

1 Implementation Schedule of GCI Development

Item	4	5	6	7	8	9	10	11	12	1	2	3
GCI& IAP	1st Wave GCI Assessment										2nd Wave GCI Assessment	
Goal Setting		Set up work & private objectives		Self Evaluation & Reporting			Self Evaluation & Reporting			Self Evaluation & Reporting		
Self Report Writing				Implement Plans			Implement Plans			Implement Plans		
Coaching		SWOT Analyses 1H/person	【Weak Areas Analyses】 Focusing weak competencies and make action plan to develop these weaker global competencies				【Follow up and Backup】 Every three months the examinees are requested to report their activities. Last coaching session is held at the end of the session.					
Training Mindset	◎Global Basic Course	◎Diversity Management		◎Learning from History			◎Mid-term Reporting of Weaker GCIs (2day-OCT)			◎Final Reporting of own Activities & New Business Proposal (2days-MARCH)		
Management	◎New Business Planning to be created Planning & Action Plans & Work Schedule		◎Global Leadership Development			◎Global Strategy & Innovation	◎Midterm Business Developing Plans	◎Global Finance		◎Action Planning for New Business Creation ◎ Business Planning Presentation		

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Concept and Objectives of This Project

Judging from the down trend of the Japanese domestic market, most of the Japanese companies need to expand the ratio of foreign productions and sales up to 30-50%, in order to keep up the sustainability. However, in reality, there is no doubt that in order to achieve the objectives, most companies are short of global managers/leaders who are capable of leading the acceleration of globalization.

What is required to these potential global managers/leaders are

- to thoroughly analyze the global market and create new ideas which meet the needs of the global market.
- to foster creative mindsets which will be beneficial to the competitive global market.
- to develop frame of reference leading to taking action through several intellectual and field activities, as past literature shows that human internal soft competencies are not easily created but only through several training sessions.

In order to produce concrete outcome, not only global competencies, personality traits, organizational behaviors but also own experiences need to be theoretically analyzed, and correlations and causal relationships to be identified.

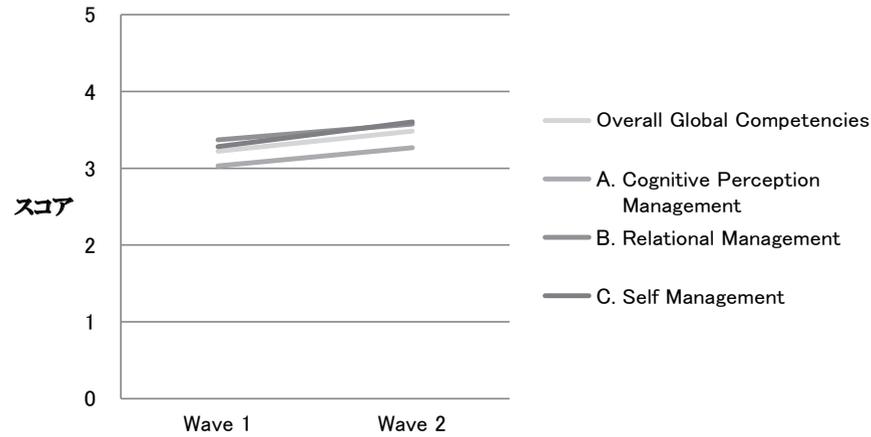
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Ideal Target Groups & Plans for this Longitudinal Development

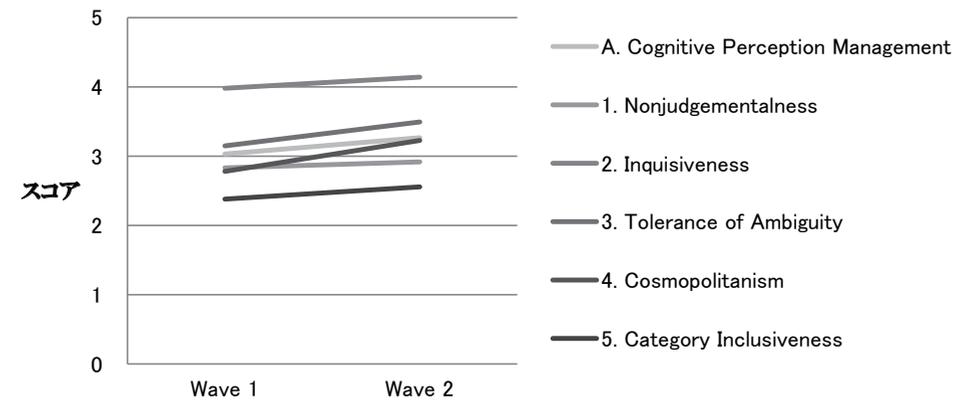
- Every year, ten to fifteen younger managers are nominated for candidates of future global leaders and go through various experiential training, coaching, self studies, and field studies & activities for full one year in order to actualize the creation of new businesses and the development of global competencies.
- HR organizational behavioral appraisal is normally conducted by superiors in most of MNCs. However, human soft competencies are difficult to be assessed by a third party because they are not developed by visible business activities, but by creating own basic assumptions through various mindful challenges.
- Having analyzed the mechanism of developing human soft competencies, it turned out that the actualization of developing these competencies could be feasible through this type of longitudinal research project.
- Personality traits, global competencies, and behavioral activities were found correlated and identified to mutually show a causal relationship through longitudinal research methods.
- In order to create positive organizational behavior, all soft competencies such as self initiation, creativity, and autonomous identity need to be carefully analyzed for development.

