TMT
The Human Resource Consultancy
We are pleased to introduce TMT to you and to explain what we do and how we can help you and your company in Japan attain corporate leadership and excellence.

TMT was established in Tokyo in 1978 and pioneered labor consulting for multinational firms in Japan. This work brought us in close contact with our clients and their opportunities and problems. As a result, we became familiar with their organizations and needs. This led to the setting up of an executive search operation as we consider that a closely coordinated approach to both labor consulting and executive and staff recruitment is essential in the Japanese business world. We at TMT believe that many companies could make much more productive use of their manpower resources with more sensible, effective, and strategically advantageous compensation systems and personnel policies.

TMT is unique in Japan in that we are the only company that offers the foreign business community a labor consulting service together with executive and staff recruitment services in one single organization.

Please study the TMT services detailed throughout our Website. Then, make the strategic decision to contact us. Our team of professionals can help you with receptive ears, understand your needs, and give you fast action and rewarding results. With the right Japanese and foreigners in your firm, a new perspective and tools and abilities to manage and control your staff and their productivity, you and your corporate operations will succeed in this challenging marketplace.

Thomas J. Nevins
Founder/President
# Table of Contents

1. From the President
2. Table of Contents
3. Company Profile • Services
4. The Needed Blend of Labor/Personnel Consulting and Executive Recruiting
   How the Strategic Tools Assist You Toward Productivity, Profits and Personal Success
5. With All the Headhunters Knocking on My Door, How Do I Pick One to Work With?
6. TMT Executive Search
7. Executive Search - A Combination of Hard Work and Aggressive Integrity
   The Truth about Executive Search in Japan
   Q&A on Executive Search Relationships in Japan - Why the Unique TMT Approach of Responsible Mutual Commitment is Essential to Your Success
8. How Do We Find Candidates?
   What About "Lifetime Employment?"
9. The Thomas J. Nevins Sixteen Step Modules
10. Thomas J. Nevins Profile
11. Books and Publications
12. Testimonial Clients
13. Mangement Consulting
14. Relations
15. Executive Search
16. Personnel Policy
17. Labor Relations
18. TMT
19. TMT
20. TMT
21. TMT
22. TMT
23. TMT
24. TMT
25. TMT
26. TMT
27. TMT
28. Contacts • Map
company profile

• TMT: The Total People Management Solution
• Established: October 31, 1978
• Headquarters: Tokyo, Japan
• Staff: 20

services

Executive Search

Personnel Policy/Labor Consulting
• Rules of Employment (Set-ups and Adjustments)
• Staff Reduction and Cost-savings Programs
• Problem-Employee Solutions
• Compensation and Benefits – Design and Change
• Union and Staff Relations

Seminars and Training

* TMT is an independent Glasford International affiliate.
The Needed Blend of Labor/Personnel Consulting and Executive Recruiting

Your Most Difficult Assignment is Our Most Welcome Challenge

A very thorough and coordinated approach to both labor and personnel consulting and executive recruitment is essential in the business world in Japan. Yet, surprisingly, many firms have hurt themselves with hiring decisions, or could have made much more productive use of their manpower resources with more sensible, effective and strategically advantageous compensation systems and personnel policies. This convinced the founder of TMT, Thomas J. Nevins, to break new corporate ground by fusing executive recruitment with labor consulting.

Money alone will not give job satisfaction. Rather, peaks of fulfillment are reached when there is a challenge, stimulation, and the knowledge that a difficult job has been well done. That’s why at TMT we enjoy our work so much. We welcome the “impossible assignment,” whether it be in executive recruitment, or in solving a complex labor problem requiring rationalization and dramatic change. Come to us when you’re in trouble. You can even come to us after you’ve been to everyone else. TMT is here, in Japan, any time you want answers, action and results.

How the Strategic Tools Assist You Toward Productivity, Profits and Personal Success

1. Manpower Sourcing/Recruiting - Executive Search
Good Executive Search - research, identification and direct scouting methods are labor intensive. Our team of recruiters will start with your top executive positions and will be able to build up your organization.

TMT has placed over twenty-five executives and professional staff for each of a number of our clients. In a large number of client companies, over ten key managers have been placed in each firm.

2. Compensation and Benefits - Design and Change
The reward system at many multinationals in Japan are out of date. They fail to take the best of Japanese practice and are often based on myth, false and wrong assumptions, and the wrong adaptations of local practice.

Japanese companies could not survive with such a mind-set and paying practices. Furthermore, what works for a large Japanese model employer may not work in your firm. It is unlikely you can break into the market unless you make some timely changes.

3. Rules of Employment - Set-ups and Adjustments
A quick reading of your Rules of Employment, Salary Regulations and Retirement Regulations may tell us why you don’t have people hustling, are not able to pay for performance, have unduly high fixed costs, face awesome liabilities, have the wrong people clinging on for the wrong reasons, and lose some of your best human resources. If the set-up is right or is changed, these Work Rules can be your most strategic tools to business success.

4. Problem-Employee Solutions/Terminations
It is true that if you are dealing with a litigious employee; it is virtually impossible to successfully terminate staff in Japan (without having to reach deep into your pockets and wipe the egg off your face).
We share with you our simple, yet powerful strategic tools which will give you complete control over hiring and firing at little extra cost and without having to terminate and fight ongoing legal battles.

5. Staff Reductions and Cost Saving Programs
It may appear easy enough to reduce staff if you are willing to spend enough money on the buy-out. However, if your method is not strategically handled, you will lose some of your indispensable and best performers, yet, you will never squeeze out the worst performers even with a big extra premium payment. Big payout to poor performers is the wrong reward for the wrong behavior. It gives a dangerous and/or demotivating message to those who remain.

We will show you how to target right, and design the program and formula to get the most for your money. It is even more important, at the same time, to check-list your practices and change your Work Rules, or cut unduly high benefits and personnel related costs to assure long term corporate health.

