

## Human-based management for the next society

**T**he world economy has suffered greatly from the results of the global financial meltdown that began in the USA. Unemployment has increased as businesses downsize and few opportunities are available for those entering the job market. Japan is one country badly affected. However, some are trying to prepare for growth and success even in this difficult time. Industrial advisers and top and senior managers of major Japanese companies who attended this year's Karuizawa Top Management Seminar, 8–10 July, suggested “human capitalism management,” or human-based management.

The Karuizawa Top Management Seminar is organized annually by the Japan Productivity Center (JPC), and the 2009 event was the 54th. In its long history, the Karuizawa seminar has introduced management philosophies, methodologies, and world economic trends to Japanese business and industry leaders. This year's theme was Human Capitalism Management for the Next Society. The event was attended by 140 private-sector corporate managers including 21 participants from the Republic of Korea led by Chairman and CEO of the Korea Productivity Center (KPC) Dr. Dong Kyu Choi. JPC Chairman Jiro Ushio, in the opening address, cautioned that, “We will not be able to see the ‘clear sky’ by just waiting for this storm to pass by itself.” Ushio stressed the importance of human energy and dynamics in corporate management in the 21st century, which is the key to human capitalism management.

The three-day seminar featured presentations by industrial leaders, panel discussions, and a break-out session. Many speakers declared that today's hardships could be an opportunity to push for innovation and reform for future growth. However, success will depend on building relationships of trust with employees via human-based management.



*Korean participants utilizing simultaneous interpretation during a presentation (photo courtesy of JPC)*

President and Chief Executive Officer Shigenobu Nagamori, Nidec Corporation, in his presentation entitled Management by Passion, Enthusiasm, and Persistence, advised managers to take the initiative in working passionately to convince others to commit their passion and enthusiasm. Director Kanji Okubo of the Human & Management Research Institute, spoke on Management for Making People Happy and detailed how good companies make the happiness and growth of employees their first priority. Okubo also stated that companies should invest more in improving the work environment.

One of the highlights of this year's seminar was the participation of Korean CEOs and managers, a result of a Memorandum of Understanding on collaboration between the KPC and JPC. “It was a great opportunity for me to hear the ideas of top managers of big Japanese companies and challenges that they face. I believe this will help me advise Korean managers how to develop and allow their expansion to the global market,” commented Dr. Choi of the KPC. 