



Takahito Tokita

Keidanren *Women's Executive Network*

Leadership Mentor Program

Purpose-Driven Management Demands Organizational Reform



Keidanren Women's Executive Network

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Key Qualities for Purpose-Driven Management

In times when our values are undergoing drastic changes, entity's business that wishes to receive active support can resonate with people by pursuing a common goal shared by its various stakeholders. At Fujitsu, we took a major change of direction toward purpose-driven management, as we sought to switch to a management style based on the concept that a company works for its employees, as opposed to the formerly accepted approach by which employees were subservient to the company. The foremost quality required in management is honesty. Without trust, there can be no progress. Employees need an environment in which they feel prepared to take on challenges without fearing failure.

We encourage our employees to carve out their own purpose. The question we then face is how closely the organization's direction can accommodate each employee's purpose. We believe that while there may be overlap between the two, an employee's purpose and the organization's purpose may not perfectly coincide.

Shift Toward the Global Human Resource System

Given that the human resource system is one of the foundations of an enterprise, Fujitsu has made the change to a job-specific approach to hiring and managing personnel—that is, matching potential employees with specific jobs based on their skills and experience, in place of the conventional Japanese system where employees are hired as general members of a company. When I took the reins as CEO, I pursued reform aimed at bringing our domestic human resource system—which covered the majority of personnel—in line with the human resource system pursued by Fujitsu globally.

The fact that it was possible to implement such a major reform in just one year was a result of the already ongoing efforts by employees in their workplaces to constantly recognize issues and pursue discussion to address them. Such employees' initiative in the workplace is one of Fujitsu's strengths as a company. A key quality required of those business leaders is the leadership capability to implement such ideas in practice.

Changing the Ways of Thinking With in the Organization

It is said that we are in an age where the agile approach should be applied to everything we do. Such agility requires forming rough consensus and communicating proactively. When the senior management of a company wishes to share their ideas with the employees, the background of those ideas may not be successfully conveyed if they are simply transmitted to the employees as a decision from the upper ranks.

While it is often suggested that it is our mindset that needs changing, this is not the solution. Particularly in the case of a company with a long history, it is change to systems that prompts shifts in actions and behavior, which in turn gives rise to changes in our perceptions and our awareness of issues. That is why it is important to make changes to systems and structures, and to ensure that the concepts behind those systems are conveyed in such a way that employees can directly communicate their thoughts through open meetings or other such forums, rather than being force-fed knowledge. We need to explain the concepts behind the new systems, carefully listen to employees' opinions, and ensure that the views that are taken on board are always properly acted upon. Employees need to be able to understand the information and data based on their own creative thinking, rather than simply being readers of the information.

Mentor Profile

Takahito Tokita

Vice Chair of the Board of Councillors, Keidanren

Representative Director CEO, CDXO, Fujitsu Limited.

- Apr. 1988 Joined the Company
- Jun. 2014 Head of Financial Systems Unit, Integration Services Business
- Apr. 2015 Corporate Executive Officer
- Jan. 2019 Corporate Executive Officer EVP, Head of Global Delivery Group
- Mar. 2019 Corporate Executive Officer, SEVP
- Jun. 2019 Representative Director and President
- Oct. 2019 CDXO (Chief Digital Transformation Officer) (to present)
- Apr. 2021 Representative Director and CEO (to present)

