

Japan HR Leaders Learning Series Vol. 2

Date: July 24, 2018

Host: Fujitsu

Theme: Reinventing Leadership - Japan's Leadership Challenges from HR Perspectives When There is No More Business as Usual

In this second event in the series of learning events organized by Human Future, a group of HR and business leaders representing a wide cross-section of industries gathered to share their views on the tough challenges that leaders in Japan need to tackle to ensure the sustained success of their businesses in the digital age.

Under the theme of “reinventing leadership”, we first heard from Fujitsu, who shared their experience with developing their leadership bench by giving five illustrative examples of high performing individuals who have been successfully fast-tracked to influential positions within the company at a relatively early age. This was followed by a powerful presentation by Rajeev Peshawaria, best-selling author and renowned expert on leadership development. Takeaways from the two presentations and ensuing discussion included:

- As the world population trends towards 10 billion people by 2061, Asia faces both exciting growth opportunities and daunting challenges.
- Traditional notions of leadership are no longer suitable in today's “uber-connected” and “uber-populated” world.
- Contrary to popular wisdom, a more autocratic approach to leadership is necessary in order for a company to be agile.
- On the other hand, leaders need to learn the right to be autocratic through such approaches as providing “freedom within a framework” and listening, learning, and reflecting continuously.
- Innovative companies in Japan such as Fujitsu are shifting their leadership model to give rising stars significant responsibility early in their career. In Fujitsu's case, this has resulted directly in strengthening their talent bench

while positioning their best and brightest to assume enterprise leadership positions in the future.

There is no doubt that virtually every industry in Japan is either experiencing unprecedented disruption now or will encounter it in the near future. In the face of this environment, what concrete steps should leaders take in light of the points above? A good place to start is for those in a leadership role to examine deeply their personal values and purpose - and work to align them with those of their organization. Few who would consider themselves leaders do this. While this is not an issue unique to Japan, this is a good place to start.

Save the Date

The next Japan HR Leaders Learning Series will be hosted by Astellas Pharma on Friday, October 5th from 4:00pm - 6:00pm. The theme has been tentatively set to address coaching. Please mark your calendar and we will be providing further details later in the summer.

Contact

For further information about previous HR Leaders Learning Series events or to be added to the mailing list for future events, please get in touch with us:

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