

40th Anniversary
2006

th



Manpower®

I N D E X

Greetings **With 40 Years of Gratitude** Hiroshi Ono — 2

Contributions

**Celebrating the 40th Anniversary
of the Establishment of Manpower Japan** — 4

| | | |
|---|-----------------------|-----|
| President, Tokyo Coca-Cola Bottling Co., Ltd. | Mr. Keiji Takanashi | — 4 |
| President, Tempstaff Co., Ltd. | Ms. Yoshiko Shinohara | — 5 |
| President and Executive Editor, Opinion Co., Ltd. (Publisher of Monthly "Jinzai ^(HR) Business") | Mr. Kazuo Miura | — 6 |
| Professor, School of Law, Osaka University | Mr. Noriaki Kojima | — 7 |
| Vice Chairman, Kikkoman Corporation Co-Chairman, Committee on Population Issues, Nippon-Keidanren | Mr. Kenzaburo Mogi | — 8 |

Shifting To Marketing Orientation — 9
- Manpower the Worldwide Enterprise I Learned Through Firsthand Experience -

Advice To Those Working At Global Enterprises — 21

Chapter2

**Pushing Ahead With Ten Major Reforms
and Escaping Stagnant Conditions** — 23

- Human Resources Are the Foundation of Management and Internal Company Vitalization Is an Eternal Theme -

Monthly Reporting — 41

Chapter3 Capitalizing On the Strengths Of a Global Enterprise — 47

- Manpower Group's Surge Ahead With Its 10-Year Plan -

Four U.S. Head Office Executives — 56

Chapter4

The High Road In the Comprehensive Human Resource Business — 65

- 2011, Becoming the Industry Leader -

Materials — 73

| | |
|--|------|
| Trends in Laborer Dispatch Industry Size | — 74 |
| Dispatch Staff Satisfaction Survey | — 75 |
| Nation-wide Service Network | — 76 |
| Manpower Japan's 40-Year History | — 77 |

40th Anniversary 2006

With 40 Years of Gratitude Greetings



Manpower Japan welcomed the 40th anniversary of its establishment in November 2006. I humbly thank our employees and associates (dispatched employees throughout the world have uniformly been called associates since 2006) for their untiring hard work and our clients for their gift of support from the bottom of my heart

Looking back, human resource dispatch services in Japan have achieved phenomenal growth in these 40 years.

In March 40 years ago, Anthony Finnerty, the very first president of Manpower Japan, was sent to Japan from Manpower headquarters in the USA, entrusted with making the totally-new-to-Japan human resource dispatch business take root.

In the first place, the first human resource dispatch services in the world were developed by Manpower.

It all started in the mid-1940s when a female secretary working at two lawyers' office in Milwaukee in the State of Wisconsin in the USA was admitted to a hospital with appendicitis. She had been entrusted

with the task of preparing for a court case coming up in two weeks. The case would be hindered without her. The two lawyers on short notice were able to convince the previous female secretary to fill in so they were back on safe ground.

It is something that could happen in any office anywhere. However, the two lawyers, Elmer Winter and Aaron Scheinfeld, discovered the seed for a new business in all of this. They thought that because this happens in offices anywhere, a business dispatching people could very well be viable.

Thus was born the business of temporary work services, dispatching human resources with the required skills when needed. The enterprise was a tremendous success. 12 years after its establishment in 1965, sales had grown to 93 million dollars, and the number of registered field staff in office processing and manufacturing had reached 150,000 and 83,000, respectively.

Seeing Manpower's success, new entries entered the picture one after the other and a temporary work

services industry had been created by the end of the 1960s.

When President Finnerty first came to Japan, neither the expression "human resource dispatch" nor its concept existed in Japan. In fact, human resource dispatch was restricted by the Employment Security Law. But the times were in need of this new service.

For workers, it was a setup that offered many ways of working, and for businesses, it was a useful service for securing people with the required skills when needed. The benefits that human resource dispatch services gave to businesses were very big indeed.

With human resource dispatch established, peripheral services such as reemployment referral have started to grow as well. It is said that the current market including peripheral services stands at roughly 2.86 trillion yen. Large growth is henceforth expected in dispatch services for such areas as manufacturing operations and management, sales, welfare, and healthcare. Furthermore, a rise in demand is predicted for the dispatch of new graduates, middle-aged and older people, and foreigners. An overall annual growth rate of 8% is expected for the industry.

As noted above, human resource dispatch is the core element of the human resource business, but the needs of the business such as for outplacement businesses, outsourced hiring services, education and training, and other outsourcing services are diversifying. And the latest development is that in Japan, Europe, the USA, and especially India and China, the shortage of workers with the required skills has become a serious global issue. We at Manpower must increase our efforts even more to become a partner capable of presenting solutions for dealing with this intensifying global talent shortage problem as staffing business experts. This is our assigned mission.

If we can accurately capture society's needs and

keep responding to them appropriately, we can realize even more rapid growth from now on.

CEO Jeff Joerres of global enterprise Manpower makes a strong appeal with his long-term strategy for the 72 countries. "Manpower will become the staffing business leader throughout the world from 2011." This weighty long-term strategy is a major guidepost for this company's growth strategy from now on. In Japan, we already share with our employees the determination to carry on as the staffing industry leader from 2011.

We intend to apply ourselves even more diligently towards becoming a staffing business offering services that bring victory to our clients, enhancing support to our associates and candidates to give them a sense of security and satisfaction, inspiring awe in our competitors, and being the most trusted by opinion leaders at every level in our country.

This book is a compilation of my experiences at Manpower Japan, what I learned at global enterprise Manpower, my thoughts on what to consider important and which direction to head in the future in matters of management, and my ideas on how to realize faster and more powerful growth.

I have imbued this book, one delimiter for these 40 years, with my hopes that it becomes a starting point for our employees to join together in sharing a common spirit of persistent challenge.

Furthermore, nothing would please me more if clients, associates, and those hoping to work at our company in the future read the book, and it helps them to more deeply understand Manpower and appraise our sincere attitude towards our work.

November 2006

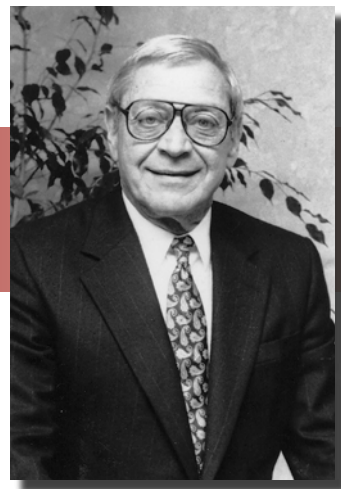
尾野博

Four U.S. Head Office Executives

私がマンパワー・ジャパンへ入社して以来、海外の多くの方々から、さまざまなご支援と教訓をいただきました。特に以下の4人の方々には、私だけでなくわが社の発展にいろいろとご尽力いただき、あるいは現在もいただいています。その功績につき、謝辞も込めぜひ記録に残しておきたいと思います。次世代を担う社員の方々が、「温故知新」の格言にあるように、過去そして現在の当社のリーダーから学び、自身の成長の糧としてクライアントへ勝利をもたらす知恵の一助になれば幸いです。

Since joining Manpower Japan, I have received a lot of support and advice from many people overseas. The following four people in particular have made or continue to make all kinds of effort in advancing not only my development but the development of our company as well. I would like to leave a record of their great contributions along with my expression of sincere appreciation. I would be happy if as in the Japanese saying "respect the past, create the new" our next generation of employees could learn from both our past and current leaders and this contributes to their self-development and wisdom in helping our clients to win.

ミッチェル・フロムSTEIN (Mitchell Fromstein)



1973年から1997年まで実に約24年間、マンパワー本社の舵取りをしてこられました。その卓越したリーダーシップは、米国ばかりでなくヨーロッパや日本でも著名で、伝説的な存在になっています。マンパワー本社にとっては、1948年の創業以来2人目の社長になります。

私との最初の出会いは1988年6月1日でした。半年間の研修のため米国に行き、初めてミルウォーキーの本社を訪れた日です。尊大な態度は微塵もなく、温かい柔和な笑顔で迎えてくれました。約20時間の飛行機の旅、時差そして初対面でかなり緊張していた私は、内心安堵したことを鮮明に覚えています。

それでもビジネスマンらしく「ヒロ、当社は半年間という時間をかけ、君に大変な教育と投資をしようとしていることを忘れないでほしい。ここで得た学習と掛けた投資に余りあるリターンを戻すよう努力しなさい」

Mitchell Fromstein steered Manpower Inc. for an amazing period of about 24 years from 1973 to 1997. His superior leadership was famous not only in the USA but also in Europe and Japan so that he has now become a legendary figure. For Manpower Inc., he was its second president since its establishment in 1948.

