

What Keeps Nissan in Motion

A global corporation must be nimble in both its thinking and its actions to thrive in these highly competitive times. For that reason, the foremost tenet of the Nissan Way is cross-functionality—a way to unite all our far-flung businesses and people. Aligned with the Nissan Value-Up business plan, it is our most potent management tool.

What does cross-functionality mean in everyday terms? The easiest way to understand the concept is to look at our cross-functional teams, or CFTs. A CFT is a group of Nissan employees formed from various regions, cultures, organizations and disciplines. Their experiences and perspectives are often quite different. What seems perfectly logical to one CFT member may seem out of context to another.

Not surprisingly, the interactions between these individuals often generate what we call “healthy conflict.” Many companies would view such internal tension as something to be avoided. We do not. Instead, we believe it produces the kind of energy and creative vision that sets a company above the rest.

Behind all of these interactions is the collective desire to serve Nissan's customers. We realize that no single part of our business is capable of producing everything that our customers need—exceptional products and the sales, distribution and services that must accompany them. That is precisely why cross-functional activities are the core of every operation within Nissan.

Another fundamental and closely related concept for us is “stretch.” Frequently a question arises that potentially affects every facet of our operations. When that happens, we have to look far and wide for a definitive answer. One distinct advantage of being a global business is that we can tap into a wealth of

grassroots knowledge and ways of thinking. In the process, we often gain solutions that stretch the organization in new and profitable directions.

Open, constructive exchanges are at the heart of effective two-way communications. The way we relate to others, both inside and outside Nissan, is based on mutual trust and respect. And because information flows so much faster now, we have developed sophisticated new communications channels. Nissan employees can access company data and transmit what they know to our stakeholders, suppliers, the media and other interested parties in a more efficient way.

Nissan's strength springs from our motivated, passionate people, and we work to increase their enthusiasm in many ways. Keeping our management consistent and promoting empowerment is one of those ways. Our managers operate with strict accountability, assess progress objectively, and readily acknowledge superior performance. Their attitudes and ethical behavior inspire trust in the actions and decisions of the company. Employees readily participate in the decision-making process because they know the management structure and feel confident in expressing their own opinions and ideas. That is how true empowerment grows.

Those are the elements of our corporate philosophy. As Nissan continues to pursue sustainable, profitable growth, our thinking will remain broad. Our ultimate goal is to become the leading automaker in brand strength, quality, profitability and performance, and we aim to do it in every country, region and product segment. The Nissan Way will continue to give us the flexibility to redefine who we are, based on the needs and desires of our customers.