

We need to cover all these topics. Especially the **Goal** decide what should be focused on.

Interview sheet 1

P36

Clarify Vision and Status Quo

Human Resource Management

Learning material
Classroom Training Trainers for mentors
Mar 2015 - 1st edition



**"I'm too busy to start the new thing."
"Our employees are not enthusiastic to their work."**

When the mentor and the executive team find the new action after the diagnosis, sometimes we listen to these kinds of words from the beneficiary.

When you act, there always are some reaction. However, we have to achieve what we planned by building the strong team and organization.

In this course, you are going to learn **"How to involve the people to the change that is needed for the company."**



Chapter 1 Scope of Human Resource Management

1 General definition

• Scope of HRM

The scope of human resource management is very wide. Generally, it can be described by "4E"s.

Employ	Educate	Empower	Evaluation
<ul style="list-style-type: none"> Requirement definition Recruitment Job Interview Making contract Orientation 	<ul style="list-style-type: none"> training program design Training facilitation Exam 	<ul style="list-style-type: none"> Organizational structure design Placement Making rules Corporate culture Counseling 	<ul style="list-style-type: none"> Evaluation system design Training evaluators Balance adjustment

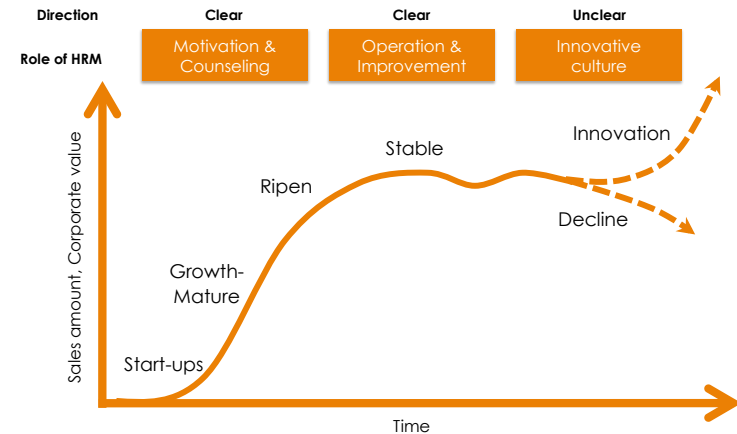
Usually, in SMEs there is no strong needs to launch an independent HR department. When the size of the company is still small, the top management and managers can achieve the HR function properly.

Therefore, usually HRM itself would not be a main theme of the mentoring process. However, it is essential to learn how to involve the people because the changes proposed by the result of mentoring cannot be realized without involving people.

2 Focus of HRM by stage

• Company Life Cycle

In SMEs, usually most of the HR function is achieved by the top management and middle managers. People have to recognize that communicating and motivating people is one of the main role of the management.



3 HR in mentoring

• Realizing change

The mentor finds the solution. However, "what" to change is not enough. We mentors always have to consider "how" to realize it, and you cannot ignore HR aspect in the plan.

Usually, the change is not pleased because they feel:

Top management	"I have no time"
Middle management	"It just increases the responsibility"
Employees	"It is none of my business"

Therefore, we have to use some strategies and tactics to lift their passion. In this course, we are going to learn some management method related to HR from the view point of change management.



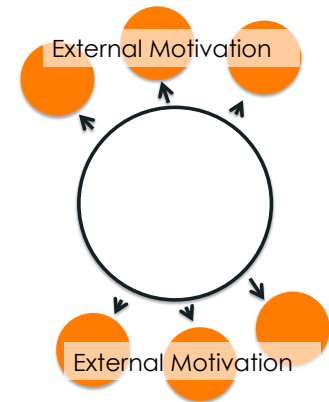


Chapter 2 How to involve the people



External Motivation

"Business is business, it's the way to earn money"



- × The work is hard and boring
- × "If I have much money, I don't work"
- × Motivating people by deal

What will these lights light?

- A secret story of Konosuke Matsushita -

PANASONIC is one of the world famous companies today but one day it was a small manufacturer.

When he was young, Konosuke Matsushita, the founder of PANASONIC, visited one of his factories. He found a group of employees who are working at the corner of the factory, polishing lights.

It must have been boring, routine work. The workers looked unhappy. After five minutes, Konosuke murmured, "What a great job it is!" Everyone was surprised. And he started to talk...



Internal Motivation

"I do it, because I want to do it"



- The work is enjoyable and exciting
- "Even if I have much money, I want to work"
- Support people to work in the best condition
- Motivating people by suggesting meaning

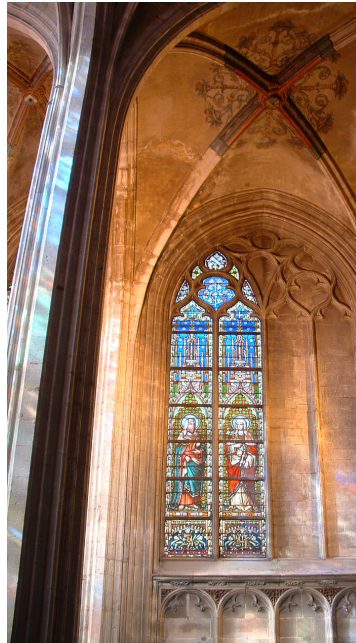


Three Bricklayers

Q1. What is the **difference** among these three bricklayers?

