those who make good decision for self-improvement.
- Those who are expected to accept new undertakings by their companies.

**Analyzing company's
management story**
Financial Analysis course

Financial Analysis course;

"Analyzing company's management story."

- Those who have problems in taking the lead of office communications and have strong will for self-improvement.
- Those who work at financial solutions must be quite familiar with their customers and competitive companies.
- Those who are expected by their companies to become new leaders by mastering broad management strategies beyond their own specialty.

**Candidates for
overseas posting**
Primary course

Primary course;

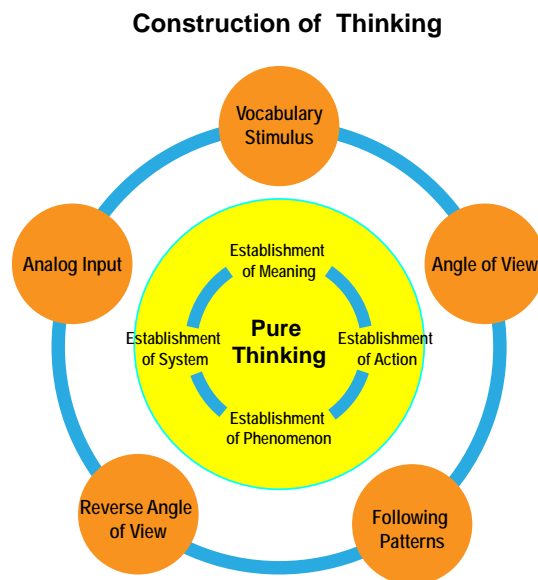
"Candidates for overseas posting – New ways of thinking and action for global tasks."

- Those who have plans or intention to work in an overseas posting.
- Those who are concerned with management of a local subsidiary.
- Those who are developing their projects globally.

Primary course; Training for young leaders

For 2 days, GENKEN provides young staff seeking work practice with training to adapt to a new era. The training focuses on thinking for breakthroughs and the methods of new actions.

GENKEN are convinced that the training will help establish thinking as a way for individual and corporate ideas.



Training program

<1st day>

09:30 **Orientation**

-Basics of group discussion – sharing methods

10:30 **Breakthrough from inertia about thinking and innovation of information**

-Consideration of changes in competitive circumstances and new business trends

12:00 Lunch time

12:45 **Tasks for self-innovation - thinking from a different angle / thinking from many new angles**

-Why we can't suggest only established planning when considering problems

- Basic ideas - motivation for thinking

- The way to breakthrough fixed thinking –to think uniquely idea / expanding field of view / accumulation of new information

15:00 Break time

15:15 **Way of creating and expanding concepts**

- Following natural patterns / Heuristic research / Thinking skill for different identification

- Study of important viewpoints – Expansion and discovery of function / Positioning of purpose and function

Group discussion know-how

- 17:30 Dinner break
- 18:15 **Evening task – group work**
- Study and discussion of a theme – effort to create new ideas
- 20:15 **Group presentation and lecturer’s comments**
- 20:45 **Expected end**

<2nd day>

- 09:30 **The way of grasping problems**
- Design process models to grasp flow and review current realities
 - Thinking of future problems / Paying attention to new factors happening / Consideration of structural problems and factors
- 10:30 **New designs and systems of business practices – demonstration of addressing the task**
- 12:00 Lunch time
- 13:00 **Thinking as a leader and developing strategy for business**
- Corporate action and personal action
 - Achieving development of strategy – purpose, goal and achievement
 - Personal task – grasping and structuring individual task
- 15:00 Break time
- 15:15 **Recognition of new leaders / Emphasis on deep thinking and new practices**
- 16:00 **Mutual exchange**
- 16:30 **End**

- * Our program depends on companies, industry and position of participants, and we arrange the program or set new themes.
- * We provide documents and tasks

Program consideration

- ▲ Even if educational management participate, we give them same tasks.
- ▲ GENKEN provides this training continuously. Also GENKEN provides “GENKEN training – analyzing management development by annual report” and analyzing from financial aspects with new insights.

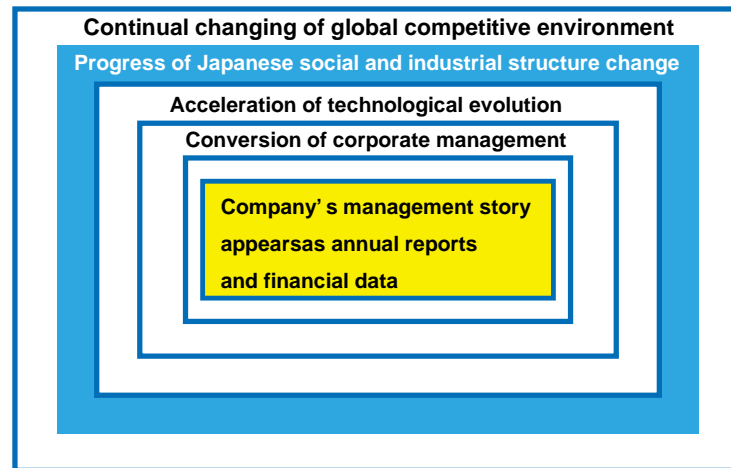
Financial Analysis course- “Analyzing Company’s management Story”

For base of thinking and acting in terms of company management, GENKEN provides the training program, “Analyzing company’s management story”.