Our first encounter was on June 1, 1988. I had gone to the USA for six months of training and it was my first day at Milwaukee headquarters. Without a trace of haughtiness, he welcomed me with a warm and tender smile. I had been feeling stressed, as I was jetlagged after about 20 hours of flying and it was our first meeting, so I clearly remember feeling relieved.

Yet in a business-like manner he said, "Hiro, I do not want you to forget that this company is about to invest in you in a major way, giving you this great education over the next six months. Make every effort to produce ample returns from the learning gained and for the investment put in." It is clear that I was able to hold out,

と、激励されたことが大きな励みになって、頑張ることができたことは間違いありません。フロムSTEINさんは私の半年の滞在中、出張から戻ると私のオフィスへ顔を出し、「今回は何を学んだか」と声をかけてくれたものでした。現在言われているコーチングだったと思います。

私の理解不足や誤解も、何度か訂正してくれ、正しい知識を修得できるよう、応援していただきました。フロムSTEINさんは大変クリエイティブな方でした。例えば、そう広くない本社のスペースを効率的に活用するために、オフィスをマツタケのセルのようなデザインにしたり、教材開発部を「グリーンハウス」と命名したり、スキルウェアというソフトウェアを修得できる自学習教材を開発したり、ユニークな発想・着想が随所に見られました。

教育には非常に熱心で、教材の開発に情熱を傾けていました。第一線を退いた現在も、政府と連携して開発業務に打ち込んでいて聞かれています。この教材を使い、マンパワー・ジャパンは東芝の新卒者や管理職それぞれ約1,000人に対し、パソコン講習を行った実績もあります。当時、この教材開発と活用の例は珍しく、教育実施後でしたがCNNからも取材の問合せがあるほどの反響がありました。またIBMジャパンに対しては、派遣される前のアソシエイトに同社独自の業務システムを操作できるようにするため、一緒にトレーニングプログラムを共同開発しました。このプログラムの活用はIBMジャパンに膨大なトレーニング費用の軽減をもたらす結果となり、その後もバージョンアップを重ねつつ継続して使用され現在にいたっております。わが社の開発能力の高さは同社を驚かせ、またたいへん喜んでいただいています。

フロムSTEINさんの思想は今日も受け継がれ、今では世界中でより広範かつ専門的な水準に進化しています。当然のことですが、マンパワー・ジャパンもアソシエイトや社員への教育に対する姿勢をしっかりと引き継いでいます。わが社はこの分野で、マンパワーグループの中でも最高水準をめざす潜在能力を持っていると自負しています。

私はフロムSTEINさんから、ビジネスマンとして多くの薫陶を受けることができました。1995年の阪神・淡路大震災に関連する話を、社員の皆様にお伝えしておきます。

震災の悲惨さは多くの社員がご存知のはずです。私も震災の7日後ようやく現地を訪問することができました。神戸支店へ約2時間かけて、徒歩で到着しました。途中、あまりの変貌に言葉を失いました。倒壊を免れた神戸支店を訪れると、当時の支店長から「アソシエイトへの経済的な救済措置」につき特別の配慮をしてもらいたいとの要望が出てきました。クライアントの事務所が倒壊する危険があり、働きたくても働けないアソシエイトがいるというのです。そのようなアソシエイトは数百人おり、事務所が復旧するまで約2週間はかかる状況にありました。数千万円に上る被害救済額になります。

ある競合会社はクライアントが支払うべきだと主張していました。こ

うるげでこれらの励みによって、頑張ることができたことは間違いありません。フロムSTEINさんは私の半年の滞在中、出張から戻ると私のオフィスへ顔を出し、「今回は何を学んだか」と声をかけてくれたものでした。現在言われているコーチングだったと思います。

He assisted me in absorbing the correct knowledge a number of times by helping me when I lacked understanding and correcting me when I misunderstood. Mr. Fromstein was a very creative individual. For example, in order to efficiently use the limited space at headquarters, he designed the offices in the shape of the cells of matsutake mushrooms. He named the department that developed educational materials the "Green House". He developed self-instructional materials for learning software called Skillware. He was a source of many unique ideas.

He was very passionate about education and devoted himself to the development of educational materials. Even though he has retreated from the front lines, I hear that he is still very involved in development with the government. Manpower Japan has even produced results by using these educational materials to provide PC training for 1,000 new graduates and 1,000 managers at Toshiba. At the time, the development and use of these educational materials were rare, and the response although after the training was such that even CNN inquired about doing a story. We also jointly developed a training program with IBM Japan to train our associates before assignment on the use of IBM Japan's internal system. The use of this program resulted in a major reduction in training costs for IBM Japan and the program continues to be upgraded and used to this day. The high level of development skills of our company amazes and continues to please IBM Japan.

Mr. Fromstein's thoughts and ideas live on to this day and have now evolved to a much broader and more specialized level in the world. It goes without saying that Manpower Japan continues firmly in its stance towards education of its associates and employees. I am confident that our company has the potential to reach for the highest level within the Manpower group in this area.

I was able to receive a lot of moral training as a businessman from Mr. Fromstein. I would like to leave with our employees a story relating to the Great Hanshin Awaji Earthquake Disaster of 1995.

I am sure that many employees remember the misery of the earthquake disaster. I was finally able to visit the area seven days after it happened. I arrived after almost two hours on foot at the Kobe branch. On the way, the area had undergone such a transfiguration that I was at a loss for words. When I arrived at the Kobe branch, which had escaped collapse, the branch manager at the time requested special consideration for economic relief measures for associates. Apparently there were associates who wanted to work but could not as client offices were in danger of collapse. There were several hundred such associates and the situation was such that it would take at least two weeks for the offices to be restored. The relief amount would add up to several tens of millions of yen.

One of our competitor companies maintained that the clients should pay. In this case, the associates would only suffer. As I was

の主張で困るのはアソシエイトだけです。私は毎日被害状況をフロムステインさんに伝えていましたので、この要請もすぐに伝えました。

「ノーワーク・ノーペイ」が原則の派遣会社にとっては、難しい意思決定になります。交渉は難航し、ひょっとして否決されるかもしれないと覚悟していました。電話とファックスで情報交換をしたところ、極めて迅速、明確に「支払うことに同意」と回答があり、次のような理由がっていました。

「アソシエイトは社員と同じ。困っているときは助けなければいけない。そうでないと連帯感を持って働けないよ」

この思想は現在もマンパワーグループ内で、さらに明確なメッセージへと育まれています。「Talk the Walk」と表現されますが、マンパワーグループはまさに言行一致のすばらしい会社です。アソシエイトの喜びとクライアントからの感謝の声は、支払った金額の何倍もの価値があったと確信しています。わが社の社員も喜んでくれました。「悲劇の中で一条の光明」とはこの状況だなと、フロムステインさんへの感謝を強く心に刻んだ瞬間でした。

フロムステインさんからの教訓として、もう一つ忘れられない事件があります。1994年ごろに起こった、大手クライアントに派遣していたアソシエイトによる詐欺事件です。

印鑑を無断使用し、書類を改竄した約数千万円の詐取事件でした。マンパワーが責任を取れないということであれば、クライアントの責任者は自宅を売却、退職金も使って弁済に充てることを考えていたとのことでした。もし、そのような事態になれば、40年間勤めてきた彼の貢献と名誉はすべて帳消しとなります。さらに、マンパワーが責任ある対応をしなかったと、クライアントが判断された場合には、このクライアントは当然、制裁措置に踏み切らざるを得ず、わが社は大きな経済的損失を被り、社会的な信頼を失うだろうと考えました。私はわが社が全額弁済するしかないと決意しました。私は自分の進退も覚悟し、フロムステインさんに相談しました。

心底驚いた回答が返ってきました。「直ちにクライアントへ損失金を支払い、その上で時間をかけて詐取事件を解決しなさい」。私は最初、聞き間違いかと思い、三度ばかり確認したのを覚えています。「ビジネスにはリスクがつきものだ。クライアントとの信頼関係なくして、ビジネスを発展させることはできないよ」と慰められたことを覚えています。当時、このクライアントへの売上高は年間約4億円ほどでした。今ではグループ全体で90億円のビジネスへと発展しています。また、クライアントの責任者もその後、昇進し最終的には当社のアドバイザーとして貢献していただくことになりました。フロムステインさんの素晴らしい洞察力に感謝したいと思います。

フロムステインさんは1996年、日本人材派遣協会の創立10周年記念に際して来日し、「米国やヨーロッパの派遣の最新事情」を約

reporting on the status of the damages to Mr. Fromstein every day, I immediately passed on the request to him as well.

