

pg. 6

Challenge
YOUR
Impossible!



2018/19 SUPPLIER DIVERSITY

NEWSLETTER

ISSUE
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TOYOTA

TABLE OF CONTENTS

3

From the Editor

11

Q3/Q4 Highlights

4

Executive Message:
Al Smith

12

Event Spotlight:
TOYOTA Opportunity
Exchange

5

Partner Spotlight:
Vernice "Fly Girl" Armour
& Amy Purdy

13

Readership Survey

6

Feature Article:
Challenge YOUR Impossible!

14

Meet the Team

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CHUCK HENDRIX

Senior Manager,
Purchasing Supplier Diversity
TOYOTA Motor North America

“CAN YOU IMAGINE BEING
ABLE TO TURN BACK THE
CLOCK AND GIVE YOURSELF
ADVICE? I WONDER IF THE
YOUNGER ME WOULD HAVE
LISTENED AND BELIEVED THE
FUTURE ME.”

GREETINGS,

I enjoy articles based on the premise of going back in time to give advice to your younger self. After all, when you're in your late teens and early twenties, life's challenges can often seem overwhelming. Most of us could have used the perspective of experience to assure us that eventually, everything would work out just fine.

If given the opportunity, I'd encourage 'Younger Chuck' to set bold goals and to continually aim higher. I'd remind him that when things feel out of control, to remember the words of Muhammad Ali: "Impossible is not a fact. It's an opinion. Impossible is not a declaration. It's a dare. Impossible is potential. Impossible is temporary. Impossible is nothing."

Can you imagine being able to turn back the clock and give yourself advice? I wonder if the younger me would have listened and believed the future me. Would you?

A quick internet search offers many great examples of what influential people might say to their earlier selves. Here are four which I think reflect this month's newsletter theme, "Challenge YOUR Impossible":

- **"Stop being so afraid."** – Michelle Obama
- **"When the unexpected and inconceivable intrudes on life, and it will, deal with life's actual events—don't obsess about perceived eventualities."** – Michael J. Fox
- **"Never see being different as a flaw or think that something's wrong with you. Being different is your biggest asset and will help you succeed."** – Sir Richard Branson
- **"When you're feeling off course...the way through the challenge is to get still and ask yourself, 'what is the next right move?'"** – Oprah Winfrey

Powerful words when facing obstacles, no matter where you are in life.

As we step into a new year, I encourage you take time to identify strategies and gather the resources you might need if things get tough. Read more books and articles that inspire innovative thinking and stimulate progress. Build a network of trusted colleagues you can turn to for honest feedback and advice. Give yourself every advantage so that if a challenging situation comes along, you're ready to face it with confidence.

We're ready for a great 2019 at TOYOTA and on behalf of our Supplier Diversity Purchasing Team, we look forward to supporting your continued success!

Best regards,
Chuck

EXECUTIVE MESSAGE

I'm often asked what is Social Innovation? What does it mean? People are familiar with philanthropy, and for the most part, have some understanding of corporate social responsibility or CSR. But for them, Social Innovation is new.

Social Innovation is the generation, acceptance and implementation of new ideas, process, products or services that improve the environment, lift communities and creates social change. It's about helping to solve both community challenges – like access to education and job opportunities -- and addressing business challenges – like sustainable environmental improvements, cultivating a diverse workforce. The idea is to go beyond donating dollars, leveraging all of Toyota's asset's including sharing our knowledge and resources to help affect change; core to all of this is inclusion. To sum it up: It is the next phase of how we engage with society.

Today, public opinion and how a company represents itself in its mission, values, and social responsibility matters more than ever before. Every day, we're presented with a tremendous opportunity to do and be better, not only as a company, but also as individuals. It's a philosophy we carry through into our work. Part of our purpose is to help Toyota understand, adapt and evolve to changing consumer demographics and preferences, team member expectations, and societal needs. It's work that deeply resonates with me.

One recent example in one of our manufacturing plant communities is our work with the City of Tupelo to help launch the city's first ever public transportation system. Before our involvement, news media characterized proposals for a transit system as impossible. But after more than a year's work, that impossible became possible.

Today, the service is already making a difference. It's helping improve quality of life for the elderly and disabled, with a new mobility option that connects the people in the community to job opportunities, healthcare, and social and recreational opportunities. For team members in Tupelo like Carolyn Angelos, the service opens the world up for her daughter. It represents inclusion through mobility.

Tupelo Transit also is an example of collaboration with government entities, nonprofits and the public, and collaboration across Toyota. By engaging this way, we not only further our new culture as One Toyota, but also develop breakthrough solutions that meet the needs of a more diverse and competitive marketplace.