6. Union and Staff Relations/Attitudes
The wrong collective action and attitudes can prevail even without a formal union structure. By managing fairly (bargaining in good faith), but not meeting union demands, making management-counter-demands, and maintaining proper employee communication, the company can win back the power that only management can give a union in the first place.

Remember, it is the company that provides jobs, pays salaries and retirement benefits and manages a business, not the union. Our perspective, guidance and strategic planning maintains the union free environment and modifies union/corporate culture, so you can get on with the job of decisively managing your firm as required.

With All the Headhunters
Knocking on My Door, How Do I Pick One to Work With?

- Be careful about working with too many people at the same time. The recruiter realizes this, and he or she works closely with those clients who work closely with the recruiter - the clients where the recruiter's candidates get hired!

- TMT has never run newspaper ads to attract candidates. Stable contributors are successful enough where they are. They are treated well and are mature enough to know the grass is not always greener. Looking at help wanted ads, or Internet recruiting Web pages is mostly a disconcerting distraction for these busy high-quality people.

- TMT has always believed that the value we bring are to identify, and directly approach (scout) people who would not otherwise present themselves to you. For example, we will identify and introduce the strong people in the specific firms the client targets with us.

- For this kind of recruiting work, a bad impression is made if multiple executive search consultants contact the same person for the same position.

- The executive search customer/vendor relationship is a bit unique. If you buy a computer, it performs the work, and the company you buy it from maintains it. The same is true of a car or a TV. If you purchase most services, the service is as good as the product or the worker or consultant who performs it. In recruiting, the recruiter merely makes an introduction and that is all too often the end of the recruiter's role.

- Does it have to be that way? What additional value-added merit can the recruiter who introduces the candidate bring? This is where TMT differs from most other executive search firms.

- We started our business by providing problem preventing employment contracts, Rules of Employment (ROE), and personnel and salary systems. Consulting also included terminations and problem-employee solutions. Those are our roots. They remain what we are true to.
When you have a search assignment, you need to be confident that the search is commissioned to a consultancy that has a proven track record in your industry, takes time to understand your needs, and presents you only carefully screened performers.

Your search team must have the ability to uncover not only the more visible executives in the foreign-capitalized multinational labor market, but also be able to bring you the proven (but even more reluctant) performers from the Japanese competition. It is the right mix of business skills, connections, personality and drive which will assure your firm’s success in the Japanese marketplace.

You want to be sure that the best of many candidates were considered but you only have time to interview the top two or three executives who will meet your challenge to fit into your organization and make a special contribution as quickly as possible.

Good Executive Search is knowing the key players in the market, having a network to check out the candidate, supplemented by ongoing research and direct scouting methods that require the presence of an experienced and large recruiting team.

TMT’s team of Consultants specializes in senior executive positions but after the top is in place, our Consultants are willing and able to build up your middle management and fill your difficult senior research and technical assignments. (Always ask a search firm if they are willing or able to do this for you. It could make or break you in Japan.)

If you are an attractive company with competitive products, have a good business plan and a significant commitment to this marketplace, you CAN have a powerful senior management team, second to none. TMT is your partner in meeting this challenge.

- We know that if a client wants to get someone on board at any cost - waiving the (too short) probationary period, "guaranteeing" a certain pay level, meeting a request to divide total pay by 12 instead of having to risk summer and winter bonuses as they are applied to general staff, or providing a golden parachute should the operation be closed in Japan - the Client is planting the seeds of failure. Such conditions are usually requested by potential hires for the wrong reasons.

- For over twenty-five years, TMT has placed at least one manager in over 650 foreign-capitalized firms. In our publications there are detailed, signed testimonials testifying the placement of over forty or fifty people in a single client firm.

- We don't think that is enough reason to use us. Other executive search firms can also introduce you to qualified candidates. We believe our greatest strength is that about half of our revenues come from non-recruiting consulting that anticipates, prevents, solves people-problems, and gives our client-companies a strong foundation.

- If a person introduced and placed by TMT does not work out, our clients know that we have the professional expertise to fix the problem. It is a built-in quality control mechanism that keeps our recruiters productive, ethical, and on their toes. This may be a good reason to entrust TMT with your critical executive search assignments.
When TMT was established in 1978, we were not involved in executive recruitment. Our work in labor consulting brought us into close contact with our clients, which in turn thoroughly familiarized us with each organization and its needs and many of the personalities therein.

We found our clients not only appreciative but also willing to entrust us with the challenging and difficult job of finding managers who would not only get the job done but who also integrate well with other staff and fit into the organization.

TMT takes pride in ensuring that any hiring decision we assist you with will have no negative impact on morale or the working dynamics of the Japanese team already in place.

Our multinational clients have benefited from our "aggressive integrity" approach to executive search. As the track record in our labor consulting activities shows, our primary orientation and commitment will always be toward controlling not only your long-term liabilities - such as lump-sum retirement pension costs - but also the payroll level at your firm.

We feel that this thoughtful and responsible approach to executive recruitment sets us apart, a cut above firms in the businesses that devote all their energy and perspective to executive search.

1Q We have been dissatisfied with retained searches in the past. Service was slow, the number and quality of candidates presented was inadequate. These were firms with a worldwide network and international reputation. What makes TMT different?

1A In order to survive and thrive we must be excellent in Japan. There are fewer assignments per Consultant, so they have more time to focus on your needs. Our Consultants are rewarded not for their client development skills, but solely on the basis of appointments or placements successfully completed. Our consultation pay and reward systems dictate that in order to stay on our team Consultants must serve you with placements. Our best consultants stay with us because they are "partners before profits" and many are earning over 20,000,000 or 30,000,000 yen (and a few much more) in personal annual income. Our better Consultants earn 40%, 50% and more of the gross placed revenue they generate.

