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"MIRAI" (future)

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the next generation"*
The Outlook Foundation

Message to Global-Age Business People: The Key to Becoming Globalized Japanese (Summary)

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I am an Organization Development (OD) consultant. Our company supports corporations and other organizations trying to maximize their human resource and management potentials in achieving their visions and goals. Our keynotes are "respond to change" and "develop leaders for change".

What does "globalization" mean?

The 20th century was an era of internationalization. The 21st century will be an era of globalization, in which people, goods and money move dynamically without the hindrance of borders.

Japanese as global leaders: contributors to the world based on Japanese virtues

I have organized management training sessions for many sectors. What has impressed me most is the single-minded dedication exhibited by site leaders at plants. They work in a world of microns; their dexterity is required for tasks which cannot be done by machines or robots. The hands of a skilled worker possess a magic. Their plants were as immaculately polished as a martial arts dojo.

An analog approach is Japan's route to survival

In the future, small and medium-sized suppliers who have real underlying strength, inner gems of ideas, technical excellence, and software power are going to change Japan and the world.

Their team synergy and fine sense of artistic beauty will solve major challenges. Japan's strength lies in the human-based analog world.

Middle management is the key to global business

One of the strengths of Japanese companies is their middle management, who play intermediary roles. Now is the time when middle managers come to the fore as management translators, liaison between senior and junior staff members, and human resource developers. Middle managers with a globalistic mindset are expected to drive global business.

What the Japanese are good at

Japanese patience, perseverance and discipline were praised internationally in the aftermath of the Great East Japan Earthquake. We were hailed as warm-hearted, team-oriented people who cherish one another. We should be aware of these virtues and think how to apply our value of social harmony

to global teams. Our ability to turn diversity into strength and to create an effective arena for team performance will be needed. These are world-class Japanese virtues.

An amazing Japanese businessman who rescued a diverse team

A foreign IT company held a gathering of its sales managers from all over the world. The attendees were diverse in their backgrounds and opinions, and the latter half of the meeting stalled. Before the discussion collapsed, Mr. S, a representative from Japan, stood up and started organizing the different opinions. He tried to find a common denominator and involve everyone in achieving a goal acceptable to all. It was a brilliant cross-cultural communication effort executed in simple humbleness. Mr. S possessed a flexible mindset, a willingness to empathize with others and consult together. His humility and dignity impressed other members and contributed to the positive outcome of the meeting.

Challenges for Japanese as global actors in the 21st century

The fundamental exercise in virtue for the Japanese businessperson who wishes to become globally active is to look at the world and at people from a broad perspective, from a bird's-eye view, and become an expert on them both.

Information technology continues to dramatically change our world, making the future unpredictable. Simple logic no longer leads us to perfect answers. In the volatile market of our information society, scientific conventions are often overturned. It is becoming a very humanistic society, a service-oriented society. Businesses in the 21st century will fail if we do not understand humans, if we do not become experts on people.

You are not ready until you are an expert on people

Being an expert means having keen perception. Perception is the sense of judgment that pierces the essence of matters, that clearly perceives solid ideas and perspectives of the world, life and work. It is the core of our thoughts, sensibility and assessments of what human life is about and how we should live our lives. We should spend our lifetimes pursuing this deeper perception, and the royal road to achieving this goal is reading the great works of all ages.

The key to sustained creation of the highest quality products and services is our legendary corporate culture

Japanese manufacturers are currently passing through a difficult time, but quality remains the key to our success. The highest quality will always be the basis of Japanese competitiveness: that is Japan's forte. Toyota succeeded in the United States not because of its production process, but because of its management system. Toyota's style and corporate culture is an "analog world" which cannot be dissected digitally.

Today, even the most outstanding products and services are subject to immediate imitation. The key to competition is to establish a strong corporate culture capable of continuing to create new products and services of the highest quality. A culture of constant self-denial and pursuit of the best: that is what I call "legendary".

A portrait of global Japanese

We should reaffirm the significance of our virtues and fashion a solid self-image for the future:

- Craftsman's techniques, artist's spirit
- Appreciate humanity and cherish social harmony

Future goals for global Japanese

- Exert our maximum practical abilities at work
- Have pride in our origin. Enhance our innovative ability and make the most of diverse personnel with different cultural backgrounds



Author profile:

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- ◆2001–present: Founder, President and Executive Consultant of Kay Global Consultant Co., Ltd.
- ◆1987–2001: Management consultant at Business Consultant Inc., the largest consulting firm in Japan. Supported organizational and human resources development for more than 2000 companies.
- ◆1985–1987: Executive Vice President at Bi-Lingual USA Corp., New York, NY, where she worked from its launch until the company became profitable.

Education and early career:

Graduated from Doshisha University, Kyoto, Japan (Bachelor of Arts in English and American Literature). After working as a flight attendant for Japan Airlines, she worked in overseas sales offices in Europe, America, and Asia, where she experienced cross-cultural management. Studied organizational psychology at the University of California, Berkeley, CA (Master of Business Administration).

Qualifications, publications, translations:

- ◆Certified Human Element trainer (USA)
(Improvement of interactions in organizations)
- ◆Action management – PSDM (Problem solving and decision making) Master instructor (USA)
- ◆Publication: “Nihon Kigyo Sokodikara” (Gentosha Inc., 2013)
- ◆ Translation: “A Manager's Guide to Globalization” by Stephen Rhinesmith (Shunjusha Publishing Company, 1999)



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