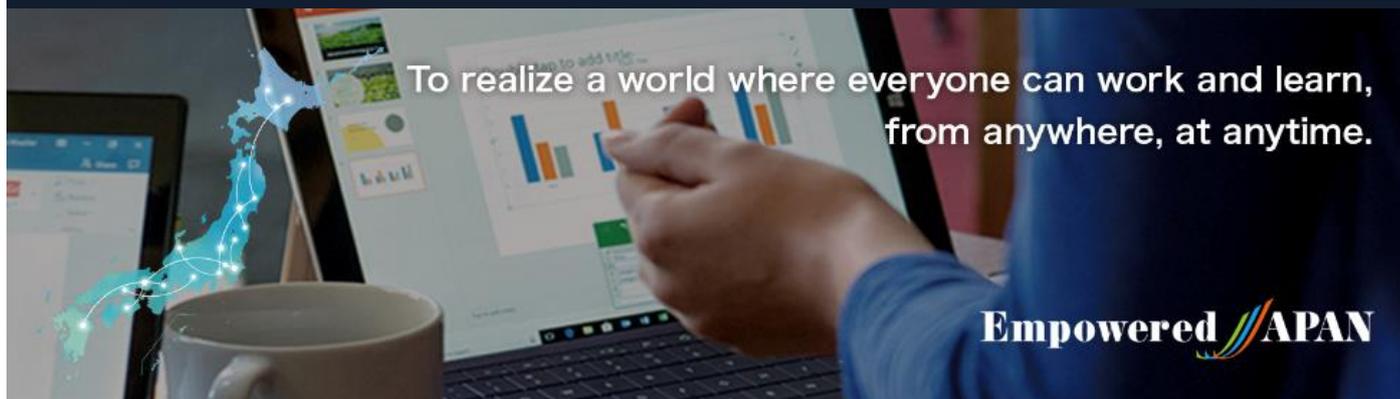


# Empowered JAPAN Webinar Report



Empowered JAPAN Executive Steering Committee was established in 2018, "To realize a world where everyone can work and learn, from anywhere, at anytime." To promote the true value of workstyle innovation including telework, the committee has been coordinating symposiums in both Tokyo and regional cities. And in collaboration with various local governments, Microsoft, and partners, the committee has been serving as an advisor to provide telework training for both corporate and individuals. In response to the spread of infection of corona virus (COVID-19) and the government announcement on February 25, 2020, which included the request to citizens to telework, the steering committee made the decision to launch a series of free webinars starting from March 17, 2020, to provide practical information for individuals and organizations across the nation, to telework and/or practice online education.

**Category :** Mindset and Communication

**Date :** March, 24, 2020

**Speaker :** Takehito Naruse

Persol Process & Technology Co., Ltd.  
General Manager,  
Work Switch Consulting  
Media Editor-in-Chief, Work Switch



パーソナル プロセス&テクノロジー



In charge of planning and project management of national and local telework-related businesses, while also handling work-style reform projects for multiple corporations. Furthermore, engaged in planning and operation design of individualized work-style reform measures.

Also serves as Editor-in-Chief for the information media "Work Switch," which aims to expand the possibilities of working. Concurrently holds the position of Telework Manager at the Ministry of Internal Affairs and Communications as a second job, supporting corporations throughout Japan that face issues in implementing telework.

## Examples of Management Practices at All-Telework Organizations ~Points of organizational operation that can be done without face-to-face meetings~

While teleworking is rapidly advancing as a measure to stop the spread of COVID-19, there are many concerning voices from the management level about how to evaluate subordinates, disruption in work operations, etc. How do we update administrative functions and adopt teleworking? The hint was in the challenges that Work Switch Consulting, which promotes advanced workstyle within the Persol Process and Technology company, has been encountering.

The Work Switch Consulting division, where Mr. Naruse belongs, have only 30 desks for about 300 employees. Even Mr. Naruse, who is the manager, does not have a desk, instead, he looks for a workspace beforehand. At the Work Switch Consulting division, teleworking is defined as "a way of working to act autonomously according to a goal in order to improve individual productivity," said Mr. Naruse, and it is called "ABW (activity-based working) workstyle."

Since 2015, the Work Switch Consulting division has been expanding telework based on the existing telework regulations, and through trial and error, in 2018, almost all of the employees in the division became subject to teleworking. Mr. Naruse shared three examples of issues they encountered.

