

For Corporations

Showcases of the Introduction of Time Management

-Profiles of various patterns and results of time management for companies-

The Association of Japan Time Management Popularization

<http://www.jtime.or.jp>

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Preface

This document is designed to support those who have difficulty with persuading colleagues to introduce time management in your companies.

Nowadays, life-work balance and countermeasures against prolonged work are called for strongly. While the needs for time management is getting higher at the individual level, the introduction into corporations has been rather slow in our country compared to the West.

As we have been involved in time management training for a long time, we are now able to present some showcases which you can draw upon.

These cases are merely a part of all. Each case here has come to introduce time management and implemented the training and consulting at last after with some bumps and detours. We are afraid to inform that some companies' names are to be anonymous. Still, we hope you find it informative.

Today, economic environment always changes dramatically. What an organization can control by itself are the hiring and training of its corporate members. Thus, in this tumultuous time, it must be the critical way of surviving to tackle on what one can control as first priorities.

We have theories and technical know-how to **improve productivity among white-color workers**, which have been proved to be effective by a great deal of experiences and practices. I thank you for your consideration.

Mito Shinkin Bank (Consulting and partial Training: All staff participated)

1. Period of Implementation 1999-2004, 2010-

2. Implementation Outline

1) Consulting on merger (Morale survey)

2) Consulting on merger (Comparative survey on job performance and prescription for improvement)

3) Consulting on branch managers' services

4) **Training for branch managers (aimed at enabling them to focus on their own duty)**

5) Development of guideline for branch managers

6) Consulting on how to improve sales and marketing skills of branches

3. Trigger of Introducing Time Management

1) Chairman read "*Science of Management*" (Toyo Keizai) and conducted study sessions at the board meetings.

- 2) Concept of the book was applied to the morale survey of merger at the board meeting.
 4. Concrete Measures
 - 1) Set up a business institution to supervise the improvement and review the measures and policies regularly.
 - 2) Facilitated interaction between Personnel Department and Sales Promotion Department and worked company-widely.
 5. Achievement
 - 1) Went through a series of mergers smoothly.
 - 2) Developed autonomic work practice and established autonomic branch management in a rare case as a banking institution.
 6. Key Factors for Success
 - 1) Decision-making was quick and accurate due to top-down approach.
 - 2) Company-wide effort promoted the cooperation and coordination with **other issues such as CRM.**

Daikan Co. Ltd (Consulting: All staff participated)

1. Period of Implementation 2000-2002
2. Implementation Outline
 - 1) Consulting and analysis of business services
 - Management skills check
 - Interview
 - Analysis of the time allotted for work
 - 2) Management skills improvement programs for board members
 - 3) Promotion of their start-up business (**expanded sales of Voice Mail**)
 3. Trigger of Introducing Time Management
 - 1) Chairman participated in Yukimoto's lecture presentation and decided to the introduction.
 - 2) It is concluded efficient to utilize our know-how to promote their new business.
 4. Concrete Measures
 - 1) Implemented an analysis of business services all over the company.
 - 2) Supervised board members improving their management skills.
 5. Achievement
 - 1) Cleared up issues at each section and set out an orientation to improve services.
 - 2) Developed management skills of board members as their new business expanded, which promoted a spirit of teamwork.(e.g. lecture on **Voice Mail**)
 6. Key Factors for Success
 - 1) Decision-making was quick and accurate due to top-down approach.
 - 2) The use of **Voice Mail** made it easier for the whole company to work together.

Mitsui Real Estate Sales Co., Ltd. (Consulting and Training)

1. Period of Implementation 2002-2003
2. Implementation Outline
 - 1) Consulting and analysis of business services
 - Management skills check
 - Interview
 - Analysis of the time allotted for work
 - 2) Leadership Training
 - 3) Countermeasures against prolonged work
 3. Trigger of Introducing Time Management
 - 1) Department head read "*Time management for good job*"(Toyo Keizai) and made an inquiry to us.
 - 2) The way had been sought to improve communications with its contingent workers and suppliers.
 4. Concrete Measures
 - 1) Implemented an analysis of business services in each department.