This is a difficult decision for a dispatch company whose principle is "no work, no pay" to make. I was ready for hard-going negotiations and even for the possibility of the request being denied. After exchanging information by telephone and fax, the very swift and clear reply of "agree to pay" came with the following explanation.

"Associates are the same as employees. When they are having difficulties we must help them. Otherwise, they would not be able to work with a feeling of solidarity."

This thinking has grown into an even clearer message within the Manpower group today. Expressed as "Walk the Talk", the Manpower group is indeed a great company whose words and actions match. I am sure that the value of the associates' happiness and clients' voices of appreciation outweigh the amounts paid out a multitude of times. Our employees were also happy. This was a moment which I felt was indeed "a light in the darkness of tragedy" and when my feelings of gratitude towards Mr. Fromstein were strongly etched within my heart.

There is another unforgettable incident that was a lesson from Mr. Fromstein. It was a fraud committed in 1994 by an associate dispatched to a major client.

The fraud involved several tens of millions of yen and a personal seal had been used without permission to falsify documents. I found out that the person in charge of the client was thinking of selling his house and also using his retirement money towards repayment if Manpower would not take responsibility. If that happened, his achievements and the honor of his name from 40 odd years of service would effectively be written off. Furthermore, I thought that if the client determined that Manpower did not handle the situation responsibly, the client would most definitely have to impose sanctions and our company would probably suffer large economic losses and lose trust in society. I decided that the only solution would be for our company to repay the whole amount. Realizing that I was in a dilemma, I asked for advice from Mr. Fromstein.

The response that came back was most surprising. "Immediately pay the lost amount to the client and then take time to resolve the fraud incident." At first I thought that I had heard wrong and remember confirming about three times. I remember being comforted by his following words: "Risk comes with business. It is not possible to expand business without having a mutually trusting relationship with the client." At the time, the yearly sales figure to that client was about 400 million yen. Now business has grown so that the sales figure for the entire group is 9 billion yen. Also, the person in charge of the client was later promoted and finally will be contributing to the company as an advisor. I would like to thank Mr. Fromstein for his wonderful insight.

Mr. Fromstein came to Japan in 1996 on the occasion of the 10th anniversary of the Japan Staffing Service Association (JSSA) and we had him present a speech in front of an audience of about 500 on "The Latest Information on Staffing in the USA and Europe".

500人の聴衆の前に講演してもらいました。原稿を見ることもなく、朗々とした声で行ったスピーチは、すばらしい評価を得ました。ビジネスリーダーに求められるパブリックスピーチの芸術作品に接する思いで、私も聞き入りました。

スピーチの内容は具体的で実践的なものでした。多くの聴衆に感動を与えることができたのは、正確で最新の情報収集能力の賜物です。今で言う「質問能力」です。フロムSTEINさんと30分も話すと、25分くらいは質問を受けることになります。会議が終わると、すべてのエネルギーを吸い取られたような状態になったものです。

数々の名言の中で今でもいきいきと脈打つ教訓は以下の2つです。

「マーケットシェアでは銀行からお金を借りることはできない」「クライアント、アソシエイト、社員、株主や地域社会へ貢献するにはプロフィットを得ること」

フロムSTEINさんの2つの言葉を胸に刻み、座右の銘にしてきたつもりです。心からの感謝と敬意を表したいと思います。

The speech he gave without looking at his manuscript and in his resonant voice was very well received. We listened attentively with the thought that we were in the presence of a work of art, a public speech of the kind sought by business leaders.

The content of the speech was specific and practical. That it was able to move many audience members was due to his ability to gather the correct and latest information. It is what is now called the "ability to question". Talking with Mr. Fromstein for 30 minutes meant being questioned for about 25 of those 30 minutes. At the end of the meeting, it felt like all of one's energy had been sucked out.

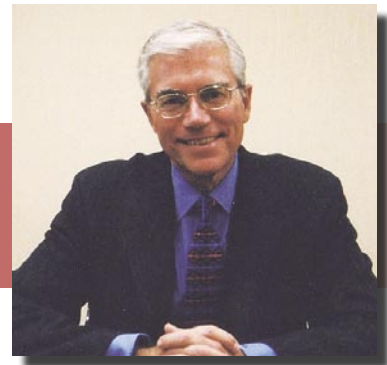
Among the many wise things he has said, the following two still serve as vibrant lessons for me.

"It is not possible to borrow money from a bank on market share."

"To contribute to our clients, associates, employees, stockholders, and local communities, make profits."

I have tried to carry on with these two quotes from Mr. Fromstein etched in my mind as my personal mottos. I would like to extend from my heart my gratitude and respect.

テリー・ヘネケ (Terry Hueneke)



ヘネケさんとの出会いは、フロムSTEINさんと同じ1988年の6月1日でした。初めて本社を訪問した際、フィナティ社長に紹介されました。以来約15年のお付き合いがありました。マンパワーでは「誠意・誠実」という言葉がしばしば使われます。この言葉がそのまま当てはまる誠実な方です。朝も夜も、米国でも日本でも、いつも変わらない誠意ある態度で接していただきました。

私だけではありません。わが社の社員が米国研修旅行へ行った際も、誠実に対応してくれました。マンパワーに約30年近く在職、最終的にはEVP(エグゼクティブ・バイス・プレジデント)となり、2002年に退職されました。その前の2年間、アジア太平洋地区の最高責任者となり、マンパワー・ジャパンとは一層密度の濃い関係ができました。

いつも物静かで感情の起伏もあまりなく、錯綜する議論の中でも、冷静に分析し、明快な論理にまとめ、会議をリードしていました。英語にハンディキャップのある私も、ヘネケさんのまとめを聞くことにより、議論の間に理解できなかった内容を理解することができたケースがし

My first encounter with Mr. Hueneke was on the same day that I first met Mr. Fromstein, on June 1, 1988. President Finnerty introduced me to him when I first visited the head office. We were associated for about 15 years after that. The words "sincerity" and "honesty" are often used in Manpower. These are the perfect words to describe this individual. Whether in the USA or in Japan, he always interacted with me with an unchanging sincere attitude.

This was not only true for myself. Whenever our employees went on training trips to the USA, he treated them with sincerity as well. He worked for Manpower for about 30 years finally ending up as EVP (executive vice president) and retired in 2002. In his last two years, he was responsible for the Asia Pacific region and was able to have even deeper relations with Manpower Japan.