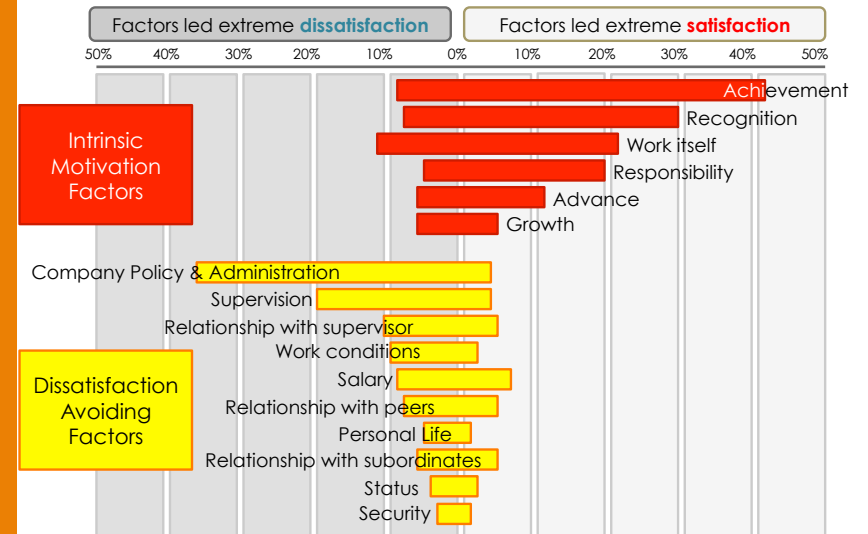
1st	No Motivation
2nd	External Motivation
3rd	Internal Motivation

Q2. What is the **ratio** of these bricklayers in your beneficiary?



Understanding the source of motivation

1968, Herzberg



Three ways of influencing people



1 Start from the small change

► Do not overlook the small hole

- <To decrease negative things>
 > It is the sign to the bigger problem
 > Usually problems occur from the communication GAP.
 So set the standard to prevent the problem.
 > Regular meeting is effective.

- <To increase positive things>
 > Praise a small achievement
 > Create a system to give positive feedback to each other



2 Change from the top

▶ Let the owner/manager show employees that they are also changing

- > If the executives changes, everyone follows
- > One of the roles of the leader is to show his/her commitment

▶ Involve the key person in the field to the change

In the famous speech on TED conference, Derek Sivers, the founder of CD baby, showed the importance of having "follower" to make the movement bigger.

- > If you dance alone, no one follows.
- > But if you have a follower, people easy to follow, because people will learn how to follow from the follower.
- > "People look at the followers, not the leader, when he/she follows."
- > So make the followers, treat them fairly.

In Japan, a lot of companies tell their employees to keep their toilet very clean. This is because they understand the golden rule: "If you neglect the small things, everything follows".

But of course, no one likes cleaning toilets. So here is the question. "How should we let them do cleaning toilets?"



Hidesaburo Kagiya, the founder and the president of the famous auto supply and car parts retail chain, which has 594 stores in Japan and overseas, always do cleaning toilets by himself, when he visit his stores.

Everyone followed, without hesitation.

3 Produce the sense of achievement

▶ Episode

This is the episode of a restaurant chain in Japan. S is a bakery restaurant, which serves Western cuisine with fresh breads (might sounds weird but nice breads is rare and popular in Japan!). They have more than 60 restaurants in Japan. One day, the new chief was hired and assigned to the worst restaurant. He decided to change the restaurant. Since he could not change the price or menu or location, he started to change the training system of the staffs. He started to train the new staffs by himself.

At first he taught the operational tasks like how to clean the floors and how to receive the payment. But when staffs were taught these things on the first day, they understood that those kind of things, to do what they are ordered, as their job. So they did what ordered, but nothing more.

Secondly, he tried to tell his vision and mission. But cynical staffs didn't believe his passion. So it failed.

In the end, he found the way. He decided not to use the words, but to let staffs experience his vision. One of the high point for those who work at the restaurant is to hear "Thank you" and "It was delicious" from the customer. So he tried to let the staff have the experience to receive many "Thanks".

He assigned the new staffs to the position, "bread service", and said them to recommend the fresh bread to the customers and... also recommend them to ask how the customers felt about the bread, when they finished.

Make the progress visible

Use the wall, make the progress visible. Celebrate the small advance, then continue, continue, continue. Every mountain is conquered by the result of making small steps.