2Q On president, general manager and other high level senior positions, isn't there an advantage dealing with an Executive Search firm with a world-wide network of offices? Couldn't the man be in L.A., London, Düsseldorf or Taipei?

2A He definitely could be located outside Japan. Many clients initially feel that way, but then they have found that since key people are only abroad for three to five years, and then brought back to the home office in Japan, there are more former presidents of U.S. or European operations in Japan than there are in the U.S. or Europe! These people and their wives have already made the sometimes difficult transition back to life in Japan. Furthermore you need to sell through Japanese distributors and to Japanese customers. Recent returnees or people with too much time abroad or in international operations often mean that there is a lack of experience and contacts, or old contacts in Japan. In addition, many clients have confided in us that unless you are looking for
a foreign expatriate, the "world-wide searches" sound good but don't amount to much and are often counterproductive. They tell us that the responsibility gets shared and diluted between the offices. This means that no one unit stands up and is really accountable. There is a hope that another office in the network will come through. There are definitely enough and a large number of well-qualified Japanese executives right here in Japan, and TMT will get you one. All you need is one winner!

3Q Why are the Candidates you scout better than those that other search firms have presented?

3A TMT has never run an ad to attract people for our clients. TMT also does no Japanese language media advertising so we get no "write-in", unsolicited resumés from Japanese people. We have the manpower to scout directly into Japanese and foreign-capital firms. If you tell us you want the best person from ABC division of XYZ company, we will identify him, make contact, and hopefully get his permission to meet with you.

4Q We have given up on retained searches - been burned too many times in the past. What makes TMT's retained search terms better and different?

4A TMT is sorry you have had these experiences. Please understand and make the important distinction between what we offer and what you have experienced and been unhappy with in the past. In the past you may have paid two-thirds, three-thirds, or perhaps five-fifths of the fee over the first two, three or five months of the search (depending on the Search firm's contract terms), even if the right man was never presented.

5Q Today in Japan, aren't there many search firms that are willing to work without these retainers? Aren't these people hungry? Won't they also aggressively search for me?

5A They may be hungry, and headhunters are sprouting up in Tokyo like weeds. A single headhunter or a small firm of a handful of Consultants may get lucky and be able to fill the odd assignment. But without adequate facilities and enough manpower, these operators cannot present you with a sustained effort on a continuing basis.

When they get too many assignments, fulfillment suffers. They need to drop difficult searches where fresh ground must be broken. Only if they happen to already have a suitable person, can they fill your needs.

6Q So what TMT is trying to tell me is that to get the best results there needs to be some mutual commitment. The client needs to be able to put pressure on the headhunter, needs to be able to "kick him around a bit," because the client paid and the headhunter must pay it back with service and results, right?

6A Exactly! We started out saying that too much money in advance lost with each assignment is not the answer, for those search firms can stay in business without getting results (without making placements or making mediocre placements). But if a client is making no commitment to a search firm, the search firm owes the client nothing and they owe you no commitment either! (The "commitment" fee really is exactly that!)

7Q Wait a minute! TMT, you're forgetting something! Isn't the 35% or more of the placed person's annual income enough of an incentive to get your Consultants to work for us?

7A Indeed. That is our bread and butter. Everything except perhaps a 100,000 yen per month non-deductible retainer (not for each assignment but for all your assignments) is deducted from these 35% success fees. But unless a client goes along with TMT's very fair and reasonable business terms, as a company TMT cannot internally manage the account and manage (force!) our Consultants to consistently produce. One way we do this is by getting your feedback and taking the account away from a Consultant who is inadequately performing for you. Contingency clients have no place in our computer network, do not get the "TMT Monthly Activity Report," or the "How are We Doing Client Survey." Stated differently, Executive Search Consultants (based on years of watching them) do not take these contingency clients seriously. Also TMT management must see that priority is placed on our "proper clients" who continue to see us through with our reasonable terms.
8Q Is TMT trying to tell its clients that it is in the clients’ interests to understand why TMT terms are unique, different, and just as beneficial to the client as they are to TMT?

8A Yes. We are taking the time to write all this down for you because experience shows us and our clients that the decision you are about to make - whether or not to work with TMT with our unique, mutually beneficial business terms - is one of the most important decisions you will make, influencing your long-term success in Japan, as well as your own standing in your company, and your career prospects. In our various publications, including most recently, "Japan True or False", there are 87 detailed signed testimonials from clients that show TMT has placed over twenty, forty and even over fifty people, at a number of client firms. We even helped to make some companies number one in their product category. They worked with us for years on the basis of these terms. (In the company where we placed over fifty people, they had a hiring freeze worldwide for one year, but still wanted to pay the 100,000 yen retainer fee.)

9Q With TMT's system do you ever have some clients getting "penny-wise and pound foolish," or getting nervous about the non-deductible 100,000 yen retainer?

9A We certainly do. It ends up that the client hurts himself more than he realizes. Managers - like personnel managers and sometimes general managers, both Japanese and foreign, will get a knot in their stomach - like seeing a taxi meter running. This is a shame because when these fees are turned-off inevitably (TMT no longer has to or can make the same managed commitment toward you) the relationship fizzes out. The client wonders why he can't get people the way he used to. "What happened to TMT, anyway? They used to be so good!" (TMT is always good but we simply cannot serve "spot" clients as well. In fact the "commitment" is no longer there.) The extra cost for our sustained commitment is only an extra 1,200,000 yen per year.

10Q Are there any other benefits to using TMT over other executive search firms?

10A There is one especially deserving of mention. Only very, very rarely will one of the people we place not work out. Because of our strong practice in personnel consulting on terminations, we are in an especially good position to consult with you, to quickly and smoothly solve these problems. Likewise, due to our consulting expertise, we will exceed your expectations in terms of making sure you are doing the right things with compensation and benefit design, offer letters, Rules of Employment and other key strategic value-added areas.