Our community partners, suppliers and dealers must align around the common purpose of improving the community we serve. And they do. Our customers invest in us, and they deserve our best. So, we are committed to working together, and finding new ways to collaborate for the benefit of our customers.

Together, we can Challenge the Impossible, Start our Impossible and provide Mobility for all.



AL SMITH

Group Vice President,
Chief Social
Innovation Officer

TODAY, PUBLIC OPINION
AND HOW A COMPANY
REPRESENTS ITSELF IN
ITS MISSION, VALUES, AND
SOCIAL RESPONSIBILITY
MATTERS MORE THAN
EVER BEFORE.

2 QUESTIONS WITH OUR 2018 KEYNOTE SPEAKERS

PARTNER SPOTLIGHT



VERNICE "FLYGIRL" ARMOUR

- America's first African American Female Combat Pilot
- Author, Keynote Speaker and inspirational leadership
- Keynote Speaker: 2018 Opportunity Exchange



AMY PURDY

- 3x American Paralympic Snowboard Medalist
- NY Times Best Selling Author
- Global Keynote Speaker | TED Talks | Oprah Top 100
- Keynote Speaker: 2018 Power of Exchange

We invited the keynote speakers from our 2018 signature events — Amy Purdy from Power of Exchange and Vernice "FlyGirl" Armour from Opportunity Exchange — to answer a few questions related to this newsletter's "Challenge YOUR Impossible" theme.

HOW DO YOU ENCOURAGE OTHERS TO OVERCOME THEIR CHALLENGES?

VERNICE "FLYGIRL" ARMOUR | There are three principles that I recommend to help people accomplish their dreams.

- One (VISION): Give yourself permission to engage...engage with your dream.
- Two (PLAN): Create a plan...your flight plan for success.
- Three (EXECUTE): Make YOUR Gutsy Move. Transform your fear to fuel and go for it.

AMY PURDY | I don't really believe it's about overcoming them because many of our challenges we are faced with every day. It's more about facing our challenges, getting creative and using them to push off of and become better, stronger versions of yourself.

It's like dancing with adversity. The more you can be fluid and flexible to change, the more successful you will become in life and business. Often, I think people want their obstacles to go away or they want to "overcome" them. But my philosophy is to help others see their challenges as opportunities to become everything they were put on this earth to be!

WHAT MOTIVATES YOU TO SHARE YOUR STORY WITH OTHERS?

VERNICE "FLYGIRL" ARMOUR | I remember being a young 1st lieutenant in the United States Marine Corps and sitting at my desk in squadron when the San Diego Tribune called, asking me for an interview. I had to decide if I wanted to highlight myself and be the target of criticism from my colleagues. My Commanding Officer summoned me to his office and asked why the media wanted to interview ME? What made ME so special?

I replied, "Sir, I'm not doing anything special that the men in this squadron haven't been doing for years. But I AM the first in my community to do it." Well, OF COURSE I did the interview!

I have no idea who I will impact when I share my story of overcoming the challenges and obstacles in my life. We are all role models forging new paths. I want people to know that by sharing their story with others, they can make positive differences in their community.

Stand up and be counted because you never know who is counting on YOU.

AMY PURDY | Story telling is so important because it reminds us, we aren't alone! I also find that the stories we should be sharing are usually the ones that we are most scared to share because those experiences make us human and what makes us human connects us all.

Working with my own adversity has inspired me to help others and seeing others work with their own adversity inspires me! I also want to leave a positive footprint on this world so that's always my big picture.

(CHALLENGE YOUR IMPOSSIBLE!



At some point, most of us face situations when a positive outcome seems completely out of reach. Sometimes it's a personal crisis such a health issue causing setbacks. Or maybe a natural disaster or accident wipes out everything, leaving only devastation behind.

Other times, the difficulties are in business. Companies of all types and sizes are at risk of an economic, personnel, or technological crisis bringing growth to a grinding halt. Panic sets in at the thought of failure when the competition leap frogs ahead or customers are lost.

One word usually comes to mind when the stress of a situation becomes overwhelming and the odds seem insurmountable. That word? Impossible.

Of course, the first step in any catastrophe is to engage the professional support and assistance you need to get on the path of recovery. But after that — and for many of life's somewhat lesser emergencies — having a better understanding of what may be holding you back plus a set of solid coping strategies and resources in your toolbox can go a long way in helping turn the story back in your favor.