The first was whether or not to include new employees for teleworking. At that time, the management level was skeptical about it, and new employees were concerned about working alone. Eventually the business manager suggested to try it out, and if any issues occurred, we would discuss. Since then even new employees were subject to teleworking from the first day. Today, new employees are expected to telework without any questions. The second was no sense of unity. Employees often expressed concern about not being able to know what other members were doing. It was the same for employees even within the same department. We came to the conclusion that a sense of unity was necessary to improve performance for the organization, and decided to try grasping the conditions of the organization on a trial basis. The third was not being able to feel a sense of growth or purpose. So, we linked the organizational goals with the individuals' goals, and then introduced a one-on-one approach with the OKR (objectives and key results) methodology for members to be aware of daily progress. Searching for a solution for this issue is still ongoing.

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From the experiences, the company learned that "digital tools, workplace, and management need to be linked and altered in order to achieve ABW (activity-based workplace)." (Mr. Naruse) The Work Switch Consulting division currently uses chat and web conference digital tools. A tool called Bizer Team is used to visualize and share work operations. For workplaces, they are usually home, office, place where we visit, satellite office, etc. For management, the concept is to support self-reliance and -propulsion of members.

**全員テレワーク組織のマネジメント**

**「自律自走」を支援するマネジメントのポイント**

- ① **成果創出支援型マネジメントへの移行**
  - ・ どう評価するか?ではなく、どう成果をださせるか?
  - ・ ティーチング型からコーチング型へ
  - ・ チーム業績や業務進捗を見える化・共有化
- ② **組織活性化**
  - ・ 心理的安全性がある職場づくり
  - ・ 組織コンディションの見える化・共有化
  - ・ コミュニケーション頻度を意図的に増やす
- ③ **過重労働防止の観点**
  - ・ サボるかどうか、よりも働き過ぎを防止する
  - ・ 管理職だけでなく、仕組みで制御する

"The role of management is changing as teleworking habituates. People in management often concern themselves about how to evaluate. For future management, instead of managing and evaluating results, coaching skills for promoting members' productivity and growth will be required." (Mr. Naruse) Based on the assumption, the company is still promoting ABW.

"For organizations to produce results, creating a workplace that feels psychologically safe is essential. We strongly feel the need for visualizing and sharing the condition of the organization. How to visualize the motivations and conditions of the members are important. For that reason, the frequency of communication needs to be increased. Communicating twice a week for 15 minutes works better for teleworking instead of once a month for an hour." (Mr. Naruse)

He said these efforts strengthened the team's sense of unity. In addition, the company uses a work visualization tool called MiTERAS to visualize application logs, and manage working hours to avoid overtime.

"People suspect that employees may skip tasks with teleworking, however, in my opinion, working overtime is riskier for both employees and the company, so avoiding overtime is more important." (Mr. Naruse)

One of the key points of management that we have learned through the practice of teleworking is that there is an urgent need of shifting the style of management to support self-reliance and -propulsion.

"In order to derive results by self-reliance and -propulsion, it is important to share the same level of information from the organization's upper level to the general members, and work promptly." (Mr. Naruse) At Mr. Naruse's group, by implementing the above method, they share new know-hows updated through daily work via chats, release weekly management meeting on web meetings for improving communications, and try sharing common information throughout the members in real-time.

"Teleworking not only reduces long working hours and achieves diverse and flexible working styles, but it also leads to new value creation and promotion of innovation when it is finally habituated. I think this is the purpose of the work-style reform that companies should achieve." (Mr. Naruse)

The important thing is not to adopt teleworking just as a temporally prevention measure against COVID-19. After overcoming the obstacles and habituating telework, with a new sense of values, a new environment in which individuals can freely work will be established. We hope everyone continues reforming workstyle.

**現場が活用できるテレワークにするためのプロセス**

導入目的の策定	導入計画の設計	試行実証	制度・環境設計	普及・定着への施策
企業としての導入目的を経営層と意思決定する	対象部署、対象者を限定して試行導入	<b>効果と課題の検証 (課題を明確にする)</b>		管理職説明
【導入準備】 ・現状整理 ・グランドルール策定 ・労務管理制度の見直し ・ICT環境の整備 ・セキュリティ対策検討	試行結果から、 ・本格導入計画を策定 ・制度策定 ・課題に対応する環境整備 (ICT、オフィス環境) ・運用ガイドライン作成		全体研修	
試行の計画作成			運用管理	
			継続的な課題改善	
			好事例のPR	