11Q Which assignments are the most difficult in Japan? Japanese Senior General Managers, Presidents and Director level board positions, or mid-level manager and technical/scientific line positions?

11A In Japan, all senior managers of major Japanese companies - Bucho (department/division manager) level and above, are listed in published directories! Thus these people are very visible and identifiable. At TMT we have a library of these directories over a ten-year period, so we can accurately and precisely trace people's careers, movements, comparative standing with peers, and current standing in terms of corporate pecking order. Still, it does take manpower to meet, screen, assess and persuade these people to join you. But the really difficult positions to fill are the more junior, "invisible" managers and technicians, who are not listed anywhere.
12Q I cannot build a company with just chiefs and senior people. How can we source, identify and recruit the more junior managers and technical staff?

12A This is actually a real problem for you. These younger people don’t yet know where they will end up in their company and are actually more conservative about quitting than managers in their 50s. To make matters worse, since these placements at lower salaries are less lucrative to the headhunter, it is difficult to find a search firm that will concentrate on these low level positions. Even a single, hungry, contingency, independent headhunter with no strong client base, is likely to try and sell a couple large jewels (senior candidates) in his pocket, rather than concentrate and really work on these less lucrative and more difficult mid-level and more junior assignments.

13Q If we give TMT an exclusive on all our most lucrative senior assignments for Japanese executives, will TMT also appreciate this, and unlike other senior executive search firms, be willing to work with us on our less attractive, less lucrative, and more difficult, less-senior positions?

13A Yes, we will! This is because somebody has to do it! Our clients need the service, and it is an invaluable service that our clients appreciate. Although our margins are much lower, we are willing to invest in our facilities and manpower so that we can help you in this way. If you ask our competitors with international networks, they will sniffle and declare they only work on the top level. That should not impress you. We do the top level faster, better than anyone, and we offer you richer options, and also get into the least approachable Japanese competition, if that’s what you want. If TMT has served you conscientiously and well at mid- and less-senior levels, we certainly hope to get all your most senior assignments. We would be very disappointed if we were not awarded with them. Please be sure and give these plums to TMT - the firm that is best equipped in Tokyo to build-up your firm, and meet all your critical senior and mid-level human resource needs.

14Q This document/presentation is directed mainly to companies that have multiple assignments. Is TMT also happy to work with a company that has, or anticipates having just a single assignment? Will you work on a "fixed fee" (fixed hypothetical salary) basis?

14A Definitely, yes! We will stop our 100,000 yen non-deductible retainer as soon as the single assignment is completed. It is also possible on single assignments to limit the retainer in advance, for example, to a four-month period. (Unless there are special circumstances from the client side, TMT can almost always complete an assignment within four months to six months.) If clients prefer we can also decide the total final fee in advance for a given single assignment.
How Do We Find Candidates?

To fulfill assignments, we roll up our sleeves, dig in and utilize all of our tried and tested methods. We use cold calls, and inside information. We work closely with informants and source people. We've even been known to hunt down leads and people in company cafeterias and coffee shops, lobbies and at factory gates. And we've developed other, more innovative approaches which, for proprietary reasons, we won't mention here.

There is, however, no substitute for complete research into the market and accurate targeting of competitive corporations, along with knowledge of their organization structures, pinpointing which "bu" and "ka" the suitable candidate will be situated in. A shelf full of directories can be of great value, and even using the unthreatening and soft touch of a female voice on the phone can make the difference in getting some candidates to listen and be willing to reconsider their careers and future.

What About "Lifetime Employment?"

There is less propensity among some segments of Japanese to change jobs... but only about 20% of the work force experiences this "life job" perspective. This perspective is generally true at firms with more than 1,000 employees, but not for smaller companies.

The prevalent hesitancy to leave one's firm is more a product of a closed labor market than of blind loyalty to a company.

As there is little or no mid-career hiring in large firms, which tend to be the highest paying, it is virtually impossible for anyone to move to an equally good job in another large firm. Foreign firms represent a comparatively open labor market and are an exception to this rule. And a good executive recruiter can make the difference in getting key Japanese executives to work for you.

Certainly in today's dynamic hi-tech industries and in rapidly expanding Japanese firms, cut-throat scouting, and even massive raiding is not uncommon.
In the early 1990s, Tom Nevins identified and developed sixteen modules for teaching powerful motivational seminars on practical corporate skills training. They illustrate the essence of what he has laboriously studied and learned since 1987, which consisted of about 8,000 to 9,000 hours of hitting the books, listening to tapes and going to seminars. He sensed that people would not remember the necessary management skills, or follow up and work on their own, unless his presentations were quite different from the typical university management or extension division courses so many of us have yawned through.

These seminars are just a starting point. A few sessions of cramming isn’t enough. It is like trying to cram on a farm. Wouldn’t it be crazy not to plant in the spring, play all summer and then try to harvest the crops by cramming in the fall? You always reap what you sow. Short-cuts won’t work. For starters, Tom Nevins recommends that seminars be stretched out and scheduled with a week or two between each block, so people can use the concepts in their work and come back and get reinforcement over time. Participants must take notes - in their style, capturing their own “ah-hahs!” - the points they need and can identify with.

The following sixteen modules are carried out exclusively by Mr. Nevins, primarily in Japanese, spiced up with some English, or mostly in English when non-Japanese speaking expatriates also attend, and when a select group of Japanese have strong enough English skills.

The kind of seminar training you need for your people must be more than motivational messages with quotations and stories, along with psych-up psychology. Mr. Nevins will also try to address chronic underlying problems and focus on ways of thinking and changes in belief that bring lasting results. Think how much better you and everyone in your company will feel as supervisors learn better how to motivate, coach, lead subordinates and carry out appraisals; how employees can enhance their self-esteem by making creative contributions, affecting business strategy; and how your people self-direct their work, take more responsibility, and increase their sales performance.
1. Motivating Toward Excellent Performance

Once we realize it, we will want to work hard, not just because it brings rewards and promotions, but because it’s good for our self-esteem and we can’t feel good about ourselves unless we are good at what we do.