The training is two days and practical.

From the perspective of finance, participants comprehend management of their companies and their customers. Also they learn the management method.

How to analyze company’s management story



Training program

<1st day>

09:30 **Orientation**

Annual report tells company’s management

10:00 **Thinking from the entire structure**

Practicing of analyzing Balance Sheet structure / Imagining fully

12:15 Lunch time

13:00 **Deep practicing of major management Indicators**

Thinking management indicators by what is “ “? and why?

Comprehending capital theory – PBR, PER,ROE, etc.

15:00 Break time

15:15 Balance Sheet is changed on market value accounting

Theory of group management - consolidated accounts

Foundation / Journalizing and Balance Sheet

16:00 **Analyzing practice of Cash Flow Statements**

Thinking management story

Group work “Analyzing company’s management story”

Structure of Balance Sheets / Profit and Loss Statements / Cash Flow Statements

17:30 Dinner break

18:15 **Task; Analyzing annual reports of 3 competing listed companies**

Annual report – grasping non-numeric data

20:45 **End**

<2nd day>

09:30 **Group work “Analyzing company’s management Story”**

- Basic strategy and progress
- Shareholders and board members
- Business strategy and structure – grasping segment information, group management, global business and M&A
- Analyzing cost structure
- Policies and standards of capital expenditures and R&D
- Outlook and problem of business

12:00 Lunch time

13:00 Presenting analysis, discussing and lecturer’s comments

15:00 Break time

15:15 **Recognition of new leaders**

- Grasping other company management changing to be conscious of numeric data
- Realizing leaders action affecting their company’s performance on annual report
- Thinking management story

16:15 **Mutual exchange**

16:30 **End**

Primary course ; Candidates for overseas posting

This course is planned for the training of overseas posting staff selected by their companies. GENKEN focuses on establishing the basics of their independent actions under various situations differing from Japan.

For 4 days, GENKEN provides participants such abilities as grasping decisively their companies' business philosophy and vision, to give their ideas in their own way and to understanding their companies' business and financial situation.

Three important thinking viewpoints of overseas posting staff



Training program

Part 1 (one day 10:00 ~ 18:00)

● Establishment of business philosophy

10:00 **Decision making within business philosophy**

| Respecting diverse and common standards

12:00 Basic attitude to reducing output and problems

13:00 **Prerequisite items for setting up global management**

Details of contracts/ records/ reports

| Deep insight into religious factors / local values / regional customs

The main points of global management are to utilize expertise and to create personal relationships

15:00 **Personnel management that corresponds to local social structure**

Failure of labor management caused by poor evaluation

| The mistakes easily made by Japanese staff

Necessity of reconfirming your companies' philosophy and your own identity

18:00 **End**

Part 2 (2 days)

● **Understanding company's management from financial aspects**

(Financial Analysis Course) Analyzing company's management viewpoint

* All participants at this Primary Course ; "Candidates for overseas posting" are asked to take part in the course of the 58th GENKEN Method of Correct Thinking Class's courses called "Analyzing Company's Financial Management Viewpoint" Course.

<1st day> (09:30~20:45)

- **Thinking training for the entire structure**
- **Deep use of major management indicators**
- **Group consolidated accounts / market value accounts**
- **Analyzing company's management viewpoint –Analyzing annual reports of listed companies.**

<2nd day> (09:30 ~16:20)

- **Analyzing company's management viewpoint –Analyzing annual reports of listed companies**
- **Presentation and discussion about above tasks**
- **Profile of upcoming leader**

PART3 (one day 10:00 ~ 18:00)

● **Managing problems**

10:00 **Presenting individual tasks**

Each participant's impression on books about religion / culture
Reading books / newspapers / magazines about risk control
Creating speeches for "management and vision of companies"
(including lunch time)

15:00 **Aiming for reliable management (discussion)**

Grasping and understanding the complete image of management systems
Fairly evaluating and clearly talking about new subjects
Enjoying communication from individual points of view

16:30 **Main image for overcoming problems**

Preparation for representing company / organization and self-development
Working independently in their own section and headquarters
Clarifying their own thoughts and putting them into words

Summation

18:00 **End**