He was always calm and composed and would lead meetings, even those with conflicting discussions, by analyzing with a cool head and summarizing with clear logic. There were often cases when I with my limited English was finally able to understand certain things that I was not able to understand during the discussions

ばしばありました。論理明快・言語的確でした。

社歴も非常に長く、マーケティングのバックグラウンドをもっているため、ブランチオペレーションには極めて造詣も深く、的確なオペレーションのメカニズムを教わる機会を得られたのは幸運でした。アメリカや日本でお会いできた社員からの人気はこのほか高く、当社のブランドアトリビュートの一つである Engaging (好意をもたれる対応) の見本のような方でした。

アジア太平洋地区最高責任職に在任中、日本へは年に2回程度来ました。リクルートの方法、広告、IT支店の展開方法など、日本のオリジナルな方法につき、熱心に耳を傾けてくれました。特にテレビ広告やウェブを活用したタイムシートの処理方法は、米国でもそれほど普及しておらず、たいへん興味を持っていただき、激励してくれました。

このころから時代は徐々に、グローバル化の動きが出てきたように思えます。他の国との付き合いやグローバルクライアントとの取引が徐々に活発化してきました。グローバル化に伴い、英語が世界共通のコミュニケーションツールになる日が急速に近づいていることを予感しました。

幹部社員を米国へ派遣し、米国流のビジネスと英語を習得することが不可欠になってきました。私自身の経験から、実現に協力いただきたいとお願いしたところ、快く賛成してくれました。話がまとまったのは確か 2001 年だったと思います。2002 年には瀧木幹男副社長と常務執行役員橋口善一HR本部長を派遣しました。翌年は池田匡弥営業本部長をほぼ2年間派遣しました。当時は幹部社員の教育に関するグローバルなプログラムがなく、このように個々の対応に任されていたのです。ヘネケさんの応援を得られたのは、幸運でした。

when I heard Mr. Hueneke's summary. The logic was clear and the choice of words precise.

Having a long history with the company with a background in marketing, he had a deep understanding of branch operations, and I was lucky to have the opportunity to learn about the exact mechanisms in operations from him. His popularity was remarkably high among the employees that I have been able to meet in the USA and Japan, and he was like the model "engaging" individual, "engaging" being one of our company's brand attributes.

While he was responsible for the Asia Pacific region, he visited Japan about twice every year. He would listen intently on Japan's original methodology on such things as recruiting methods, advertising, and methods of developing the IT branch. He was particularly very interested in television advertisements and the use and processing of Web timesheets, as both were not yet very common in the USA, and provided encouragement.

I believe that it is about this time that the times started to head towards globalization. Interactions with other countries and transactions with global clients were gradually intensifying. I had a feeling that with globalization the day was fast approaching when English would become the global common communication tool.

It has become almost necessary now to dispatch our executive employees to the USA to acquire American style business practices and English language skills. Citing my own experience, I asked for his cooperation in realizing this and he cheerfully agreed. I believe that we came to a final agreement in 2001. In 2002, Vice President Mikio Fuchiki and HR Director Yoshikazu Hashiguchi were dispatched. The following year Sales Director Masahiro Ikeda was dispatched for almost two years. At the time, there was no global program for training executive employees so that one had to rely on individual arrangements. We were indeed lucky to have been able to receive Mr. Hueneke's support.

ジェフ・ジョレス (Jeff Joerres)



マンパワー本社の会長兼社長・CEO です。第3代の CEO になります。6年前の1999年に、39歳の若さで就任しました。以来6年の間に、実に多くの改革を実現してきました。まさに改革の人です。

He is the current Chairman, President, and CEO of Manpower Inc. He is its third CEO. He took the post six years ago in 1999 at the young age of 39. In the six years since, he has actualized

ジョレスさんとの交流は、同氏がグローバルクライアントの担当者になってからです。グローバルクライアントとの取引はグローバルアグリーメントという形となり、取引企業と取引高は急成長しました。各国別の取引状況から本社主導の取引形態へと大きく変化していき、マンパワーのグローバル化が一気に加速しました。

ジョレスさんが社長に就任してから、英語ができないとコミュニケーションが不可能な状態になってきました。それまでは世界の仲間が一堂に会することは、ほとんどありませんでした。それが年2回、ヨーロッパのいろいろな国で全世界の代表が集まる会議が開催され、多くの改革が提案・議論され、実行されていきました。マンパワー・ジャパンも極東の片隅から、一気に世界のマンパワーグループの激しい流れの中へ身を投じることになり、多くのカルチャーショックを体験しながら、グローバルマンパワーのキープレイヤーへと成長しました。

グローバルビジョン、グローバルストラテジー、グローバルバリューの確立、ITのグローバル化、欧米を中心に繰り広げられるM&Aの展開、グローバルな財務目標の確立、グローバルなベストプラクティスの共有、HRのグローバル化（社員の満足度調査、サクセッションプランの発足やグローバルな人材の活用など）、各国トップマネジメントの教育、本社組織とリージョナル組織の整備、グローバルなPR活動、グローバルなマーケティングや営業活動の展開、最近ではブランドの世界統一活動、そしてグローバルなコストの合理化プログラム推進など、グローバル化は質と量の両面で、猛烈なスピードで私たちに改革を求めています。

私たちは今、ジョレスさんが構想・着手したスリー・ホライズン・チャートと呼ばれる2005年から始まった長期プランのスタートを切ったところです。この長期プランは2011年以降、日本を含め世界中で業界のリーダーになるという壮大な構想です。

マンパワー40年の歴史の中で、わずか6年の間にこれほど強烈な変革を経験したことはありません。ジョレスさんは改革を求めるだけではなく、先頭に立って社員との対話を促進し、ウェビナー、電話会議、ビデオ会議、国際会議を活用してコミュニケーションの徹底を図り、世界のマンパワー社員へ「有言実行、Walk the Talk」を率先垂範しています。

急激な変革と英語のハンディキャップのためマンパワー・ジャパンは、グローバル化のプログラムがやや遅れ気味ですが、近い将来、若いジェネレーションが中心になって、逆に世界をリードしていくことになることを確信しております。また世界第2位の経済大国として、期待にこたえていく責任があります。

私たちはジョレスさんから多くを学び、日々成長の糧にしています。特にSincerity, Speed, Passion, High Energy, Integrity（人格的

a great many reforms. It is my impression that he is the man of "Reform".

My interactions with Mr. Joerres started when he was put in charge of global clients. Business with global clients fell under global agreements and the industry and business volume experienced a sudden large expansion. The situation changed in a major way from one of transactions in individual countries to one of transactions controlled by the head office, and Manpower's globalization suddenly accelerated.

After Mr. Joerres assumed the presidency, it was becoming hard to communicate without English. Until that time, there were hardly any occasions for colleagues from around the world to gather together in one place. Then two meetings started to be held each year in various countries in Europe, with representatives from all countries proposing, discussing and enacting many reforms. Manpower Japan from the eastern corner of the world had to suddenly throw itself into the turbulent flow of the Manpower groups of the world, and experiencing many cultural shocks along the way has grown to become a key player within global Manpower.

Globalization is demanding from us reforms in both quality and quantity at a terrific speed. The reforms include the establishment of a global vision, a global strategy, and global values, IT globalization, mergers and acquisitions centered around Europe and the USA, the establishment of global financial goals, the sharing of global best practices, HR globalization (studies on employee satisfaction, the inauguration of succession plans, the global use of human resources, and so on), the education of each country's top management, the improvement of head office and regional organizational structures, the development of global PR activities, global marketing and sales activities, and more recently global brand unification, and the promotion of global cost rationalization programs.

We have just recently embarked upon a long-term plan that started in 2005 called the "Three Horizon Chart" conceived and started by Mr. Joerres. This plan is a grand concept in which Manpower Inc. becomes the industry leader in Japan and the rest of the world by 2011.

In the 40 years of Manpower history, I have never experienced a change of this magnitude in any period of only six years. Mr. Joerres is not only seeking reform. He is taking the lead, encouraging communication among employees, thoroughly utilizing webinars, conference calls, video conferences, and international conferences, and setting an example of "Walk the Talk" to worldwide Manpower employees.

