Management Philosophy of Hasegawa Kazuhiro and adaptation for preparing of AEC

Chatnarin Metheekul

[1]Faculty of Medicine, Thammasat University, Klong Luang, Pathum Thani, 12121, Thailand

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Background

The Association of South East Asian Nations (ASEAN), established in 1967 under the commitment to establish cooperation in terms of politics, economics and sociocultural affairs has passed several eras of developmental milestones, in which Thailand, one of the founder of ASEAN has been securing the role as an important key player through cycles of governments. The move to AEC will be another challenging phenomena Thailand has to prove in terms of competency and competitiveness to maintain the "key player" status in ASEAN, regarding to the country's infrastructures and human resources.

AEC: A great leap forward of ASEAN

During the first decade after the establishment of ASEAN, there is no evidence in prominent role or action of ASEAN in both regional or global arena. Not until 1975 that the Indo-chine peninsula became communist, results in the mission of ASEAN partnership in resisting the communist's propagandas. The surging temperature in fighting communist in the "Cold War" by ASEAN came to an end after Thailand played "the key player" role in accommodating the release of Cambodia from the Vietnam's military in 1989. After the Cold War, arrived the era of global trade competition, in which Thailand spearheaded the establishment of ASEAN Free Trade Area (AFTA) in 1992. ASEAN,

in the beginning was comprised of three main pillars as the followings.

1. ASEAN Political and Security Community (APSC)

2. ASEAN Economic Community (AEC)

3. ASEAN Socio – Cultural Community (ASCC)

In ASEAN nations, diversify political systems and demographic characteristic leads to decline progress in partnership under APSC and ASCC, in contrast to using the AEC blueprint which promise a win – win situation for all. The AEC blueprint is characterized by

- common or single market

- freely flowed movement of service

- Flow of capital and investment

- exchange and flow of skilled workers among ASEAN countries, in which will begin with 7 fields including Medical Services, Nursing Services, Dental Services, Accounting Services, Engineering Services, Architectural Services and Surveying Quantification Service.

Hasegawa Kazuhiro Philosophy and Preparation for AEC

Hasegawa Kazuhiro started off as a business consultant at the age of 27. He has helped over 2,000 Japanese companies out of bankruptcy after several episodes of economic changes and crisis. In modern management, tacit knowledge is as important as explicit knowledge. His body of managerial knowledge and skills can be concluded in 3 domains, i.e. 1) leaders culture, 2) Human resources development and 3) Reflection and Transformative Learning which will therefore be discuss further.

A) Leadership culture

In Hasegawa's view, one have to develop his own leadership styles and concepts, which is logically true, referring to different leadership theories available, but there are certain things that differentiate between a good performer and a good leader, regardless of leadership theory's character. These things are

1) ***Be a mentor and facilitator*** .Many countries in ASEAN use the common leadership style or norm as controller in

order to reach the organization's goal, this may be a result of the roots of education system in many countries that are used to "rote learning" in which students (the future workers) are gradually getting used to being told what to do, leading to deprived skills when facing an unknown task or working environment.

In 2015, ASEAN countries will be more connected with corporates from neighbor countries, which they will have to adapt in order to encounter with different norms, values and culture. The freedom from being controlled helps to immunize the corporate's workers to cope better in terms of productivity, creativity and perseverance, in contrast to the model which leaders act as controllers.

2) Governance

Governance will create an environment that fosters legal and ethical behavior in a nation or corporate. In response to "change" either minor or major, a sense of uncertainty or job insecurity spread like wildfire. In this same manner, the change to a single market model as in AEC will take the limelight to leaders asking for their clearness of governance and accountability in taking responsibility for the corporate, community or self that the leader serves. The data from several researches support Hasegawa's beliefs that productivity will increase sharply in organization with a well govern moral compass. This brings up the worries that "governance" in ASEAN countries is far from being the priority strategy in managing business.

3) Adaptability

Organizing a business model after the start of AEC will be full of trials and errors. Visionary leaders will be able to clearly distinguish facts and feels, in which the ability of not to resist "change" to a non – working system is the key to adaptability. Within the ASEAN nations lay the atmosphere of internal competitions, in which the establishment of AEC is certain that collaboration along with competition is inevitable. Hasegawa is a firm believer in the roles of leaders towards organizational adaptability, no matter how worse the situation, the Japanese guru believes in the motto "never say die".

B) Human Resource Development

In Japanese culture, the sense of human resource development in organizations tend to be common. Hasegawa's body of knowledge was influenced by management gurus of the famous so – called "Shimura School" (e.g. Shimura Shin, Morita of Sony, etc.). In his idea, human resource must be a committed professional. "Professional" is therefore crafted by 5 factors and 3 characters. The factors are 1) dedication, 2) professional competency, 3) managerial skill, 4) good relations and 5) being healthy. These 5 factors must be added with other three characters including 1) self – reliance 2) experience and 3) enthusiasm towards success. The forming of AEC will lead to a more solid competition, either internal or external. Questions arose on the preparedness of human resources in ASEAN countries to a common market system. The production of human resources to the market faces many limitations at the beginning from the recruitment of the right personnel, the on – the – job training system and good governance in the organizations.

Hasegawa has pointed out that there are a variety of recruitment methods and difference in the level of governance among organization. Instead of sending the human resources to take courses in professional competency in all level of management, he proposes on on – the – job training. Each personnel must be able to organize his own operation plan which will include the followings

1. Identify the problems on the job.
2. Analyze the problems.
3. Set priority of problems.
4. Set objectives in solutions.
5. Set strategy to solve the problem.
6. Actions that have objective results.

The plan will be written in a single A4 paper, in which everyone can find it convenient and affordable. Hasegawa indicates that the importance of human resource development is so important that each corporate should not let it be just a lip – action, but should be truly supported.

C) Reflection and Transformative Learning

In ASEAN countries, the norm in giving reward to personnel lays upon

monetary issues such as bonus and rise in salary, with little concern on creating a healthy environment in organizations. For Hasegawa, the term "healthy working environment" does not only refers to good sanitation conditions, friendly relationships or appropriate ergonomic conditions, but also indicates on reflective observation of experiences and transformative learning in order to make the organization's personnel's routinely self – evaluate their working culture in the form of thoughts, actions and fulfillment, then consider to change or maintain this culture upon analysis until finally construct a model of learning or obtain knowledge of their own, in which will guide their actions. Organizational leaders must take action as facilitator of this process by encouraging and empowering personnel's to consistently run this cycle.

The philosophy of transformative learning molded into the 3 characters for becoming "professional" according to Hasegawa as previously stated, i.e. self – reliance, experience and enthusiasm towards success and learning.

Conclusion

The construction of Hasegawa Kazuhiro's management philosophy is obviously the process of making tacit knowledge into explicit knowledge from his dedications in taking notes from his experience. These are the things that are not able to learn in management schools but are able to modify for usage in various conditions. ASEAN countries may try to develop their model of preparation for AEC by using his model which balances leadership culture, human resource development and transformative learning.