

The Profession of Human Resource Management



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An Asian & Western perspective

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**All organisations are about
people!**



HRM (western style)

Line managers own
the people

HR provides structure

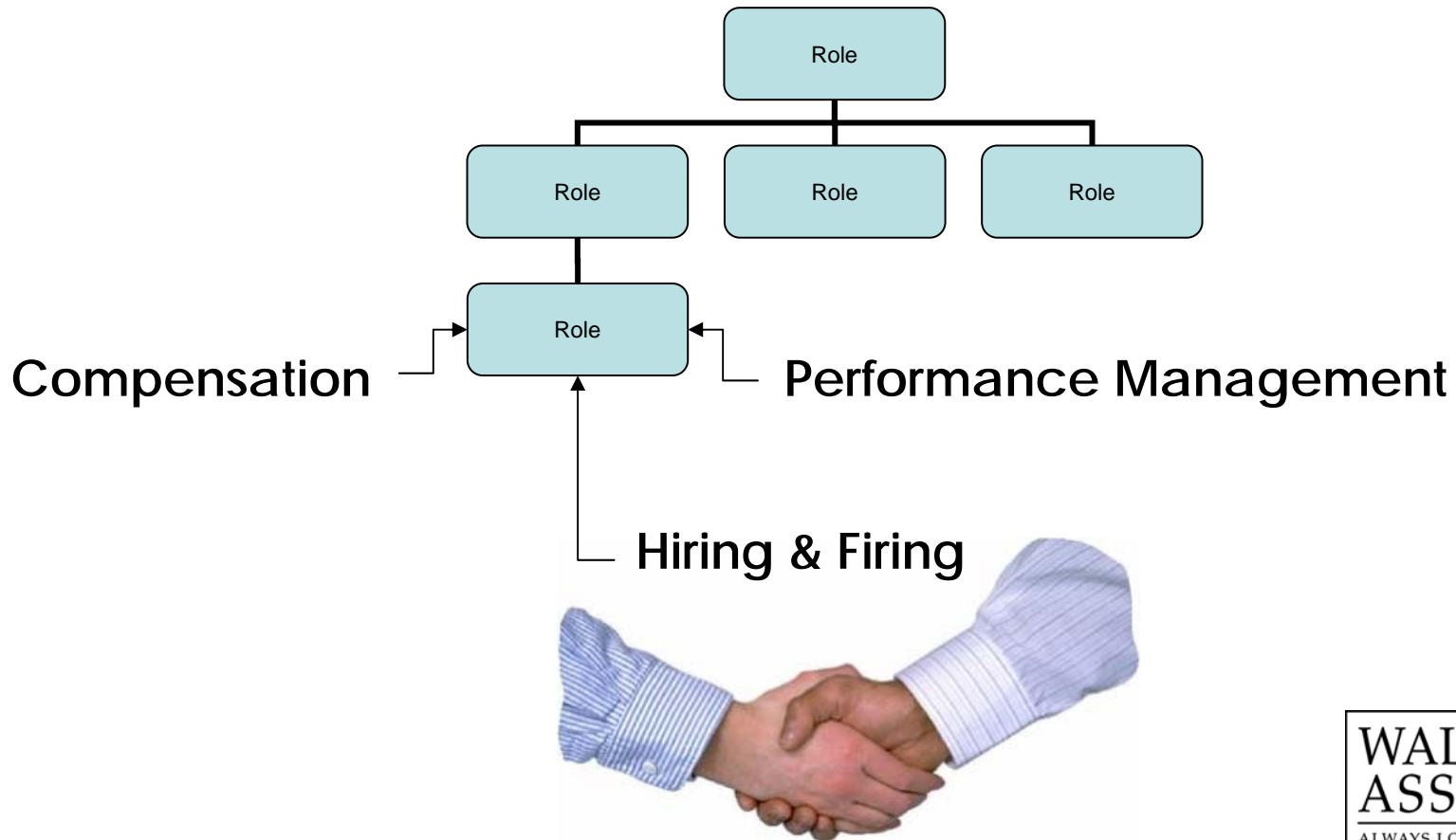
総務 (traditional Japanese)