Manpower Japan may be a bit behind on the globalization program due to the sudden changes and the handicap with English, but I am confident that it will turn the tables and be leading the world in the near future with the younger generation as the central force. Representing the world's second largest economy, we also have the

道義性)の5要素は、ジョレスさんからのメッセージとして、絶えず身近に感じているところです。

ジョレスさんは絶えず、「リスクを恐れるな」とイノベティブマインドの発揮を奨励しています。私も1999年にコールセンターへの投資を決断し、チャレンジしましたが、結果として撤退する羽目に陥りました。ジョレスさんはたいへん期待をしてくれましたが、やや小規模のためうまく運営できませんでした。謝罪をしたところ、「失敗から学び、次のビジネスチャンスで活用しなさい」と温かく慰めてくれました。

失敗を目の前で見ると、なかなかそのように言えないのが人間です。この失敗を糧にコールセンターのノウハウを蓄積し、テレオペレーターのスキルメジャメント、トレーニングおよびコールセンターの運営デモンストレーションなどを通し、現在、コールセンターに関するビジネスは当社の大きな柱(2006年度売り上げの約7%)へと成長しております。

ジョレスさんの「失敗を恐れるな」の精神を、多くの若い社員にも引き継いでいただき、新たなDNAにしてもらいたいと願っています。そして、多くの社員がリスクを恐れず、「企業家マインド」を持って業務全般へチャレンジしてもらいたいと思います。

今後ともマンパワー・ジャパンの社員とジョレスさんの交流は一層広がっていきますので、社員の皆様の一助になることを願い、ジョレスさんのオフビジネスのプロファイルについても書き留めておきます。ジョレスさんは日本の雇用や経済状況にも精通しており、大変な親日家でもあります。日本へは過去3度訪問しています。

いずれも短い滞在でしたが、卓越したスピーチを通し、私たちを励まし、力強いメッセージを伝えてくれました。大の寿司好きです。ミルウォーキーでも寿司屋に行くようですが、やはり本場日本の寿司がお気に入りです。パーティーなどでメニューに寿司が入っていると嬉しそうに食べ、アメリカの自宅へ持って帰りたいと冗談を言います。

ゴルフの達人でもあります。7年くらい前、サンフランシスコの名門コース「サイプレス」で、あるクライアントとプレーしたことがあります。腕前はアマとして第一級品です。180センチ超の長身から繰り出すドライバーは、常に250ヤードを超え、アプローチショットは的確、パッティングも正確です。

そのゴルフ場は海岸沿いにあり、眼下にはアシカがたむろしているのが見えました。自然を生かした難コースで、日本の「川奈」のようなコースでした。当日はゴルフにはやや厳しいコンディションでしたが、それでも30台後半で回ったと記憶しています。私のスコアは強風と長い芝ときわめて難しいコースデザインのため、長いゴルフ歴の中でも最悪を記録しましたが、逆にいい思い出になっています。社員の皆様と共に日本で一度プレーしたいと願っています。

responsibility to answer to expectations.

We are learning a lot from Mr. Joerres, using the lessons as food for daily growth. In particular, I always feel in these messages the five elements of sincerity, speed, passion, high energy, and integrity.

Mr. Joerres constantly encourages the display of an innovative mind by saying, "Do not fear risks." I took a challenge in 1999 and decided to invest in call centers but in the end we had to withdraw. Although Mr. Joerres did have high expectations, the operation being on a rather scale could not be run properly. When I apologized, he comforted me warmly by saying, "Learn from your failures and put that to use in your next business chance."

It is the nature of human beings not to be able to accept failure that is right in front of one's eyes. Using this failure as food for thought, we accumulated call center know-how, conducted the skill measurement and training of telephone operators, and held call center operation demonstrations. Today, our call center related business has developed into a large pillar (about seven billion JP Yen revenue in 2006) of our company.

It is my hope that many young employees take on and incorporate Mr. Joerres' spirit of "do not fear failure" forming new DNA for the company. I would like to see many employees not fearing risk and taking challenges in all areas of enterprise with an "entrepreneur mind".

As the interactions between Manpower Japan employees and Mr. Joerres will surely keep growing, I present here for our employees Mr. Joerres' off-business profile in the hopes that it will be of some use to them. Mr. Joerres is well versed on Japan's employment and economic conditions and is quite a bit of a Japanophile. He has visited Japan three times in the past.

His stays were short but he encouraged us with his excellent speeches conveying powerful messages. He loves sushi. He tells me that he goes to sushi shops in Milwaukee but that nothing beats the genuine sushi of Japan. Whenever sushi appears on the menu at parties and other events, he eats it with delight and jokes about bringing some back to America.

He is also an excellent golfer. About seven years ago, we played with a client at Cypress the famous course in San Francisco. His skills as an amateur are topnotch. With a height of almost six feet, his driver shots always reached at least 250 yards, and his approach shots and putting were both accurate.

The course was situated on the coastline and I could see sea lions hanging around right below. It was a difficult course that took advantage of the shape of the land and was similar to Kawana in Japan. The conditions were harsh for golf that day but I remember him rounding the course with a score in the second half of the 30s. Due to the strong winds, long grass, and difficult course design, my score was the lowest in my long history of golf, but it has actually become a good memory. I would like to be able to play golf in Japan one day with him together with our employees.

イアン・ハーバートソン (Iain Herbertson)



ハーバートソンさんがアジア・パシフィック地域社長として赴任されたのは2002年の10月頃でした。それまでは英国マンパワーの社長でした。アジアで仕事するのは初めてとのこと。オフィスはシンガポールにあります。

アジア・パシフィック地域は広大です。オーストラリア・ニュージーランドからインドまで、現在、11の国でオペレーションが行われています。アジア・太平洋と一口に言いますが、物理的な広がりには比例し、政治、宗教、文化、習慣・言語、労働法は実に多様です。まず多様性を受け入れる寛容さが必要です。そして各国の類似性と異質性をしっかりと理解し、信頼感を醸成して、仕事を遂行していかなければなりません。アジアが初めてのハーバートソンさんにとって、大きなチャレンジだったと推察できます。

ハーバートソンさんは積極的に異質なものを受け入れ、優れた感受性と寛容の精神を発揮し、信じられないほどの強い忍耐で、アジアの方々と友好関係を築き上げました。マンパワーには「多様性を受け入れる・INCLUSIVE」という信条があります。それを有言実行されている方です。

母国の英国は言うに及ばず、アジア・太平洋地域の各国に関する知識の豊富さにも驚かされます。好奇心の強さも並みではありません。日本文化にも興味を持ち、価値観を共有したいとの思いも強いものがあります。特筆に価するのは「忍耐力」です。

特に日本人は英語に弱く、コミュニケーションを図るのに多くの苦勞が伴います。読み、書きはともかく、聞くことと話すことの壁は相当深刻です。それでも通訳の応援を仰ぐことには、それほど積極的ではありません。深夜に及ぶ会議でも、双方が理解し合うまで辛抱強く、決してあきらめることなく付き合います。こちらで日本人同士、議論の中身を確認し合う間も、電話の向こうで我慢強く待っていただくことがしばしばあります。

私たちが英語に慣れ、上達していくことに協力してくれているのです。ハーバートソンさんの考えでは、日本人は英語とマンダリン語を、中国人は日本語と英語を、英語が母国語に近い国の人（オーストラリア・ニュージーランドなど）は日本語とマンダリン語を修得することが、こ

Mr. Herbertson was appointed to his new post as Asia Pacific Regional President in around October of 2002. Until then, he had been President of Manpower England. He tells me that it is his first time working in Asia. The office is in Singapore.

The Asia Pacific region is expansive. Currently there are operations in 11 countries from Australia and New Zealand to India. One can say "Asia Pacific" in one breath, but there is actually a large variety of politics, religions, cultures, customs, languages, and labor laws proportionate to the size of the area. First of all, tolerance towards diversity is required for the job. Furthermore, one has to firmly understand the similarities and differences between the countries and build trust to carry out one's job. I am guessing that it was a huge challenge for Mr. Herbertson as his first job in Asia.

Mr. Herbertson aggressively embraced foreign things, and exhibiting superior sensitivity and tolerance and with an almost unbelievable perseverance built friendly relations with the people of Asia. "INCLUSIVE" is a creed at Manpower. He is an individual whose actions reflect his words.

The wealth of his knowledge on the countries of the Asia Pacific region, in addition to that on his motherland England naturally, is amazing. He has an abnormally strong curiosity. He also has an interest in Japanese culture and a strong desire to share its values. He especially values "perseverance".

The Japanese in particular have a hard time with English, causing a lot of difficulties when trying to communicate. Apart from reading and writing, listening and speaking are serious barriers. Still he is not that insistent on relying on help from interpreters. Even in meetings that run into the night, he patiently endures never giving up until both parties reach an understanding. There were also many occasions where he would patiently wait on the other end of the line while we confirmed the content of the discussion amongst ourselves in Japanese.