- 2) Supervised workers in each department improving their management skills.
 5. Achievement
 - 1) Cleared up issues on leadership and business processing and set out an orientation to improve services.
 - 2) Reduced overtime hours by 13% while the workload increased.
 6. Key Factors for Success
 - 1) Time management became popular as a lingua franca among people from various backgrounds.
 - 2) Regular inventory count enabled a clear grasp of their business affairs.

NEC Tohoku, Ltd. (Consulting and Training)

1. Period of Implementation 2006-
2. Implementation Outline
 - 1) Consulting and analysis of business services
 - 2) Introduction of **pilot experiment system in branches**
 - 3) Leadership Training
 3. Trigger of Introducing Time Management
 - 1) BPR manager read "*Time management for good job*" and made an inquiry to us.
 - 2) Concept of the book met their demands as they were conscious of the importance of "science of management" from their previous failures.
 4. Concrete Measures
 - 1) Implemented an analysis of business services **in the back-office sections.**
 - 2) Regularly supervised managers improving their management skills.
 - 3) Utilized groupware to equalize operations.
 5. Achievement
 - 1) Cleared up issues at each section and set out an orientation to improve services.
 - 2) Reduced stress and overtime hours, increased leave-taking and activated communications among workers.
 6. Key Factors for Success
 - 1) Independent-minded efforts of workers were respected, neither being hurried nor forced to do so.
 - 2) Implementation was done scientifically with frequent data collection.

Hokkoku Bank Employees' Union (Training and Newsletters)

1. Period of Implementation 2008-
2. Implementation Outline
 - 1) Analysis of their activities (including skills check)
 - 2) One-day training for the union leadership
 - 3) Serialization of articles on time management in the union's newsletters
 3. Trigger of Introducing Time Management
 - 1) Another bank employees' union referred to our association
 - 2) Both labor and management were just trying to cut back on overtime.
 4. Concrete Measures
 - 1) Implemented an analysis of the activities of the board members.
 - 2) Supervised the board members improving their management skills.
 - 3) Diffused time management skills through newsletters
 5. Achievement
 - 1) Conveyed the importance and the key points of time management to the bank.
 - 2) Enabled workers and managers to cooperate with each other and take countermeasures against overtime work when executives of the bank sympathized with the serials. (**Introduced Concentration Time and Communication Time**)
 6. Key Factors for Success

- 1) Training for the leadership made it possible to grasp the realities on the job.
- 2) Serials based on the actual condition evoked workers' sympathy.
- 3) The Union leadership were highly-motivated.

Mie Prefectural Government (Training and Consulting on departments)

1. Period of implementation 2004-2007
2. Implementation Outline
 - 1) One-day training for senior staff
 - 2) Support for productivity improvement in departments
 3. Trigger of Introducing Time Management
 - 1) Training staff read a book of Yukimoto and decided the introduction.
 - 2) Time management training done in the previous years had been given low evaluations.
 4. Concrete Measures
 - 1) Developed a one-day program for Mie Prefectural Government.
 - 2) Individually supervised departments for the improvement of job performance through analyzing their services and the time allotted for work.
 5. Achievement
 - 1) Developed a common language at workplace and improved communications.
 - 2) Reduced stress, improved the motivation of the staff as well as helped them to sort out their priorities.
 - 3) Formed common rules on how to process work in departments and improved their productivity.
 6. Key Factors for Success
 - 1) Program specially designed allowed pinpoint supervising.
 - 2) Training data and work-related skills check implemented until then revealed the actual state.

