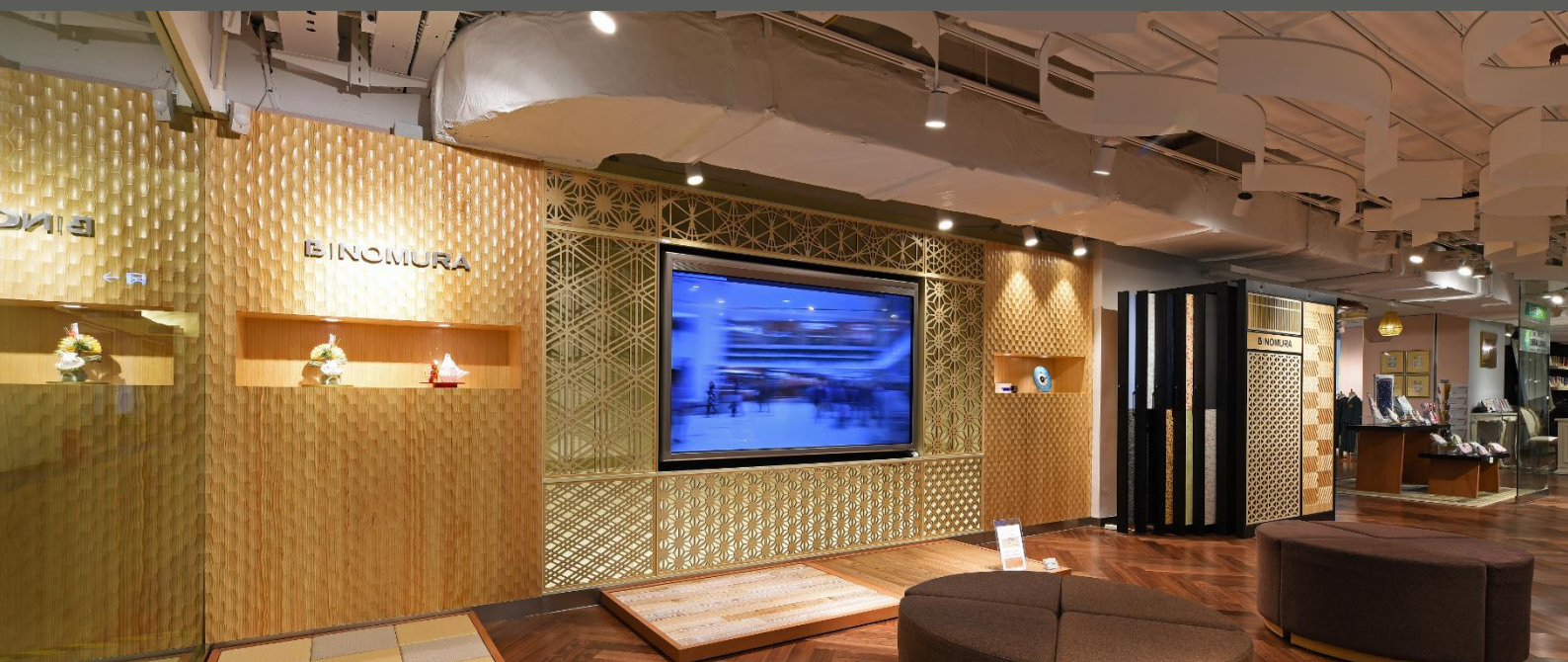


Unlocking Potentials

For Local Talents of NOMURA (Beijing) Co., Ltd. :
The key organisation of the global strategy of NOMURA Co., Ltd.

Special Report

Mr. Zhang Jie, Vice President
Mr. Cao Qin, Vice President
Mr. Tang Yi Qiao, Vice President



NOMURA (Beijing) Co., Ltd.

NOMURA (Beijing) Co., Ltd. is the Chinese subsidiary of NOMURA Co., Ltd. being the largest provider of exhibition design, display planning, design, construction and operation management for commercial facilities and museums in Japan. Established in 2004 to provide the design with "Japanese quality" and construction in China and Asian market. In addition to its headquarters in Beijing, there are three locations in the mainland China - Shanghai, Shenzhen and Chengdu. It is the first Japanese full-ownership company to obtain a Level 2 Certification in Design and Construction of Integrated Quality in the interior decoration industry in China.

WeChat(Weixin 微信)►



Mr. Zhang Jie

Vice President

After graduating from the Graduate School of Management at Tohoku University, he worked for a Japanese company for three years. He then joined NOMURA (Beijing) Co., Ltd. in 2012, where he was in charge of the Trading Department of fixtures, and has experienced as a project leader of large projects. He became the vice president in 2017 and is involved in the management of the company. His favorite saying is "Boys, Be Ambitious."



Mr. Cao Qin

Vice President

Born in 1981 and joined Nomura (Beijing) Co., Ltd. in 2009 at Shanghai office. He started as a site manager with six employees and successfully led its expansion. There are currently about 60 employees in Shanghai office and about 90 employees in total in China. He was designated as the vice president and has been in charge of the retail market since 2020. His favorite phrase is "Study hard and think deep, and know its meaning."

Mr. Tang Yi Qiao

Vice President

A graduate from Sichuan University. He has studied at Waseda University in Tokyo and holds Level 1 of the Japanese Language Proficiency Test. In 2015, he joined NOMURA (Beijing) Co., Ltd. He started his career in the company with the General Administration Department, where he was in charge of general affairs, he worked in the human resources and labor management, before being appointed to his current position in 2018. His motto is "Treasure every meeting."