He is helping us get used to and improve our skills in English. In Mr. Herbertson's thinking, it will become increasingly necessary for the Japanese to learn English and Mandarin, for the Chinese to learn Japanese and English, and for those whose mother tongue is close to English (Australians, New Zealanders, etc.) to learn Japanese and Mandarin. I am in total agreement. If my or the executive employees' English has improved even a little bit in

れからますます必要だということです。私も大賛成です。私や幹部社員が少しでも、この4年間で英語が上達できたとしたら、ハーバートソンさんの応援・忍耐の賜物です。若い社員の方々は、ハーバートソンさんの意見に耳を傾け、英語とマンダリン語の修得に真剣に取り組んでいただきたいと思います。

ハーバートソンさんは分析の名人でもあります。数字と論理と経験により、問題の核心を抽出し、ソリューションへ迫っていく優れた能力をお持ちです。現場感覚を絶えず持ち、現場での問題発見と、解決策を積み上げていく管理手法を大切にされる方です。さすがにジェームス・ボンドの国の出身だけあって、情報収集力は並みではありません。インターネット、モバイル、人脉やわずかな事実情報から仮説を設け、帰納・演繹を問わず類推していく姿勢は、参考になります。

ヨーロッパやアメリカ本社への出張も多く、時差・季節の調整が必要なため、相当過酷な勤務を強いられるポジションかと思えます。グローバル企業の幹部社員はいずれも同じですが、電話会議も時差を超え、頻繁に行われます。夏時間ではミルウォーキー午前6時、ロンドン午後2時、東京夜8時、オーストラリアは夜10時という具合に対応しなければなりません。過酷な環境にもかかわらず、ハーバートソンさんは頑健そのものです。私は過去、多くの外国の方々と仕事をしてきましたが、お世辞抜きで彼ほどのハードワーカーを見たことがありません。いつ睡眠をとっているのかと思うほど、電話とメールが飛び込んできます。会議中も休みなく発言し、全く疲れ知らずです。エネルギーレベルの高さに敬服するばかりです。そして驚いたことにこの4年間、一度も「疲れた」という言葉を聞いたことがありません。

ハーバートソンさんのわが社への貢献は、なんとと言っても日本のオペレーションについて、長所・短所を問わず世界のマンパワーへ情報を発信し、一方で世界の情報を日本へ伝えてくれた点です。それにより日本の長所をさらに伸ばし、短所を他から補っていく経営手法を工夫していくことが可能になりました。

「知識・情報の共有」はマンパワーの行動規範の根幹を成す価値観です。72カ国のベストプラクティスを日本へ紹介していただき、惜しみなく側面援助をいただけるのは、本当にありがたいことです。ハーバートソンさんから直接・間接に学んだ数々の事柄を、日本のマーケット状況とわが社の体力を考えながらプライオリティを設定し、工程表を作成して、2011年には名実ともに業界のリーダーへ成長して行く糧にしなければなりません。

すでに実を結んだ成果もありますが、今後、着実な実行により、実り豊かな成果を得ることができる有力な萌芽も相当数、在庫リストに用意されています。一つ一つ実効を上げ、ハーバートソンさんの期待に応えていくことで、恩返しをしたいと願っています。

the last four years, it is due to Mr. Herbertson's support and perseverance. I would like our younger employees to follow Mr. Herbertson's opinion and seriously get to work in tackling English and Mandarin.

Mr. Herbertson is also an expert analyzer. He has an excellent ability to get to the heart of the problem and search for a solution using numbers, logic, and experience. He has always had a feel for the field and values management methods in which both problems are found and proposals for solution are built up in the field. Coming from James Bond country, his ability to gather information is uncommon. It is of value to see him set up theories using information from the internet, mobiles, people connections, or the smallest amounts of facts, and make inferences whether by induction or deduction.

I believe that his position, requiring many business trips to Europe and the head office in the USA and therefore requiring adjusting to jetlag and the seasons, is one that calls for some rather harsh duties. It is the same for executive employees in any global enterprise but conference calls occur frequently regardless of time differences. In the summer, we have to deal with it being 6 a.m. in Milwaukee, 2 p.m. in London, 8 p.m. in Tokyo, and 10 p.m. in Australia. Despite the extreme conditions, Mr. Herbertson is the picture of robust itself. I have in the past worked with many people from overseas but flattery aside I have never seen as hard a worker as he. Phone calls and e-mails keep coming in; I almost wonder when he gets his sleep. He talks tirelessly in meetings. I am always impressed by his high levels of energy. Surprisingly in these last four years, I never once heard him say, "I'm tired."

When all is said and done, Mr. Herbertson's contribution to our company is that he sent information on the operations in Japan, whether it is on strengths or weaknesses, to the Manpower offices in the world, and that on the other hand he also sent information from the world to Japan. Because of this we were able to devise operational methods that extended Japan's strengths and compensate for the weaknesses using the information from abroad.

"The sharing of knowledge and information" is a value that serves as the basis for Manpower's code of conduct. He introduced the best practices from 72 countries to Japan and we are indeed very grateful to receive generous indirect support. We must use the countless things that we learned directly or indirectly from Mr. Herbertson as food for growing into the industry leader both in name and reality by 2011. In order for us to materialize this, we must establish priorities while thinking about Japan's market conditions and the strength of our company and creating a schedule to follow.

We have already seen some of the fruits but there is also a considerable inventory list of strong buds ready from which with steady implementation an abundant crop of results can be obtained. I would like to repay Mr. Herbertson's kindness by steadily improving our effectiveness in response to his expectations.

Chapter 4

**Walking the High Road in
the Comprehensive Human Resource Business**

40th Anniversary 2006

2011, Becoming the Industry Leader

Industry Polarization: Diversification and Specialization

On September 13, 2006, I boarded a flight from Tokyo to Okinawa on my own. I could predict that the one-day outing to Okinawa would probably be hard on my body, but my heart was full of feelings of satisfaction and anticipation.

This was because the Okinawa branch was to be the last in a countrywide hub tour that began with the Osaka/Namba Branch on March 7. With this trip I would be completing on schedule my round of visits to the 110 branches and divisions spread between Hokkaido and Okinawa. I was satisfied but not only from finally being able to complete the tour.

At the 109 locations that I had already visited, I had seen everyone's healthy-looking faces, heard a variety of opinions, and was strongly feeling, "I am really glad that I made the rounds." I held big expectations that I would be having fulfilling conversations at the 110th location of Okinawa as well.

The meetings with each of the departments at the head office had also been completed by September 11. The night that I returned to Tokyo from Okinawa, I was overcome by a comfortable fatigue and slept soundly.

There were two objectives to the nationwide pilgrimage. One was to enhance communication with our employees and the other was to explain Manpower's 10-year plan. I wrote about the 10-year plan in a previous chapter. But I would like to relate that in my visits to the workplaces I found one ingredient that convinced me even more that the plan would succeed.

Through these visits, I was able to confirm with my own eyes the sight of our employees from not only the metropolitan branches but also the branches in all corners of Japan earnestly engaging in their work. It was truly heartening. If we continue engaging in our work in the same spirit, there is no question that we can become the industry leader.

For that to happen, we must enhance our regional strategies. As the first step, our midterm strategy until 2009 has already been completed.

Communication rich in both quality and quantity with our employees is the starting point for company growth. "It was a pleasure," "I can now have dreams," and "I was encouraged" are some of reactions I received in response to what had to say. I was able to hear what our employees are seeking from our company and ideas for improvement that can only come from the field.

It was a pleasure for me too. I intend to continue working next year at improving communication between our employees and top management even though its form may change.

I think it is safe to say that we have started on our road to leadership and are steadily speeding up along the way.

Finally, I would like to talk about how Manpower Japan is taking on the challenge following Manpower Group policies.

What is the human resource business industry in Japan going to look like? As I mentioned at the very beginning, I basically believe that it will continue to grow. We are not in a declining industry with a shrinking market. This is the most important point to see.

The second most important point is that attention should

be paid to the fact that the human resource business is changing. The lifetime employment system has collapsed and worker awareness has largely changed. 40 years ago when Manpower Japan was born indeed seems a distant age. According to Mr. Joerres, "The current world of work is showing rapid changes like never before".

Today, changing jobs is commonly accepted, but 40 years ago, it was even considered to be a blot on a career. Ways of working have diversified and work formats such as dispatch and part-time have been increasing. Even if the speed of the changes slows down the relative gravity of the newer formats will probably keep growing.