成績をもたらすための意欲づけ

この項目は、個人または組織の日常的行動に变化を促すことに役立ち、それぞれの状況や目的に合わせた意識的な行動改善を可能にします。自ら好んでやりたい場合は容易で、やらなければならない場合は難しいものです。トム・ソーヤの著者であるマーク・トゥエインは、「仕事とは強制されたものから成る」と記していま

2. Delegating, Coaching, Supervising, Appraising (and Being Supervised)

Good supervisors remind subordinates of who they are and what they can do - not who they are not and what they can't do.

役割の委任、指導、監督、評価

この項目は管理職から一般スタッフまでの人々に機能させていませ

う。上司と部下の関係においてお互いへの配慮を持ち、共通の仕事上の目標を設定し、その中から役割分担、評価を確立し、その監督と奨励をはかるべきで、管理者側のみでの独断専行は避けるべきです。生産性を持続させるためには、たゆまない教育と共通の基礎の確立、適正な役割の委譲、有効な監督、好結果への称賛を惜しまず、最後に全ての再評価の繰り返しによって得られるもののです。これらを管理者と部下の立場からここでは述べます。
3. Creativity and Imagination
Everything we are, and will become, and the results we
can get for our company all arise from the way we use
our mind.

創造性
一つのひらめいたアイディアが、あなたの会社に大きな収益をも
たらすかもしれない。お金はアイディアを生みません。アイデ
ィアがお金を生むのです。創造性とは知的な娯楽ではなく、明確
な目標と解決法に焦点を合わせ、意識のある結果をもたらすのが
創造の目的です。このセミナーを通し、自分の才知を信じ、何を
目的とするかを決め、自分のアイディアが生産性を高めること
に確信を持たれでしょう。

4. Marketing Strategy and Customer
Service for Everyone
Marketers and all your staff must realize people are not
interested in your product but in good feelings and
solutions.

マーケティング戦略と顧客のニーズ
あなたの事業は、マーケティングによって繁栄するか否かが決ま
ります。顧客が現在または将来に、何を求め必要とし、何にお金
をかけようとするのかを決断するときには、ただ単にマーケティ
ングマネージャーだけではなく、セールスマンや他の社員の有効
でタイムリーな情報が不可欠になります。社員の誰もが顧客のニ
ーズに合うように、商品やサービスを紹介、提供することに貢献
できるのです。この項目は、商品コンセプト作り、セールスプロ
モーション、流通、広告から実際のセールスまで触られています。
6. Managing Sales (and Being Managed)
If you want to increase sales (boost your own career and make your company better), like everything else in life, there is a price to pay – a price to pay to make things better, a price to pay just for leaving things as they are!

営業管理の仕方、され方
営業管理の仕事とは、営業部の人材決定、チーム構成、セールスマテリアル、目標、仕事の役割と経過の把握、計画や予測に対しての実績分析と評価などを含みますが、何よりも大切なこととして、営業部員を育て、訓練し、管理することです。この項目は、管理する側とされる側双方に有効的に応用できます。

5. How to Sell Products and Ideas
With 70,000 books written in English alone on the art of selling, there is much more to learn and grow than there is for a doctor or a lawyer.

商品とアイディアをどう売るか
古い営業スタイルは、大ざっぱに打ち放す大砲のようなものでした。ここでは、セールスマンが熱接知機を備えたミサイルのように、確実に射とらえるように変わるでしょう。売ればそうだったとは、売ったことにはなりません。売らなければセールスマンとはいえません。商品を知ること、客を知ること、プレゼンテーション能力、説得力やクロージングというものはもちろん大切ですが、この項目では、顧客との信頼を育て、ニーズを認識し、それに対応し、商品はどう応えられるかを示しています。
7. Self-directed Team Building, Individual Initiative and Empowerment
Can't people be empowered at least as much as a Seeing Eye Dog? These loyal canine subordinates to the blind are taught to obey, unless there is danger. Blind obedience kills the dog and the master.

8. Business Strategy for Managers and Staff
Indeed, it is difficult to start moving, when you don't know where you are moving to, how to move if you will make it, and what it will look like when you get there.

マネージャーとスタッフのためのビジネス戦略
ビジネス戦略の計画は、選択可能な全ての方法を見いだし、それらの優先順位を決め、いかに目標を達成するかを決めるのに有効な手段となります。目的とはあなたが何を成し遂げたいか、避けたいかということです。戦略とは、望ましい結果に達するために、あなたがどう動くかということです。この項目では、企業としての任務、価値、発展、あるいは市場の確保拡大、投資や撤退の計画、競争力の分析、品質や利益の計画など多くのコンセプトに対する戦略の立案を手引きします。もし週に2、3回、1時間でも考え、戦略を練る時間を持つれば、自分自身や会社の運命を変えうる力となるでしょう。
10. Selling Mistakes
Did you know that two-thirds of all sales are lost because the salesperson does not ask for the order, hesitates or is afraid to close?

セールスの過ち
この項目は、セールスにおけるいくつかの過ちを紹介します。他の項目と同様に、会社のトップから一社員まで全員が共に学んでいけることを望んでおります。物事を達成する力は、何をどう行うかを認識することから生まれます。

学ぶということは、同時に目標達成の力を備えることになります。知識そのものが力なのです。知ることとはコントロールできることです。社内のセールス部門を改善し、コントロールすることにより、会社と自分自身の将来をより充実した方向へと新たにコントロールできることになります。

9. More on Sales Psychology to Boost Your Energy, Drive and Sales
The biggest psychological sale she will ever make is selling herself. She realizes how good her life would become, how self-actualized and fulfilled she would be to stretch and achieve her goal.