HR own the people

Company Strategy



Organisation Design





HRM (western style)

Line managers own
the people

HR provides structure

総務 (traditional Japanese)

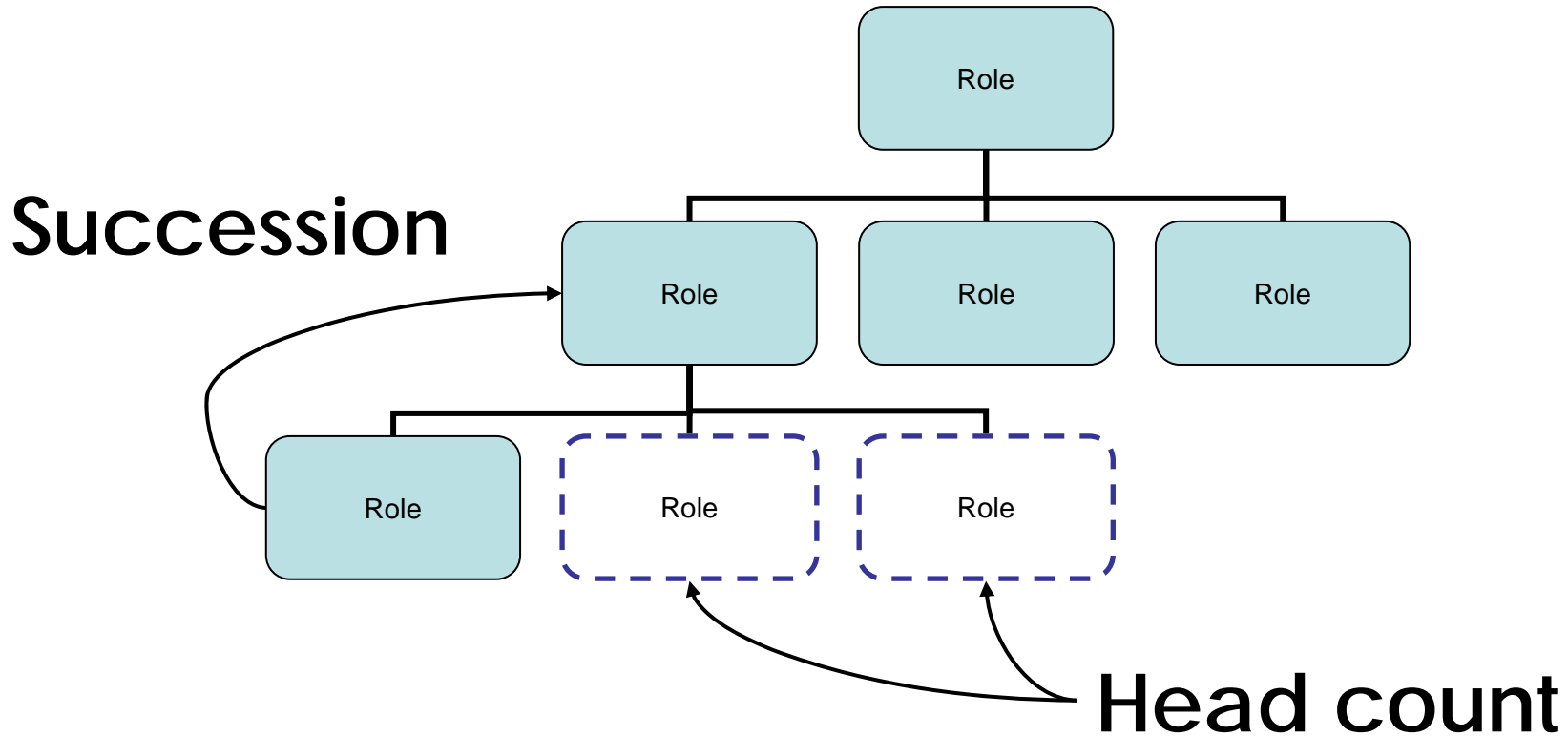
HR own the people

HR polices the
people



Succession & head count planning

Succession & head count planning





Succession & head count planning

Recruiting

Compensation & benefits

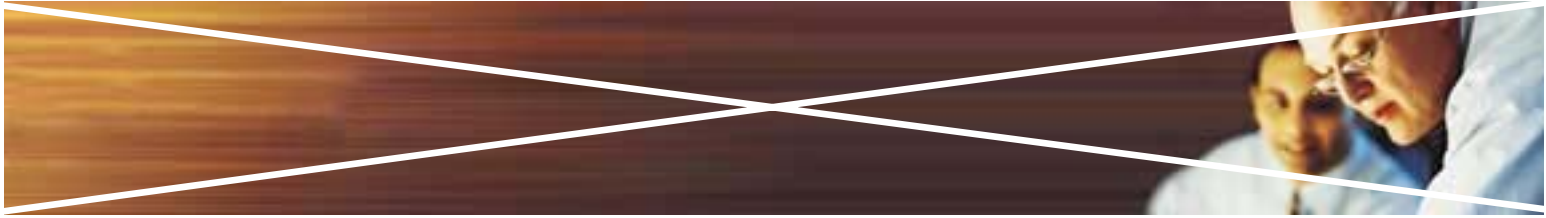
Sales incentive schemes

Performance management

~~Training & development~~

“Rightsizing” & firing

**It is all
about
numbers!**



Payroll

Social insurance

Pension management

These are transactional – HR is about leading the business, not following its needs

The current state of the HR profession in Japan



The best and
brightest have not...

Why the best and brightest are **NOW** going into HR

Retirement boom

Neeta & freedda



**Flexibility in how
roles are structured
eg job sharing**

1990s management
void



**Major growth in
training &
development**

Companies will **grow** or **die** based on their ability to attract and retain talent



HR gets a seat at the top table!

**Women are the most under
utilised asset in Japan**



Current state of the HR
profession is poor

yet

HR is now significantly more important

means

**There is a huge upside to entering
the HR profession in Japan now!**

How you start your career in HR

HR gets a seat at the top table so HR
professionals must understand business

so

Join enter a commercial company
where you are rewarded on merit
(so not government or NPO)