Central Nippon Expressway Company Ltd. (Training for managers)

1. Period of Implementation 2007-
2. Implementation Outline
 - 1) Training for managers
 3. Triggers of Introducing Time Management
 - 1) Training staff read a book of Yukimoto and contemplated the introduction.
 - 2) Company announced a policy of taking countermeasures against prolonged work.
 4. Concrete Measures
 - 1) Developed a half-day program for Central Nippon Expressway
 - 2) Implemented an analysis of business services and partially introduced consulting means.
 - 3) Started training from senior managers gradually to the others.
 5. Achievement
 - 1) Shared concrete measures of the company policy
 - 2) Reduced stress, improved the motivation of the staff as well as helped them to sort out their priorities.
 - 3) Formed a common idea regarding several unorganized management techniques, which provided efficient job performance.
 6. Key Factors for Success
 - 1) Program specially designed allowed pinpoint supervising.
 - 2) Pragmatical business training was implemented thanks to continuous feedback on the analysis of business servers during the training.

Macnica, Inc. (Training for younger staff)

1. Period of Implementation 2005-

2. Implementation Outline

1) Training for younger staff with follow-up

3. Triggers of Introducing Time Management

- 1) Training staff read a book of Yukimoto and contemplated the introduction.
- 2) OJT on-the-spot was malfunctioning and they had difficulty in developing human resources.

4. Concrete Measures

- 1) Developed a course with follow-up next month.
- 2) Implemented an analysis of business services and partially introduced consulting means.
- 3) Reenacted realistic situations with the support of senior staff as observers.

5. Achievement

- 1) Mastered the basis of business processing.
- 2) Attained greater proficiency by checking and modifying the accomplishment of their month-long practice through the follow-up.
- 3) Successfully applied the skills to daily business with the support of senior staff.

6. Key Factors for Success

- 1) Follow-up brought about sufficient understandings and the skills were put to practical use.
- 2) Participation of senior staff contributed to improve teamwork as well as enabled practice on-the-spot.

Sumisho Computer Systems Corporation (Training for younger staff and Follow-up of senior staff)

1. Period of Implementation 2006-

2. Implementation Outline

1) Training for younger staff and feedback to senior staff

3. Triggers of Introducing Time Management

- 1) Training staff read an article about time management in an IT magazine and contemplated the introduction.
- 2) OJT on-the-spot was malfunctioning and they had difficulty in developing human resources.

4. Concrete Measures

- 1) Developed a program with a debrief session by the participants for the senior staff.
- 2) Implemented an analysis of business services and partially introduced consulting means.
- 3) Feedbacked the result of the analysis and training details to the senior staff.

5. Achievement

- 1) Built up communications between managers and subordinates.
- 2) Raised the level of skills since all of the younger staff participated in the program.
- 3) Improved the senior staff's skills through the two-hour debrief session.

6. Key Factors for Success

- 1) Feedback to immediate managers enabled the younger staff to use the skills in actual business.
- 2) Training that involves consulting was carried out since it was able to provide them with almost full support from a preliminary analysis, training on the day, e-learning and books as supplementary material to feedback to the senior staff.

Tokyo Electric Power Company Inc., Tama Branch Office (Leadership Training)

1. Period of Implementation 2005-

2. Implementation Outline

1) Leadership training

3. Triggers of Introducing Time Management

- 1) Training staff read a book of Yukimoto and contemplated the introduction.
- 2) Concrete countermeasures against prolonged work were of concern.

4. Concrete Measures

- 1) Implemented a leadership training seminar.
- 2) Implemented a one-day training by the project team.
- 3) Implemented a half-day training by the staff with a leadership training experience.

5. Achievement

- 1) Established a system where time management can be intrusted routinely.
- 2) Enliven the mood of work restructuring through the implementation.
- 3) Developed training methods specially designed for their company.

6. Key Factors for Success

- 1) Trainees were highly-motivated.
- 2) Training had high-power backing from the branch manager.
- 3) Analysis of the actual condition on the ground had been finished and the data was already available for the training.

Unicharm Union (Training and Consulting)

1. Period of Implementation 2002-

2. Implementation Outline

- 1) Half-day program for all branches

3. Triggers of Introducing Time Management

- 1) Concrete countermeasures against prolonged work were being sought for.
- 2) They found out our association through our lectures, books and websites, and made an inquiry.