On the other hand, younger generation part-timers and NEETs (not in education, employment, or training) have emerged and this has even become a social issue. With baby-boomers retiring in large numbers, some are worried that the workforce may become insufficient and that their skills are not being inherited by the next generation. And pressure from overseas to accept more foreign workers is sure to get stronger.

Many business opportunities can be found within these changes that await our bold challenge. As the work environment changes, so naturally will the needs of clients. Even if market size does not increase suddenly, if the nature of the demand changes, it means that new business opportunities are being born. By responding to the changes promptly and accurately capturing the needs of clients, it is possible to capitalize on big opportunities. The competition can be beat.

Change equals opportunity. And opportunity seeks out innovation. However, if we slack off in our effort to acquire skills to adjust to change for example, the

goddess of opportunity will simply pass us by. I would like to reaffirm these points and face the upcoming fierce competition.

Changes are occurring on a global scale but Japan, with its birthrate declining and population aging at the highest rate in the world, may be the country to experience change in the most dramatic way. Many of the advanced countries in the world are compensating for the insufficiency in workforce by accepting immigrants.

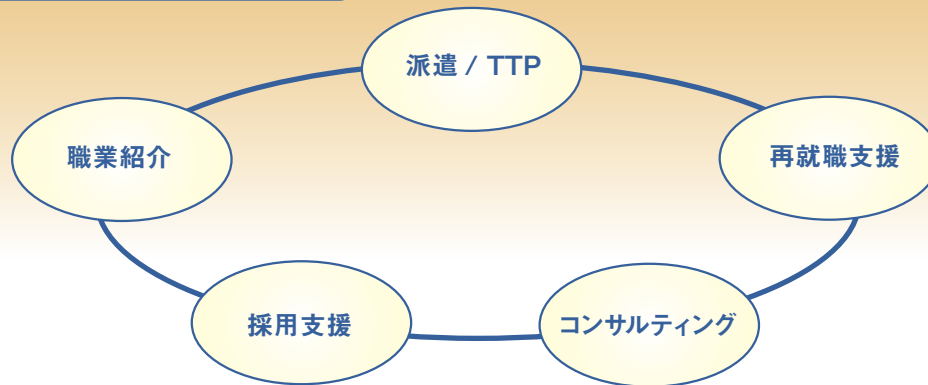
That alone can create difficult social problems but Japan faces a different difficulty because it has a cautious attitude towards immigration and overseas labor. It is the concern that the size of the workforce may become insufficient. And even if the workforce could be replenished in size, the problem of quality would be even more difficult to solve.

With the advance of industry, the skills sought in workers have diversified and advanced as well. However, not enough of the workforce has been cultivated to meet the demand. Businesses that cultivate or offer cultivated human resources will become necessary.

If we continue to advance the dispatch business as in our thinking until now, it would be difficult to respond to the new demand. To be able to respond we must broaden the scope of our business and be capable of comply with the requests of clients in all possible situations. Diversification and specialization are the answer.

This is the exact same concept as that sought by global Manpower. Although we have a business partnership with Right Management Consultants in Japan, we do not have Manpower Professional, Elan, or Jefferson Wells. That is because we are in a transitional period. When the time

雇用のライフステージに応じた支援



is right, a lineup of five brands that represent the five ellipses in the logo mark will be complete. It is not that the lineup of five brands is complete in each of the 72 countries that Manpower has ventured into.

Our domestic competitors will also no doubt seek diversification. But that is not to say that all human resource dispatch companies will, or have the means to, do so. Only major corporations will be able to diversify. It is only a handful among the 8,000 human resource dispatch companies in Japan.

How will the small- to mid-size companies that cannot diversify plan to survive? The answer is to work towards the very opposite of diversification which is specialization. I believe that this is the only way. It is to focus the scope of work on a limited field or area and accumulate know-how. Companies will most probably end up having to specialize in specific fields.

Whether all of the companies seeking specialization can survive is a big question. There is no doubt that some companies will be weeded out. I believe that the total number of human resource dispatch companies will be forced to decrease.

If that happens and the number of companies offering human resource services decrease, the industry would be polarized into a handful of diversified companies and a large number of specialized companies. That is my vision of the staffing industry of the future. Polarization will advance in both Japan and the rest of the world.

Although the number of diversified companies could

probably be counted on the fingers of both hands and competition may be expected to lighten, that will not be the case at all. Fierce fighting among the survivors will start to take place.

Offering Services to Match Life-stage

The basic concept of diversification is to offer superior services in all areas to client companies in line with their employment life-stage. In other words, it is to provide support to companies to solve their personnel problems.

Until now we have been offering services in the single limited dimension of dispatch. However, there are



ライトマネジメントコンサルタンツ・ジャパン（当時）のメンバー。マンパワーグループ・グローバルコンテストセレモニーの後で（前列中央に尾野博社長、その右がジェフ・ジョレス マンパワー会長兼社長）

many more important situations for any company with employees. First there is hiring. Some among those hired may end up wanting to change jobs for reasons such as that they are unhappy with the content of their jobs or that they are seeking higher levels of self-fulfillment. Deciding on whether to consider their requests for reemployment is also very difficult. Even from my experience, I can say that making a determination in the short time of an interview is extremely difficult.

Depending on the condition of the economy or a company's financial health, situations may arise in which excess employment just needs to be pared down. In the process, it is necessary to explain to and have the individuals understand why they were selected. Those selected will at first hold feelings of extreme displeasure at being selected and so will have a hard time accepting the explanation. There are methods of unraveling their emotions and having them listen.

Personnel departments of companies do not have this type of know-how. So if the task is outsourced to an outside expert and their procedures are followed things would go smoothly.

Even if the paring down can be avoided, reassignment within the company may become necessary. It can perhaps be said that in this age of rapid technical advances and severe ups and downs of industries, reassignment is becoming an unavoidable and common occurrence for many companies. When it happens, reassignment training naturally becomes necessary.

These types of situations have started to emerge frequently around the world. As companies have never experienced the situations before, they are at a loss as to



人材紹介本部（東京支店）

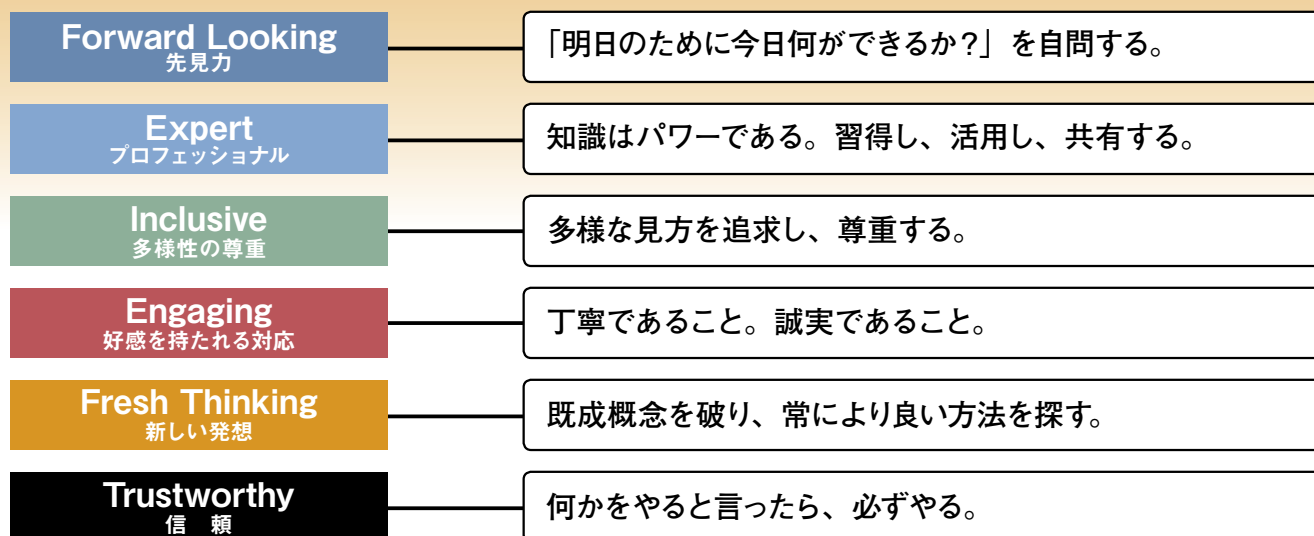


能力測定システム



会社案内

マンパワーのパーソナリティの特徴と行動



what to do. This is where we come in. Many seeds for business lie all around us.