営業意欲を奮起させるためのセールスマン心理
営業部員は、負けることはないと認識するべきでしょう。皆、勝利する（売り上げを出している）か、努力中かであり、常に何かを得ています。この項目のねらいは、社員一人一人が物事を違った観点から考え、自分の人生で何かを求めるることにより、新しい発見をし、自ら行動改革を促すことにあります。もし目的を持ち売っているのであれば、誰かの問題を解決するものを提供すれば、その人を助けることになり、自己否定をしたり失敗を感じることはありません。
12. Time Management
We can’t buy it, borrow it, save it, or even influence it, let alone change it. Even when we do nothing, we spend it.

時間管理
この項目を「時間管理」としますが、実際は時間を管理することはできません。できるのは、時間をどう使い活動するかということです。活動を管理することは、目標を明確にし、優先順位を定め、計画を練ることです。「最も効率よく時間を使っているか、最も利益をもたらす行動をとっているか、あるいは目標に近づいているか」と自分自身が仕事を計画し、実行するための手引きとなります。デニス・ウェイトリーは、「計画をしっかりと行う者は、失敗を計画している」と記しています。無駄な努力は無駄な時間となります。

11. Negotiating, Persuading and Reaching Agreement
Before two people who get stranded in a lifeboat start a tug of war over the rations, they should see who likes what. A horse race only works because of differences of opinion.

交渉、説得、同意（契約達成）
この項目では、成功/契約達成に焦点を合わせて、利用できる限りの最高の交渉戦略とテクニックについて扱います。ここでの扱うロジャー・フィッシャーにより設立されたハーバード・ネゴシエイション・プロジェクトは、次なるものを基本としています。交渉術の基本とその応用、人と問題を切り離すこと、人には穏やかで問題のみに厳しく対処すること、その人の立場ではなく関心を持つことに焦点を合わせること、相互利益のための選択を設けること、客観的な判断規準と公正な手順を使っての主張、無駄のない契約のための最良の選択であるかどうかの見極め方、さらに準備方法、タイミングの取り方、「なぜか」ではなく「なぜか」を自問し、何を譲歩し、真の要求はどこにあるのかをはっきりさせ、等々を示します。
13. Productive Meetings and Improving Communication and Information Flow
Indeed, our attitude toward life determines life's attitude toward us. Write down what you don't like about others and the way they communicate. Compare it to your own behavior and personality.

14. Growth for Personal Happiness and Corporate Results
A person who does not read is no better than a person who cannot read. You do not have to change your job, your spouse, or your community. You can begin— you should begin—right where you are, with what you have.
15. Leadership, Vision, and Mission at All Levels

Leaders are not different people but people who dare to make a difference. Leaders make no small plans and dream no small dreams. Managers do things right. Leaders do the right things.

全ての状況におけるリーダーシップ、その展望と使命

有能なリーダーは先を見極め、その展望をいかに実行に移すかを知っており、模範を示し、一貫性を持ってチームをまとめ導いていきます。リーダーの決断力、誠実さ、忍耐力、そして責任感次第で人々は喜んでついていきます。先を見極める中で、目標が具体化され新たな創造性を持った展開が見えてくるでしょう。

16. Summary: the Next Move is Yours - On Becoming a More Effective Staff and/or Manager

An effective manager just spends 10% more time on the 20% of the activities that bring 80% of the results, but because of this 4 to 1 ratio leveraging, just this 10% more brings 40% more results.

優秀なマネージャー、有能なスタッフであるために

知識、経験を持ち、思いやりを持って人に接することにより、初めて人に影響を及ぼすことができます。成功への道は、他の人を成功させるのを手助けすることです。仕事上の問題が起こることを常であり、あくまでも自分で責任を持ち解決しなくてはなりません。成功した一日の積み重ねなしには、成功した人生はありません。確信を持って行動すれば、道は開けます。将来性のない仕事などはなく、要はその仕事に携わる人だしいであります。有能な社員は仕事を吟味し、積極的に責任を追求していきます。有能な人材が、どう働き、どのような障害に直面し、自分がどう彼らに関われるかを常に思うべきです。
Thomas J. Nevins

- Born, Westchester, New York, U.S.A.
- Earned a B.S. degree at the School of Industrial and Labor Relations, Cornell University
- Worked as a White House intern in Asian Affairs at the U.S. Department of State, then was assigned to another internship at the Bureau of International Labor Affairs of the U.S. Department of Labor
- Began his career in Japan in 1972 as a labor relations researcher with Cornell and the Japan Institute of Labor (the research organ of Japan’s Ministry of Labor)
- Prior to founding TMT on October 31, 1978, worked as a contract consultant in a number of Japanese labor unions and companies
- Leads TMT that has about twenty executive search consultants who have made great contributions to building up the human resources of hundreds of firms in Japan for well over twenty years
- For companies wanting to do better and bigger jobs in Japan, Nevins will provide his 2004 books for free along with an initial minimum fee consulting session.

トーマス・ネビンスの紹介

TMTの代表取締役社長トーマス・ネビンスは、コーネル大学産業労働関係学部出身。日本語堪能。来日前は、ホワイトハウス、国務省、米国労働省国際労務局でインターンとして働く。日本におけるキャリアは、昭和47年、コーネル大学および日本労働協会の研究員として始まる。その後、在日米国商工会議所の理事、労務管理委員会の議長を歴任。現在の所属団体は、東京アメリカン・クラブ、シティ・クラブ、日本外国特派員クラブ、国際文化会館、日米協会、東京ローン・テニス・クラブ、日本アジア協会、東京商工会議所、在日米国商工会議所他、在日主要国商工会議所などである。

また著作物には、Passport to Japan-Businessman’s Guide (BII、1978年第一刷発行、毎年改訂)、対米進出企業の労務管理のすべて (日本貿易振興会、1980年発行、絶版)、Labor Pains and the Gaijin Boss (ジャパンタイムズ、1984年発行)、Taking Charge in Japan (ジャパンタイムズ、1990年発行)、Japan True or False (TMT、2004年発行)、Know Your Own Bone (TMT、2004年発行)、がある。
Books and Publications
by Thomas J. Nevins

Japan True of False is for corporate performance and growth, and targeted at leaders in companies, unions, the government, universities etc.

