

"Your Check List"

Twenty Question Check List for Expatriate Executives in Japan

Toward taking inventory and assessing our management practices,
reward systems, staffing problems and corporate health in Japan

1. Is there enough performance pay at your firm?
 Yes No Not Sure
2. Are you suffering from turn-over, losing your best people?
 Yes No Not Sure
3. Is there too much overtime incurred at your firm and are you missing out on effective control mechanisms?
 Yes No Not Sure
4. Do you perceive that your managers do not assert the independent judgment and leadership they should?
 Yes No Not Sure
5. Do supervisors lack the tools to manage performance/contribution problems in their units?
 Yes No Not Sure
6. Are there too many people not contributing enough yet at pay levels that seem too high?
 Yes No Not Sure
7. Do you have some valuable people that you fear may leave because they are not being fully utilized, stretched and given a chance to grow or are not being paid enough?
 Yes No Not Sure
8. Is it difficult to attract good people from the outside?
 Yes No Not Sure
9. Do you seem to be over-staffed with the wrong people?
 Yes No Not Sure
10. Do you doubt that you are taking advantages of the many strengths and flexibilities characteristic of good Japanese management?
 Yes No Not Sure
11. Do you have a labor union or groups of managers and employees who are more concerned with protecting mediocrity or self-interest rather than building a dynamic and vibrant corporate culture?
 Yes No Not Sure
12. Does it appear you lack flexibility at your firm to restructure jobs and freely transfer managers?
 Yes No Not Sure

13. Do you believe personnel appraisals could be carried out more effectively and should be a more important part of career development?
 Yes No Not Sure
14. Does it seem difficult to effectively take out poor performers and problem employees cheaply, safely and without litigation?
 Yes No Not Sure
15. Should probationary periods be extended and really effectively used to weed out potential problem employees?
 Yes No Not Sure
16. As top expatriate management, are you left out of too much, perhaps deliberately isolated and not always able to influence decisions and corporate vision the way you would like to?
 Yes No Not Sure
17. Have you been cajoled into a position where you have relinquished many of your management responsibilities and let your instincts be numbed, reluctantly accepting many of the myths and stereotypes about the Gaijin manager's appropriate role? Have you avoided directly fixing things that you feel should be run better?
 Yes No Not Sure
18. Should your supervisors and managers know more about how to counsel subordinates and conduct constructive joint appraisal sessions?
 Yes No Not Sure
19. Are you one of the many foreign companies that has its long-term disability policies set up wrong, precluding you from cashing in on your expensive government insurance premiums?
 Yes No Not Sure
20. Have you never been given or asked for and read a copy of your company's Rules of Employment, Salary and Retirement Regulation, and performance appraisal systems?
 Yes No Not Sure

TMT's consulting service will significantly contribute toward:

- 1) Providing your managers and supervisors with the tools to better manage human resources
- 2) Assuring that correct strategic personnel policies are followed
- 3) Bringing bottom line value through savings/cost efficiencies
- 4) Protecting your company's legal position
- 5) Giving you useful material for human resource supervisor training programs
- 6) Reshaping and redirecting your organization for increased sales and profits
- 7) Improving employee morale and building better teamwork
- 8) Increasing productivity getting your managers and staff to focus on results (not activities) and performance targets

More on how we help you -- the Expatriate Executive on the firing line in Japan

TMT will provide you the managerial tools and organizational mechanism to overcome the
challenges you face in managing employees and your firm in Japan

1. *Your perspective (and even beliefs) will change about what can and cannot be done.*
2. *Many of the frustrations and difficulties of managing people in this environment will melt away.*
3. *The Personnel Management Manual will provide answers at your fingertips to complex or unique situations common to expatriate managers in Japan. With clear vision and confidence your job will be easier and you will be more effective in carrying out your responsibilities and taking charge in Japan.*

This 20 Question Check list has been filled out by:

Name _____

Title _____

Company _____

Telephone No. _____ Fax No. _____

Web site _____ **e-mail** _____

Direct owned _____ J.V.'s _____

Five-year headcount projection _____

Total current headcount _____ **Number of expatriates** _____

Have you read your company's Rules of Employment, Salary and Retirement Regulations? What did you think of them? _____

Main problems faced _____

How do you suggest we proceed to help you?

Any other requests or comments, or things we should know?

Have you used TMT in the past? In what areas? How was your experience?