4 Research Data Outcome (Group Mean Scores)

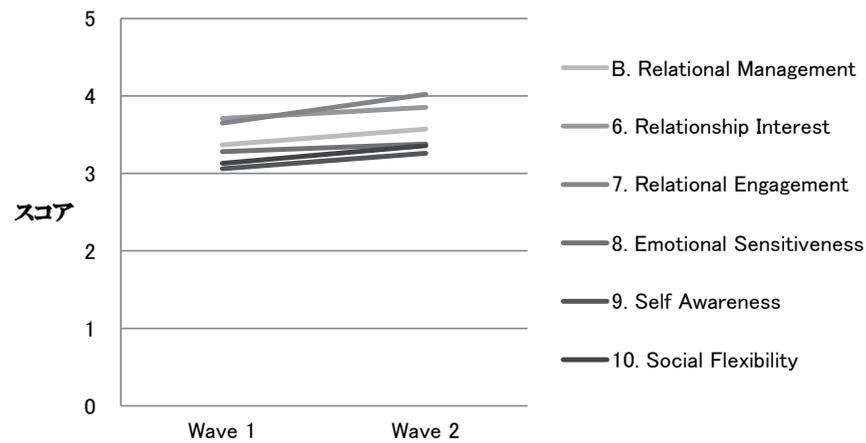
Overall Global Competencies



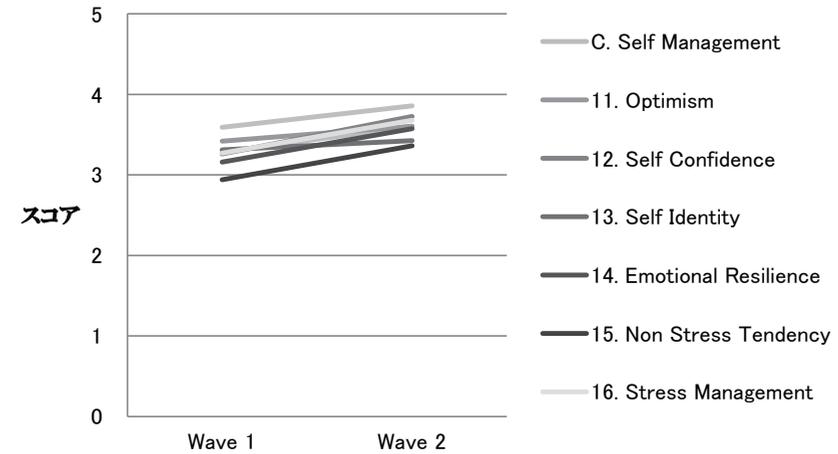
A. Cognitive Perception Management



B. Relational Management



C. Self Management



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t -test result

Group Mean Score	Wave 1	Wave 2	t test result
A. Cognitive Perception Management	3.03	3.27	*-2.886
1. Nonjudgementalness	2.83	2.92	not significant
2. Inquisitiveness	3.98	4.14	*-1.733
3. Tolerance of Ambiguity	3.15	3.49	*-2.876
4. Cosmopolitanism	2.78	3.23	*-2.681
5. Category Inclusiveness	2.38	2.56	not significant
B. Relational Management	3.37	3.57	*-3.358
6. Relationship Interest	3.71	3.85	*-2.692
7. Relational Engagement	3.65	4.02	*-3.622
8. Emotional Sensitivities	3.28	3.38	*-1.707
9. Self Awareness	3.06	3.26	*-2.072
10. Social Flexibility	3.13	3.36	*-2.691
C. Self Management	3.28	3.60	*-5.519
11. Optimism	3.42	3.61	*-2.555
12. Self Confidence	3.26	3.73	*-6.600
13. Self Identity	3.31	3.43	*-1.492
14. Emotional Resilience	3.16	3.57	*-5.287
15. Non Stress Tendency	2.94	3.36	*-3.854
16. Stress Management	3.27	3.68	*-4.780
17. Interest Flexibility	3.59	3.86	*-2.061
Overall Global Competencies	3.22	3.48	*-4.445

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Research Findings

- The outcome of the longitudinal research shows that 15 Japanese managers were significantly able to enhance their global competency level even though the duration of the project was limited to one year.
- In this trial, because the participants were carefully paid attention to, given a detailed advice for enhancing global competencies, given coaching and training, the outcome of the research shows a high level of achievement.
- Regarding the development of global competencies of experienced managers, they tend to stick to their own thoughts and ideas. Thus, after taking the assessments, their weaker global competencies were deprived and they were asked to set up several work and private target objectives in order to improve their weaker competencies to a higher level. This type of longitudinal approach turned out to be very effective for developing weaker global competencies.
- It is commonly said that even if HR department tries to conduct various types of training programs, the learning curve of participants does not always reach a high level, because most managers tend to make an excuse for being busy. In addition, since the internal self consciousness level of some managers is not high enough, their willingness and motivation for learning are not strong either. For this type of adult education, it turned out that it is very important to pay more attention to measuring the result of improvement at each learning stage by implementing this type of longitudinal approach.