First 30 pages are viewable at www.tmt-aba.com

Know Your Own Bone is for individual enjoyment effectiveness and results, and targeted at staff, sales people, students, families etc.

First 49 pages viewable at www.tmt-aba.com

"Labor Pains and The Gaijin Boss is an invaluable reference for anyone facing the challenges, rigors, and dangers of hiring, compensating, managing, and motivating Japanese," quote from George Fields, author of From Bonsai to Levi's. Table of Contents at www.tmt-aba.com

(Published by the Japan Times, 1984)

Taking Charge in Japan is a hands-on guidebook for the serious executive determined to build and energize stronger Japan operation.

Find out about Japanese socio-economic/government workings, business, corporate life, personnel/management techniques, and the people. Table of Contents at www.tmt-aba.com

(Published by the Japan Times, 1990)
Why U.S. Style Downsizing/Outplacement Is the Wrong Strategy in Japan explains what works best in Japan: "outplacement" in parallel with strategic cost base reduction and enhance ment of your organization's and people's performance.

Find out how you can apply the author's proven strategy to bring your operation in line with your objectives.

Striking Gold in Japan illustrates the use of Executive Search effectively and TMT's powerful turn key personnel management system.

Understand how the right managerial tools and organizational mechanism will help you overcome the challenges you face in managing employees and your firm in Japan.


This three-hour seminar video gives you the strategic tools to better manage the recruiting, pay, benefits, staffing and productivity problems of your organization.

Sixteen Steps to Corporate Leadership and Excellence present sixteen powerful motivational modules to learn from and help develop practical corporate skills. Forty-five great thinkers' keen insights and the author's extensive experience in Japan combine to provide a wealth of ideas for you and your company.
There are 87 case study testimonials in our Website that represent approximately 10% of the work TMT has done over the years. These testimonials appear with each client's signature in the publications below. Please view www.tmt-aba.com for details.

"Japan True or False - People Problems, Costs, Restructuring," 2004

AXA Investment Managers
BioMérieux
Cadence
Catapult Communications
CDC Marchés
Danisco Cultor
Danzas
eigo town
Electrolux/Noble Biocare
Elle International
Fusite Division (Emerson Japan)
Hertz Asia Pacific
HMV
Ingersoll-Rand
Kemper
Kennametal Hertel
Kimberly-Clark
Lands' End (Reader's Digest finale)
Liebherr
Maxtor Japan
Merial
Moog
Nippon Donaldson

Radiometer
REI
Rohm and Haas Japan K.K.
Royal Exchange Assurance
Schindler
SGS Incorporated (Société Générale de Surveillance Inc., Japan)
Shriro Trading Co., Ltd.
Snap-On Tools
Solectron
Thomas & Betts
TimberWest
Toyoda Sulzer
UPS Yamato Express
Villeroy & Boch Tableware

"Labor Pains and the Gaijin Boss," published by the Japan Times, 1984

Dataquest Japan, Ltd.
Foseco Japan Limited
Gieveson, Grant and Company
Nihon Dynatech K.K.
The Readers Digest of Japan, Ltd.
Searle Yakuhin K.K.
United Artists of Japan
"Taking Charge in Japan," published by the Japan Times, 1990
A.C. Nielsen Company of Japan Ltd.
ARC International Ltd.
Banque Indosuez
Bristol-Myers K.K.
Cargill North Asia Ltd.
Ecco Japan Co., Ltd.
Federal Express Japan K.K.
Kodak Japan K.K.
Kohler Company
Kuehne & Nagel
Lufthansa German Airlines
Monsanto Japan Ltd.
Ore-Ida Foods Japan Inc.
Sandoz Yakuhin K.K.
Teisan K.K. (L’Air Liquide)
Wells Fargo Bank, N.A. Tokyo Branch
Wyeth (Japan) Corporation

"Sixteen Steps To Corporate Leadership and Excellence," 1993
Alexander & Alexander of Japan, Inc.
Arthur Andersen and Company
Atlas Copco K.K.
Bayer Yakuhin, Ltd.
Chemical Bank
Churchill Livingstone Japan K.K.
Cirrus Logic K.K.
Cosa Japan K.K.
Credit Agricole
Data I/O
Falconbridge (Japan) Ltd.
First Interstate Bank
Generale Bank
Husky Corporation
Inchcape (Dodwell) Pacific Ltd.
Industrial Development Authority, Ireland
Japan Gamma Asset Management Ltd.
KLA Japan
Leo Burnett-Kyodo Company, Ltd.
Master Foods K.K.
Overseas Bechtel, Inc.
Philip Morris K.K.
SmithKline Beecham Consumer Brands
Swiss Volksbank & Securities, Japan
Uddeholm K.K.
Zurich Insurance Company Japan Branch
人事労務管理コンサルティングと経営資源としての人材の確保、能力開発を提供するTMT

人事労務管理コンサルティング部門

1. 就業規則／人事システム
2. 人事諸問題／アウトプレイスメント
3. 人材及び経費削減プログラム
4. 組合対策
5. 給与体系、福利厚生の設定と見直し

管理職紹介部門

人事労務管理コンサルティングと効果的に統合することにより、当社の管理職紹介は業界での先駆者の地位を堅持しております。「最適の人材をキャリアに」をモットーとして、広告媒体などに頼ることなく、これまでの実績で培ったわが社独特の手法で成功を収めています。当社の200名余の専門コンサルタントチームが、常時、資格の管理職の紹介を通して、組織作りの手助けをいたします。