REALITY VS. PERCEPTION

One of the more interesting aspects of watching a courtroom drama in a movie or on TV --- or observing a trial in person --- is how the testimonies of witnesses can reveal wildly different perspectives of the same situation. While the stories make for great entertainment, the variations are actually scientifically-based. Many times, individual perceptions are inaccurate, particularly in emotionally-charged situations.

It's reasonable, then, to consider that our perspective may get in the way of finding solutions to difficult problems. People sometimes resist altering their perceptions, believing they are right in what they see, hear, and remember. One way to be more open to changing perceptions is to consider how our perspective may be inaccurate.

Consider the idea that how we focus our attention can directly affect our perception of reality. When your mind is set on an idea, for example, you tend to look for evidence that supports that idea and ignore evidence that indicates the idea isn't accurate. This is called confirmation bias. So, one way of changing your perception is to check the evidence and ask yourself if the way you see the situation is truly factual. Then, find ways to quantify or otherwise test out your thoughts more objectively.

Next time you find yourself feeling disheartened or frustrated by a seemingly impossible situation, try shaking up your thought process with some of these perception-changing insights:

WHEN YOU'RE IN A BAD MOOD, YOU TEND TO EXPECT MORE NEGATIVE OUTCOMES AND SEE YOURSELF AND OTHERS MORE NEGATIVELY.

Keep in mind your perceptions can be influenced by your mood. For example, if you are sad or depressed, you are likely to see yourself as having little to be happy about or that there is nothing to look forward to. But when your mood improves, you view the future as more optimistic and can more readily see the many reasons you have to be grateful though nothing changed other than your mood.

SOMETIMES CONSCIOUSLY DECIDING THAT YOU AREN'T THE KIND OF PERSON WHO DOES SOMETHING HELPS YOU STOP DOING THAT BEHAVIOR.

Affirming that you aren't the kind of person who eats sweets or that you aren't someone who accepts defeat will help you change your behavior. It's like changing your perception of who you are helps you make different decisions.

Consider taking a reality check of how your self-perception could cloud your perspective. For example, If you view yourself as an angry person, then you may automatically respond with anger without checking to see if that is what you are actually feeling.

WE DON'T ALWAYS SEE ALL THAT HAPPENS RIGHT IN FRONT OF OUR EYES.

It's surprising how often we don't notice major details in our environment. We miss information, especially if we're focused on a single point of experience or task at hand.

In their book, *The Invisible Gorilla*, Christopher Chabris and Daniel Simmons studied the phenomenon of 'selective attention.' Several video examples on the website — TheInvisibleGorilla.com — make it very clear that we don't notice nearly as much as we think we do.

When you are upset about an interaction or a situation, consider the possibility that you may not be clearly seeing all the facts.

SELF-LIMITING THOUGHTS: GHOSTS FROM OUR PAST

It's common to hold onto the beliefs we developed during childhood — whether those views are right or wrong. Quite often, the negative self-beliefs from our past prevent us from being as successful as we could be today because of a psychological principle known as “belief perseverance.”

We learn about ourselves from various sources over the years — tests we took, feedback received from teachers, what our parents said to us, and how we were treated by our peers. Unfortunately, there's a good chance of developing some inaccurate self-limiting beliefs along the way.

Try taking some time to reflect the possibility that those things you believed to be true about yourself all these years might not be 100 percent accurate. Not to mention they might be limiting your potential. Chances are, with a little objective self-reflection, you'll find that you're more capable than you give yourself credit for and stronger than you know.



OK.

TIME TO MOVE FORWARD, BUT HOW?

There are probably as many articles, books, and seminars about how to overcome challenges as there are challenges being faced. That's good news, because it means there is a wealth of information and knowledge available to help build a strategy and implement a plan that works best for you.

While opinions and philosophies vary, it's widely agreed that breaking down a problem into several smaller steps provides a solid framework for finding the best and right answer. Think of it as a long-term venture more than an immediate fix. Why? Because it's human nature to focus on getting to the solution at the beginning of the process, rather than stepping back and taking a logical approach.

From an academic perspective, most problem-solving processes — especially for addressing business situations — incorporate five core elements.

1

IDENTIFY THE ISSUES

The first phase of problem-solving requires thought and analysis. Problem identification may sound clear, but it can be a difficult task. So, you should spend some time to define the problem and assess different views on the issue.

2

UNDERSTAND EVERYONE'S INTERESTS

Avoid the temptation to skip this critical step in the problem-solving process. In order to come up with a satisfying solution, you should first develop a clear picture of the problem and find the facts by actively listening with the intention to understand. The best solution is the one that satisfies everyone's interests, including your own.