4. Concrete Measures

- 1) Implemented a one-day program for the board members which was co-hosted with the personnel section.
- 2) Conducted yearlong study sessions in the branches.
- 3) Proposed concrete countermeasures against prolonged work at the board meetings, based on accomplishment of the study sessions.
- 4) Developed a unique method "SAPS" and spread it not only over the company but also all over the world.

5. Achievement

- 1) Formulated concrete countermeasure against prolonged work.
- 2) Familiarized the members with the concept of "science of management."
- 3) Enabled data acquisition to move board meetings.

6. Key Factors for Success

- 1) Union executives were highly-motivated.
- 2) Union branches shared common concepts and enlivened the mood of their expansion throughout Japan.
- 3) Management team was clear-sighted.

*SAPS was applied to from board members to junior staff year after year, and spread all over the world in six years.

A certain optical instrument manufacturer's labor union (Lecture)

1. Period of Implementation 2007-

2. Implementation Outline

- 1) Two-hour lectures for the union branches

3. Triggers of Introducing Time Management

- 1) Concrete countermeasures against prolonged work were being sought.
- 2) Implementation had been considered since our association was founded.

4. Concrete Measures

1) Discussed the contents of the lectures preliminarily. (Gained an understanding of the actual situation)

2) Implemented Two-hour lectures.

3) Followed up by our Web Based Training.

5. Achievement

1) Every lecture was filled to capacity even though the participation was not obligatory.

2) Proved their high level of awareness of prolonged work.

3) Enhanced opportunities for future concrete measures.

6. Key Factors for Success

1) Person in charge continued to try to contrive the project even though it required as long as four years to actualize the implementation.

2) Contents of lectures were well-acquainted with the actual situation and were given a high mark on participants' questionnaires.

3) Another branch that had already implemented the program had affirmative reactions, which encouraged them.

Hitachi Institute of Management Development (Know-how offer)

1. Period of Implementation 2007-

2. Implementation Outline

1) Training contents offer to the group businesses

3. Triggers of Introducing Time Management

1) Renewal of their existing course was considered.

2) They found out our association through our lectures, books and websites, and made an inquiry.

4. Concrete Measures

1) Implemented a one-day training in the office.

2) Decided to introduce our programs as a different affair from the renewal.

3) Implemented our periodical open courses as well as courses for corporations customized.

4) Implemented presentations for the group businesses regularly.

5. Achievement

1) Raised the needs for time management training, which contributed to their sales growth.

2) A common language among the group is developing.

3) The needs for consulting and contents such as e-learning were created as well as for training.

6. Key Factors for Success

1) Contents fit well with the needs.

2) Previous accomplishments and the new service were coordinated successfully.

3) Training system with before and after support was highly evaluated.

The University of Tokyo, School of Health Sciences and Nursing, Faculty of Medicine (Collaborative project)

1. Period of Implementation 1995-1997

2. Implementation Outline

1) Regular study sessions on time management

2) Fieldwork in medical front with our theories applied

3. Triggers of Introducing Time Management

1) Researchers were in need for efficient time management skills.

2) Field surveys on nursing and medical services were at a stalemate.

4. Concrete Measures

1) Conducted study sessions with researchers, postgraduate students and persons concerned in the institute.

2) Promoted their information-sharing by introducing Zaurus.

- 3) Assisted development of the framework of fieldwork with our know-how.
- 4) Supervised them writing lucubrations in accordance with the fieldwork.

5. Achievement

- 1) Improved communications in the institute.
- 2) Found a breakthrough of the field work which had been at a stalemate for long.
- 3) Improved research skills of the researchers.

6. Key Factors for Success

- 1) Study sessions with private companies turned out to be provocative.
- 2) They were progressive enough to trust our theories which at that time were tentative.
- 3) Their expertise enabled our theories to be put into practice.

1. Period of Implementation Spring 2009 - Fall 2009

2. Implementation Outline

- 1) Study sessions on time management
- 2) Before and after skill check

3. Trigger of Introducing Time Management

- 1) Needs for skill check of workers were getting higher.
- 2) Our association developed a unique skill check system.