TMTならではの優れた人材の紹介

TMTのリクルート業務は、次の2点を中心に行われています:
1. 日本企業あるいはその海外公式で働いてもらうバインドが日本人並びに外国人を日本でリクルート。
2. 日本で企業活動を行なっている企業への日本人管理職の紹介。

日本で探して日本でリクルートだから安心です

海外に進出している日本企業にとって最も難しいのは、現地で適任のマネージャーを見つけることです。現地のマネージャーの多くは、日本式の商取引、行動様式、文化といったものに理解がなかなかったり、不案内である、といった状態です。

人事労務管理コンサルタントとしての実績で、ひとみ違う管理職紹介を

1978年TMTは、人事労務管理コンサルティングを主業務として創立、当初管理職紹介は行なっていませんでした。しかし、企業の信頼を得るために、スタッフや組織のスチームに溶け込むような、しかもビジネスができる有能なマネージャー等の優秀な人材を探すよう要求されることが多くなり、現在の業務に着手することになりました。

TMTはコンサルティングを通じて求めてきた得意先との緊密な関係により、各企業の問題点やニーズ、及びそこで働く人々の環境などについて精通しています。これは管理職紹介業務における、TMTならではの重要なポイントです。

また、人材をリクルートする際、TMTが倫理感だけでなく、その人の“全体像”も非常に大切にしてきた点は定評があります。人事労務管理コンサルタントとして私共が重点を置いて投資は、単に職場人や会社にとって長期の負担を考えることはありません。会社の経営者レベル全体を見渡すことなのです。責任あるアプローチで臨むからこそ、他社とは全く違った人材斡旋ができるこうした問題に対し、私共はユニークな着想を得、他社に先を越してそれを実現に移しました。つまり日本に何年か滞在していて、日本人および日本式のやり方を理解している外国人を日本でリクルートするという方法で、アメリカ系、ヨーロッパ系、アジア系などのさまざまな企業から優秀な外国人を集めることに成功しました。彼らは日本語は流暢とは言えいかに多くとも、日本について多くを学んでいます。特に日本式のコミュニケーションや日本式商取引を理解し、柔軟に対応できることが大きな利点です。これからは現地の斡旋者に期待してはいけません。紹介された本社はもちろん、当地の業者でも日本の文化や日本式の人間関係、商取引の慣習などを理解していないのですから。

日本でリクルートすれば、採用の是非を直接本社でじっくり検討できる利点もあります。また、日本にいる外国人なしに日本人をスカウトするので、海外に就任する前の研修やオリエンテーションも日本で行なうことができ、経費を節約することになります。

26のです。
海外でも、また日本でも、“郷に入っては、郷に従え”が成功のカギ

日本企本も外国企本も、他国でビジネスを営むには、その国の特殊事情を考慮して経営方針を立てていかなければなりません。TMTはその点にも精通し、皆様の役に立ってきました。

私共の人事務管理は、大きくわけて次の2つの部門から成っています。

1. 日本企業の海外事業に対するアシストと協力。
2. 在日企業の事業活動に対するサポート。

日本企業の海外事業に対する
アシストと協力

海外に進出し操業するにあたって、日本人管理職が最も苦手なのか、労務・人事管理と言えましょう。1979年、当社の代表取締役社長トーマス・ネビンスは、日本貿易振興会、米国大使館、在日米国商工会議所、通産省（現経済産業省）、合衆国商務省が共同で後援した訪米投資観察団に在日米国商工会議所代表として参加し、米国16州へ進出している32の日本企業を訪れました。その結果、アメリカにおける日本企業は、労務関係で私共TMTの手助けを必要としていることを再確認するに至りました。

1980年、日本企業がアメリカ式の人事システムを確立するのに役立つように、トーマス・ネビンスは日本貿易振興会より「対美進出企業の労務管理のすべて—採用から解雇まで—」という本を出版。この本では、「積極的正措置」や「均衡雇用機会」などに対応するための適切なアドバイスをはじめ、多くの実用的な会社規定等を取り上げてています。

さらにトーマス・ネビンスは日本の人材的な団体や企業から招かれ、日本語による講演を行なってきました。また海外で働かすことになった日本人管理職に対しても、セミナーを開催しています。この中には、日本自動車がトラック工場をテキシー一州に設立の際、数日にわたって開かれたセミナーも含まれています。その他、労働省（現経済産業省）や日本貿易振興会、経団連、日経連、大阪商工会議所などでも講演し、NHKをはじめとする日本のテレビ、ラジオにも出演して同様のテーマについて語ってきました。

TMTが活躍している分野は、この他にも就業規則の作成、賃金体系の確立、労働組合の扱い等、在日外資系企業が手を得るための援助と協力をします。

たとえば欧米式の給与システムや人事に関する規定は変更が必要となることがあります。このような時にTMTは、従業員のやる気を損なうことなく、また不満が出てこないよう細心の注意を払いつつ、さまざまなシステムの変更をお手伝いします。

また、転任、大幅な人員削減、不適格社員の解雇などといった、人事上の典型的な問題でもTMTにお任せいただけます。

更には、個人間あるいは異文化間で発生するあるゆるトラブルで悩む外資系企業に対しても実績があります。組織の再編成長を行う。数々の方策を用いて、より自由で健全なコミュニケーションを確立し、その志気と生産性を高めるのに成功してきました。

意志の疎通と教育こそ成功への主な要因であると信ずるTMT、人事労務管理に関する数々の説明会や講演会を開いては、日本訪問中の本社社員や、日本にいる外国人管理職が日本での労務管理に対する認識を深めるためのアシス

在日企業の事業活動に対するサポート