

# ORGANIZATION CULTURE

## 1. Core Values and Philosophy

- **"Let's do this" Motto:** Encourages risk-taking, defying norms, and exceeding client expectations.
- **"Work Hard, Play Hard" Culture:** Strong work ethic balanced with fun, bonding activities.
- **Failure-Friendly Culture:** Psychological safety is fostered through open sharing of mistakes (including by managers on blogs or in meetings).
- **Customer-Focused Innovation:** Culture encourages proposals that surprise and delight customers.

## 2. Diversity and Inclusion

- **Global Talent Strategy Since the 1980s:** Offices in Europe, U.S., East Asia; one of the first Japanese firms to go global.
- **Meritocracy Regardless of Nationality:** Promotions and responsibilities are based on ability, not origin.
- **Cultural Integration Philosophy:** CEO encourages leveraging one's own culture instead of assimilating.
- **Multi-national Teams:** Tokyo HQ has employees from 4 countries (9 out of 60 are foreign nationals).

## 3. Collaboration and Communication

- **Open Communication Culture:**
  - Monthly suggestion-sharing forums with food & drinks.
  - Open-door meetings by the CEO for transparency and mentorship.
- **Cross-Team Integration:**
  - Employees are encouraged to understand both project planning and field operations.

#### 4. Empowerment and Growth

- **"Tsum Tsum" System:**
  - Company-wide Kaizen system rewarding suggestions with points redeemable for rewards.
  - Popularity spans all departments—not limited to R&D.
  - Junior employees get higher base points, encouraging early contribution.
- **Early Responsibility:**
  - Even first-year employees are trusted with major projects (e.g., factory relocation).
- **Encouraging Ownership:**
  - Managers motivate juniors to suggest ideas.
  - Monthly recognition of selected ideas boosts morale and visibility.

#### 5. Learning and Development

- **Structured Learning Path:**
  - **Internal Training:** Business etiquette (e.g., phone/email manners, cards).
  - **External Training:** Advanced, role-specific upskilling opportunities.
- **Customized Development:**
  - Learning pathways tailored to individual strengths and business needs.
- **Perspective Building:**
  - Rotations or project assignments that expose staff to both high-level and ground-level operations.

#### 6. Social Connection & Well-being

- **Regular Social Events:**
  - New Year parties, year-end gatherings, birthday celebrations, online lunches.
- **Hybrid Team Building:**

- Online + offline meetups strengthen connections across locations.
- **Supportive Work Environment:**
  - Social familiarity makes it easier to seek help and collaborate.
- **Balanced Culture:**
  - Social bonding is treated as essential for productivity, not separate from it.

## 7. Innovation & Kaizen Culture

- **Kaizen Embedded in Daily Work:**
  - "Tsum Tsum" fosters innovation from all levels, not top-down.
- **Feedback Loops:**
  - Idea discussions, recognitions, and incentive structures reinforce improvement culture.
- **Challenge-Oriented Mindset:**
  - Seen as a “strange company in a good way,” always exploring new markets like 3D printer parts.

## 8. Culture of Psychological Safety

- **No Blame for Mistakes:**
  - Failures are publicly shared to destigmatize error.
- **Managerial Vulnerability:**
  - Leadership models openness, normalizing difficulty and effort.
- **Accessible Mentors:**
  - Staff can observe or listen in to high-stakes meetings, creating transparency.

## 9. Challenges & Caveats (*Important for balance in organizational culture assessment*)

- **Low Pay Satisfaction:**
  - Glassdoor scores: Salary (3.1), Work-life balance (3.2), Management (mixed).

- AmbitionBox (India): Culture rated 3/5; Salary & benefits 2/5.
- **Navigating Corporate Norms:**
  - Some U.S. employees report challenges adapting to Japanese work culture, fast pace, and rigid hierarchies.
- **Limited Upward Mobility** (as per some U.S.-based staff feedback).

### **Conclusion: Organizational Culture Summary**

Tecdia's organizational culture stands out for its:

- Meritocracy and global inclusion,
- Culture of innovation (Tsum Tsum),
- Emphasis on both **people and performance**,
- Strong **mentoring, communication, and social bonding**,
- Commitment to **growth, psychological safety, and quality**.