In 2004, Manpower Inc. brought Right Management Consultants under its umbrella. This led to our company entering in 2004 into a business partnership with Right Management Consultants Japan (now called Right Management Japan), the same company's legal Japan presence practicing reemployment and personnel consulting, and have since been advancing diversification in close collaboration.

Although we are carrying out diversification in line with client needs, it is also working as a big plus from the point of view of the effect it is having on our operation. Higher margins can be expected in the new fields opened up by diversification than from human resource dispatch.

In 2004, Manpower Japan integrated wholly owned subsidiary IBC's business and reorganized it into permanent placement headquarters. When permanent placement headquarters activities get on track with the help of the business partnership with Right Management, the contribution to profits should be big. It is one of the areas in which I place my biggest expectations.

The framework for diversification has already been built. All we have to do is advance steadily one step at a

time.

Although I have been talking about the new fields born with diversification, the backbone business of Manpower Japan is of course human resource dispatch. Only if the backbone is sound will the flower of diversification bloom. As for example human resource dispatch to manufacturing premises was approved by the revisions to the law in 2004 meaning that the types of work allowed human resource dispatch are increasing, we will continue pouring energy into the development of skill measurement systems, aptitude tests, skill development programs, training materials, and so on. We also intend to put even more energy than before into advertising for candidate recruitment. We are not venturing into the new fields neglecting our human resource dispatch business.

We must acquire an overwhelming amount of power to surpass the competition in our human resource dispatch business as well. It is the power to have both clients and associates feel maximum satisfaction. The process to approach that power, I call "evolution."

The evolution of human resource dispatch services, the emergence into a comprehensive human resource services company, and global expansion with the group as one unit.



パワーネット・梅田
(大阪)



パワーネット・品川 (東京)

These three are the principal strategies of Manpower Japan. We will be advancing these three strategies in parallel over the remaining five years. As I have explained, the strategies are clearly drawn.

What is important to the operation of our company other than the drawing of the strategies is that they are reflected in daily business and unfailingly carried out by our employees. Nothing will move forward if the strategies are simply recited and not put into action. Each of our employees including myself must take action in our daily work. It is the accumulation of these actions that creates big power.

Let Us Become an Entity Feared By Rivals

"Manpower employees should have six distinctive attributes." This is a message being shared by Manpower in 72 countries. The six attributes are forward looking, expert, inclusive, engaging, fresh thinking, and trustworthy.

It can be said that any businessman requires each of these qualities. But since we are talking about distinctive attributes, we must distinguish ourselves from the

employees of other companies. Viewed in this light, it is a difficult challenge.

However, the beauty of the message is that it comes with the answers to the question of what actions give rise to the six attributes.

To be forward looking, the answer is to ask oneself what one can do today for tomorrow.

To be expert, it is to know that knowledge is power. Acquire, use, and share it.

To be inclusive, seek a variety of viewpoints and respect them.

To be engaging, be courteous and sincere.

To be fresh thinking, tear up established ideas and always search for even better methods. Stimulate the innovative mind and seek resolution.

To be trustworthy, make sure to do something if you say that you are going to. That the attributes come with action guides reminds us of the pragmatic national character of their country of origin, but the actions are important. The six attributes and actions together make for an exceptional guide. I mentioned this during my visits to the branches as well but if we do not act on the above we will never attain leadership. I believe that the guide will aid each of us in bettering ourselves.

I believe that the six attributes and actions must be backed by sincerity towards one's way of life. Vision cannot be born and wisdom cannot be attained from a way of life or undertaking devoid of sincerity or humility.

To be inclusive is also to respect and care about other people. If one is willing to respect another person, one can listen to that person's opinions earnestly. The attitude to listen with sincerity, not outright dismissal, is

required.

This sincere attitude does not necessarily show a lack of fighting spirit in business. I believe that a businessperson needs to have both sincerity and a blazing fighting spirit in his heart.

Perhaps one of the six attributes lacking in Japan in general is friendliness that helps one to be engaging.

There is one story that I heard from someone at one of Tokyo's leading hotels that remains etched in my mind. Apparently, the hotel teaches its employees, "Do not direct guests with your mouth. Direct them with your feet." When asked for directions, they were not to give oral directions such as "It is at the end of this corridor on the left side." They were to accompany the guest each time personally.

We need to have this type of mental attitude as well. Candidates on their first visit to our registration center, PowerNet or permanent placement headquarters probably feel very tense with anxiety wondering whether their skills will be found to be suitable. We need to serve them with an attitude of friendly smiles to relax their tension.

I think that while Japanese people may have that attitude, we are not good at expressing it. We need to learn how.

Let Us Clear Five Hurdles to the Position of Leadership

I would like our employees to take on the challenge of the five hurdles to attaining the position of industry leadership from 2011 and see them masterfully clear them. If the hurdles cannot be cleared, the goal will

evade us.

The first hurdle is to become an entity feared by competitors. If the competition feels no fear, there is no chance of winning the competition itself.

The second hurdle is to receive high ratings from clients on our company's ability to make proposals. Making relevant proposals is premised on the required existence of a highly reliable capacity for gathering information. Without knowing what clients seek or what troubles them, we cannot make any proposals for clients to rate at all.

The ability to generate methods of solution is also required. As many drawers full of solutions as possible should be prepared. It is the accumulation of know-how. With know-how accumulated, it should be possible to draw up solutions to even problems faced for the first time.

It is also important to cultivate and continue refining our methods of expression. We must not even think for a moment that the other person lacks comprehension. Large contracts are made or lost depending on the quality of presentations every day in the business world. I believe that no effort should be spared in having a superior proposal understood correctly.

The third hurdle is to be trusted by dispatch employees (candidates and associates) more strongly than any competing company. As I mentioned in Chapter 2, Manpower Japan received the highest ratings in 14 of 18 categories in a survey conducted by Human Resource Business monthly magazine.

Although about 3,000 claims are made at advisory offices set up for dispatch workers in eight locations in Sapporo, Sendai, Tokyo, Nagoya, Osaka, Hiroshima, Matsuyama, and Fukuoka by Japan Staffing Service Association, only

a few are about Manpower Japan.

Although these independent data show that Manpower Japan is rated relatively highly by dispatch employees, we must not be satisfied. That is because we are not the genuine article without the overwhelming ratings, and it is clear that if we let the ratings go to our heads and let things slip, our ratings would drop in an instant.

We must achieve outstanding ratings particularly in the following four areas.

The first is to have the best skill check system.

The second is to have high worker satisfaction in the workplace.

The third is to be known as the dispatch company that people most want to work at.

The fourth is to be known as the dispatch company that people most want to recommend to friends and acquaintances.

Although we received very high overall ratings in the survey by Human Resource Business, the ratings for the first and second areas above were not excellent. We must work hard to receive ratings that leave the competition behind.

The fourth hurdle is to become a benchmark enterprise for opinion leaders such as the Ministry of Health, Labor and Welfare, unions, federations, mass communications, employer associations, and academic societies.

The fifth hurdle is to increase sales while increasing the quality of services at the same time.

If we can clear these five hurdles, our glorious goal should be awaiting us.

Business is competition. Competition requires effort. In a track and field competition for example, imagine the

amount of effort that an athlete puts in to run a 100-meter race that lasts a mere 10 seconds. If one realizes the distance that a marathon runner covers in practice to run 42.195 kilometers in almost 2 hours, one can easily understand how tough it can be.

I believe that it is of utmost importance for us to consistently approach our work with sincerity and to continue building on our efforts, considering it our pleasure to serve our clients, associates, and candidates.

Our employees and I are truly happy that Manpower Japan was able to welcome the 40th anniversary of its establishment with prosperous prospects for the future and high hopes. Let us tomorrow focus on Three Horizons and again surge ahead with new determination.



www.manpower.co.jp