3

LIST THE POSSIBLE SOLUTIONS

Separate the interests from the solutions, use the information gathered in the first two phases and start some creative brainstorming. This will allow each person in the group to express their views on possible solutions. Generate a range of possible courses of action, but with little attempt to evaluate them at this stage.

4

DECIDE

This stage is perhaps the most complex part of the problem-solving process. It involves careful analysis of the different possible courses of action followed by selecting the best solution for implementation. Make sure to choose the best option in the balance or be open to “bundling” several of options together for a more satisfactory solution.

5

MONITOR

This last stage of the problem-solving process is about being accountable for all the steps being taken successfully. To achieve that, monitor and seek feedback from people affected by the change of conditions. It is also important that you set and review metrics of success (goals, for example), follow-through and create opportunities to evaluate the overall process.

HOW THEY DID IT

KOILS BY NATURE [koilsbynature.com]

Discouraged by the lack of affordable, all-natural hair products for black women, Pamela J. Booker decided to quit her job and create her own product line in 2009. The U.S. Army veteran and former network engineer was approached in 2013 about a potential placement in Target stores. She declined the offer as she was working from her basement at that time and didn't feel ready to expand distribution beyond her modest online and beauty supply store customers.

Tragedy struck the following year when her brother was murdered during a dispute at a family gathering. On top of dealing with the devastating murder of her brother, Booker says she struggled with a "fear of success" and considered giving up on her business. Nonetheless, she persisted, pushing past fear and pain before making a comeback in 2015 and, ultimately, securing a distribution deal with select Target stores in 2018.

Booker credits the loyalty of her customers for encouraging her to continue to work on her business. She's also inspired by her brother's memory. "He knew how great I was before I even saw my greatness," she said. "That's what got me out of my funk."



CANTOR FITZGERALD [cantor.com]

Cantor Fitzgerald, the global financial services firm, suffered catastrophic losses on September 11, 2001, when an airliner hijacked by terrorists hit its headquarters in the north tower of New York's World Trade Center. More than 60 percent of the company's workforce at the time—658 people—perished.

Seventeen years later, and still under the leadership of chairman and CEO Howard Lutnick, the firm is flourishing. With a new headquarters in midtown Manhattan, Cantor Fitzgerald now employs more than 12,000 people, who work in 60 offices in 20 countries.

Beyond climbing its way out of grief and back into business, the equity powerhouse has also become a philanthropic force in its renewed state. The Cantor Fitzgerald Relief Fund has distributed \$320 million in support of both the families of employees who were killed on 9/11 (including the chairman's brother, Gary), as well as other victims of terrorism and natural disasters.

And that's not to mention the reparations Cantor itself pays to families: The company offers 25 percent of everything, including salaries, to families, as well as providing any children of parents killed in the attacks with a job if they want one. In 2016, Cantor hired about 57 children of parents who were killed; now, it's about 100.



SEEHERWORK [seeherwork.com]

According to the U.S. Bureau of Labor Statistics, the number of women in non-traditional careers, such as construction, energy, utilities, logging and emergency response is on the rise. Unfortunately, over 150 women per year lose their lives to work activities that could be prevented through properly fitted personal protective clothing and equipment.



Entrepreneur Jane Henry experienced the gap in coverage firsthand in the wake of 2017's Hurricane Harvey. Like many in her native community of Houston, Henry literally lost everything in the storm—her house and most of its contents as well as her cars.

While serving as general contractor on the reconstruction of her home, she realized there were no well-designed, well-fitting work clothes for women. Gloves didn't fit, work pants tore too easily, and overalls designed for men required women to nearly undress entirely when taking bathroom breaks.

Then an MBA student at Rice University, Henry researched the issue, with focus groups of tradeswomen expressing the same frustration with fit, performance, and safety. Thus, was born the idea to launch, SeeHerWork, a company that designs, manufactures and sells workwear, safety equipment, and other job-specific products to help women in commercial and industrial careers stay safe and aid them in performing at their highest level.

"We want to empower women," says Henry. "Besides providing protection, our products inspire greater confidence, allowing women to feel strong and unrestrained while performing day-to-day job duties."

TAKE CARE OF YOU!

Emotional and psychological symptoms such as anger, anxiety and feelings of helplessness are common reactions during and following highly stressful events. It's also not unusual to exhibit physical conditions such as fatigue, insomnia and even flu-like aches and pains. Don't be afraid to talk with your healthcare professional about how stress may be impacting your health and well-being.

CONCLUSION

Perhaps the best news is that, in most cases and no matter the situation, things almost always get better. Failure and disappointment will likely be part of the process, but they, too, will fade as steps forward are taken and success comes into sight.

