

## ■ Improving Organizational Capabilities

Obayashi is focusing on promoting the Pit-in (Pit Stop) Program as part of its drive to build ever-evolving organizations. The purpose of this program, which got its name from pit stops in auto racing, is to review organizational communication, change behavior for the better from the bottom up, and to achieve individual growth and increased organizational strength. The program is designed to improve work productivity and build organizations that offer job satisfaction. This will be achieved by encouraging employees to take a moment as a team to review individual and organizational tasks and make organizational improvements while accumulating small successes..

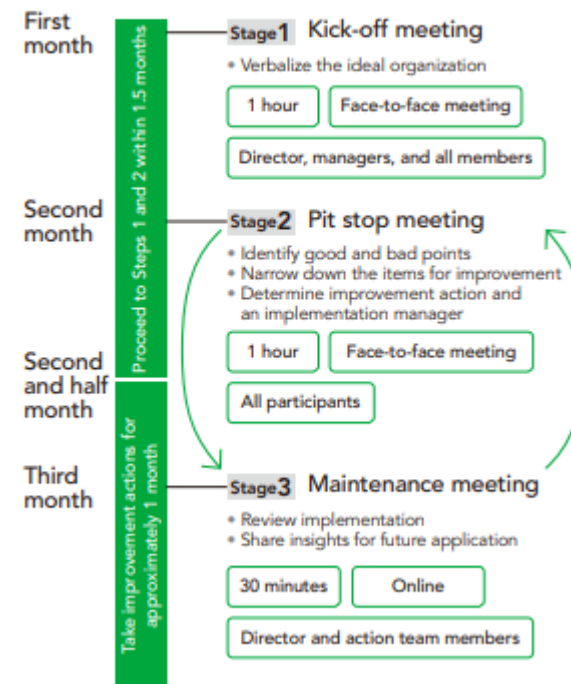
### Pit-in (Pit Stop) Program

The Pit-in (Pit Stop) Program, launched in FY2021, was implemented at 22 building construction sites and 7 civil engineering sites through FY2024. The program gathers between 5 and 20 employees working at a construction site to pursue a PDCA cycle for improving organizational structures and achieving a particular team vision. The three program stages are: (1) a kick-off meeting to verbalize ideal organizational goals, (2) a pit stop meeting to identify good and bad points, narrow down the items for improvement, and determine improvement action and an implementation manager, and (3) a maintenance meeting to review implementation and share insights for future application. The Diversity & Inclusion Promotion Department supports all three stages. Getting all participants to write down the organization's good points and issues on at least one sticky note and put it on a whiteboard is a great way to discover new insights and areas for improvement in just 2.5 hours over a three-month period. The program has also developed into a particularly good opportunity for nurturing independence, motivation, and problem-solving skills among young employees.

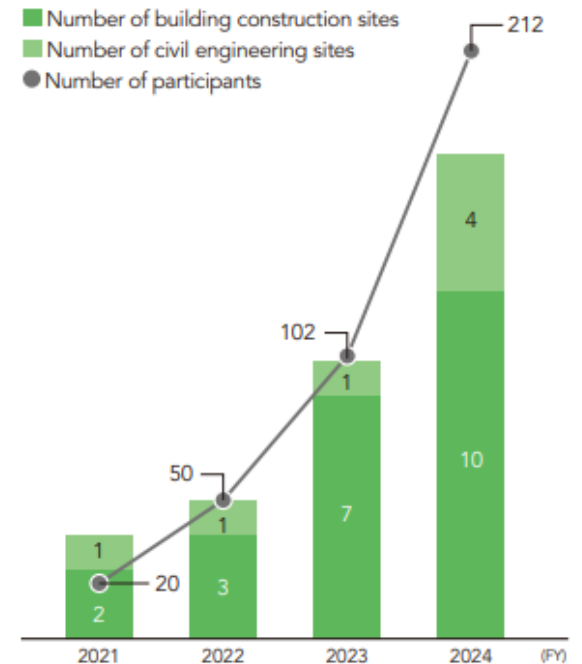
In the program's effectiveness survey, 86% of employee participants responded that they felt the Program helped improve organizational conditions, working atmospheres, and productivity at construction site offices. More construction offices will be encouraged to participate in the program each year to help expand the sphere of improvement.



### Pit-in (Pit Stop) Program Flow



### Number of Construction Sites Implementing Pit-in (Pit Stop) Program and Participants



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TRANSCENDING THE ART AND SCIENCE  
OF MAKING OF THINGS