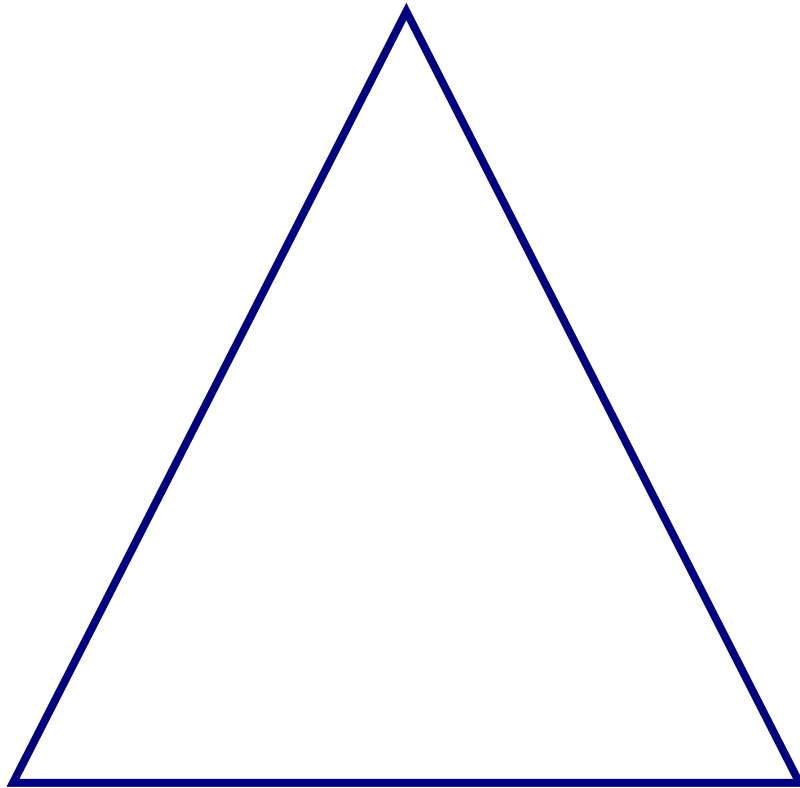
BTW – in Japan you are special



**WALL STREET
ASSOCIATES**
ALWAYS LOOKING FOR GREAT PEOPLE

BTW – in Japan you are special

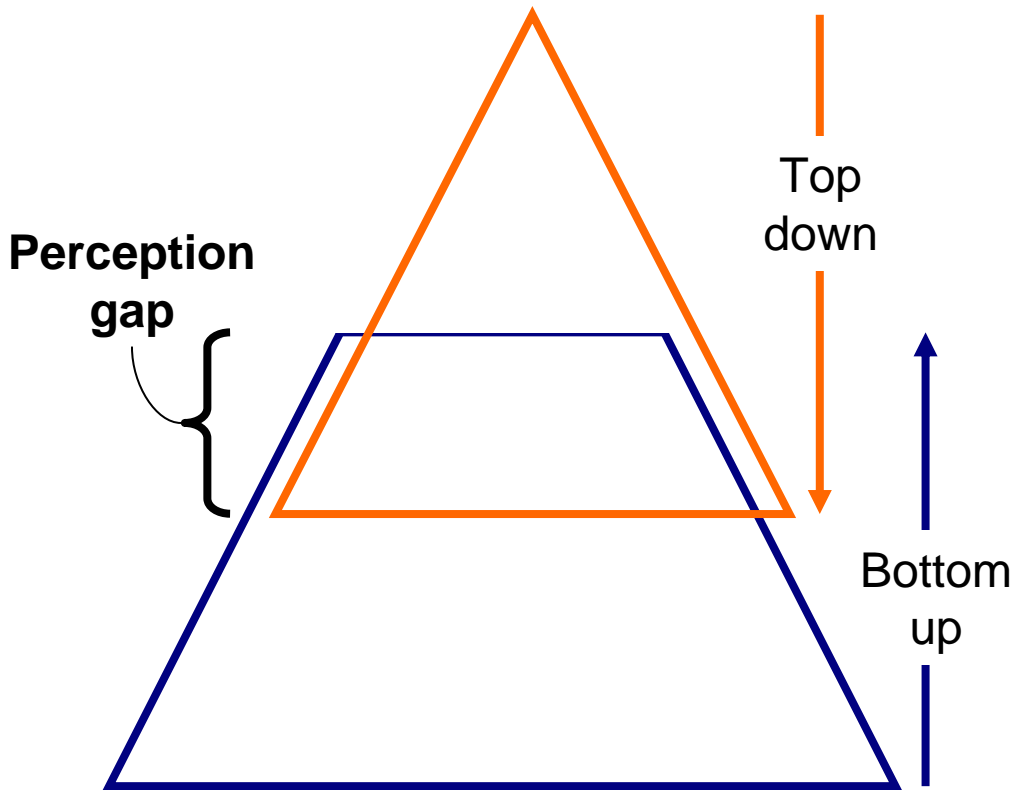
American HQ



Japanese customers



BTW – in Japan you are special



How you start your career in HR in Japan



How you start your career in HR in Japan

via Recruiting

Recruiting company

In-house recruiter

so you are in HR dept

Specialist (non-recruiting)

Generalist

HR Manager



How you start your career in HR in Japan

via Consulting

Comp & benefits

Performance man` t

In-house specialist in these areas

In-house specialist (other areas)

Generalist

HR Manager



How you start your career in HR in Japan



Avoid

**Payroll, social insurance...
this is 総務 transactions**

How you start your career in HR in Japan



While working

Study HR, Labour Law, org design, coaching, training design...

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