Of course, there's no guarantee that the process will be easy or fast—and there are a myriad of different factors which can influence your thinking and the choices you make along the way. However, bolstering yourself with the facts, dynamic problem-solving skills, and a strong network of support will amplify the probability that what once seemed to be impossible, became a turning point for giving you new possibilities.

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2018 Q3/Q4 HIGHLIGHTS

SOUTHERN CALIFORNIA MSDC ► CORPORATION OF THE YEAR

In October, TOYOTA Supplier Diversity Team Members Taylor Young, Chuck Hendrix, and Sahar Haque proudly accepted the 2018 Corporation of the Year award from the Southern California MSDC.



▲ MID-STATES MSDC

All smiles as Toyota receives the MBE Total Spend-National Award. Pictured left to right: Mid-States MSDC President/CEO Carolyn E. Mosby, Toyota Supplier Diversity Team Member Adrina Walker, and Toyota Purchasing Senior Manager Matt Bonne.



◀ DFW MSDC E AWARDS

Margo Posey (right), President and CEO of the Dallas/Fort Worth MSDC, presented Toyota General Manager Bonnie Clinton with their Chairman's Award. Bonnie is Board Vice Chair on the Dallas/Fort Worth MSDC Board.

◀ CANADIAN ABORIGINAL & MINORITY SUPPLIER COUNCIL CORPORATION OF THE YEAR

Justin M. Bennett, President, Ongweoweh Corp. (left) and Cassandra Dorrington, CAMSC President and CEO (right), present the CAMSC COY to TOYOTA Supplier Diversity Manager Stephanie Burton.

◀ WBEA

TOYOTA was recognized at the WBEA Cutting Edge Awards in November for 'Significant Total Dollar Expenditures with WBEA WBEs in 2017.' Shown holding the award is Sahar Haque (third from left), TOYOTA Supplier Diversity Manager.



EVENT SPOTLIGHT



Keynote Speaker Vernice "FlyGirl" Armour shared her inspirational message of courage and strength.

OPPORTUNITY EXCHANGE

NOVEMBER 14, 2018 | NOVI, MICHIGAN

A full day of inspiration, knowledge, and connections kept everyone busy during Opportunity Exchange. We appreciate all who joined us in Michigan and thank you for making this a must-attend event each year.



OE presenters Marshawn Evans Daniels and Vernice "FlyGirl" Armour signed books for attendees during the event's tradeshow.



▲ OE attendees were greeted by TOYOTA team members on the tradeshow floor.



▲ As a follow-up to her Power of Exchange presentation, Marshawn Evans Daniels continued her "Believe Bigger" message.



◀ OE Seminar Speaker, Eric Ellis, explained the value of taking coach-like approach to business.



TOYOTA team members were on hand to answer questions and provide information about Supplier Diversity programs and opportunities.

YOUR FEEDBACK REQUESTED BY JANUARY 25!



2018 READERSHIP SURVEY

In the spirit of continuous improvement, we would appreciate your responses to our annual readership survey. Please follow/paste this link in your browser:

<https://www.surveymonkey.com/r/ZR6KK33>

Thanks for your feedback!

MEET THE TEAM



CHUCK HENDRIX
SENIOR MANAGER

- Oversees the Manufacturing and Sales Divisions
- Building of TOYOTA's Supplier Diversity Processes
- Development of Diverse Companies



ERIN CAUDILL
ANALYST

- Tier I Reporting & Activities
- Power of Exchange & Opportunity Exchange
- Organizations: NMSDC, Great Lakes WBC, Michigan MSDC, Southern Region MSDC, WBEC South, APACC and MHCC



STEPHANIE BURTON
MANAGER

- Internal Strategy Development
- Development of Diverse Companies
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- Marketing/Branding



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SAHAR HAQUE
MANAGER

- Internal Strategy Development
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TAYLOR YOUNG
ANALYST

- Newsletter & Content Development
- Power of Exchange & Opportunity Exchange
- Organizations: ABA, Dallas-Fort Worth MSDC, NACC, NGLCC, Southern California MSDC, Southwest MSDC, WBEA



TIM YAMADA
MANAGER

- Internal Diversity Strategy Development - Financial Services
- Sponsorship of Diverse Companies
- Organizations: NGLCC, WBC-Southwest, WBEC West; Disability: IN



ALYSSA KIRKOPLOUS
ADMINISTRATOR

- Executive Management Coordination
- Power of Exchange & Opportunity Exchange
- Execution of the Team's Sponsored Events



(CHALLENGE WHAT'S POSSIBLE



Fostering a more inclusive and diverse supply base
enables Toyota to build Always Better Cars.

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