Unlocking Potentials For Local Talents

Aiming to Step above in the Growing Asian Market

NOMURA Co., Ltd. is one of the largest and oldest Japanese display company established in 1892. The company defines its responsibility as to bring business success to their clients, and to deliver dreams and excitement to their consumers who visit their clients' premises. Their brand statement is "Prosperity Partner", using it as the symbolic slogan that expresses the aim of the entire NOMURA Group. Now the company has been on their long-term business plan, "→N22" since 2013. "→N22" has 3 steps and the theme for the second step through 2017-2019 was "Compete on a Whole New Dimension". NOMURA (Beijing) Co., Ltd. significantly plays an important role on this strategy as the subsidiary of Nomura in China.

NOMURA (Beijing) was established in 2004, when it accepted the order from the major Japanese manufacturer company to support their business expansion in China. Since its establishment, the company has provided Chinese and Asian market with high quality control and technology through a collaborative system of full-time Japanese staff and qualified local Chinese staff. Since the Shanghai Expo in 2010, Nomura (Beijing)'s sales have continued to grow

steadily, and the company has expanded to four offices in Beijing, Shanghai, Shenzhen and Chengdu. It was also in the phase of rapid growth along with the number of employees.

"In the dynamically growing Asian market, we will raise the bar of competition to another level." Mr. Sudo, who was the president at the time (now officer of Nomura Co., Ltd. and division director in the Global Business Division of Business Headquarters), frequently conveyed this message, and at the 2017 annual meeting, he praised Nomura (Beijing)'s high level of "execution" and conveyed his expectations for the next stage of the company's development, which was the demonstration of being "creative". This was a concerted effort by the entire organization to be recognized in the marketplace as an entity that could compete with companies not only in China but also globally.

At the same time, another major change was taking place in Nomura(Beijing). It was the localization process

to appoint the local member as a manager to fulfill local needs. However, in order to achieve this goal, there was a challenge to be overcome. Looking back on those days, Mr. Tang, the current vice president, said "During the localization period from 2016, I don't think many of the core and local members of Nomura (Beijing) had studied management. Those who became managers were skilled in achieving results in their areas of responsibility, such as sales and construction management. On the other hand, they were not accustomed to dealing with expanding operations and managing members of the team at the same time."

Partly due to the influence of Chinese culture, the managers, who tended to maximize individual results, did not see the significance and methods for communicating their strong passion and enthusiasm for their work to their subordinates. As a result, it was not easy to create an organizational vision for the team to work together.

■ 3 STEPS to achieve N22: reference from the Annual Report



<<https://www.nomurakougei.co.jp/english/ir/investorsguide/assets/pdf/annualreport2019.pdf>>

Unlock the Potential of Key Talents; Designing process

"A strong organization always has good leaders." Mr. Sudo was sure to this belief, then he had his eye on the programme of **Impact**. The important thing was that not only did they have to meet immediate sales targets and deadlines of constructions, but also, they envisioned the future of Nomura(Beijing) as "TEAM" together. As part of this organizational development, they decided to first work on developing the skills of management members.

"Unlocking Potential." This is the concept behind the series of whole processes. The programme was designed to internalize the perspective of "achieving results as a team and organization" by unlocking the various potentialities of management members through group dynamics. It was designed to be a year-long programme combining total of four modules. Ten local managers, including the current vice presidents, Mr. Zhang, Mr. Cao and Mr. Tang have joined the whole process. Each module had an individual theme, and the members learned necessary elements for those themes through simulated experiences.

Also, the members shared their self-awareness with each other. By repeating dialogues about how Nomura(Beijing) should be and what they themselves

wanted to become, they developed their skills as managers.

Walking through 4 Steps of Potential Release Together

In December 2017, Module 1 "Unlocking Mind" was conducted in Shanghai, China, with the purpose to experience a sense of accomplishment as a team through problem solving in difficult situations and under only having ambiguous information.

Reflecting on his experience in Module 1, Mr. Zhang said, "In one project, we had to work as a team towards a mission with literally nothing in sight. Now, two and a half years later, I am still impressed by the importance of sharing goals. It's very difficult to stay motivated when goals are vague. That's why it's so important for the entire team to have a shared vision. We learned a lot from that project."

There was another project that both Mr. Zhang and Mr. Tang mentioned. It was a project to experience power-sharing. The project progresses in three different roles, and the director is required to make decisions in

the situation of having a physical distance, relying only on the information received from the staff. "That structure was exactly the same situation that managers usually deal with. A manager can't be in the field every day. What can we do to get accurate information from our staff on site? I feel that Mr. Zhang is very aware of this point on the daily communication with his staff," said Mr. Tang. Then Mr. Zhang said, "Working together with others, it is fatal to gather accurate informations in a timely manner and convey them to the top. The channels and the quality of communication are the keys. It has its technical aspects, but it was THIS PROJECT that made me realize its significance in the first place."

As a result of the participants' serious efforts, they got various insights during Module 1. However, according to the implementation report of this time, it seemed that few discussions were shared, and these only occurred when the "discussion time" was set. It was also pointed out that they still seemed to hesitate to interact and step into the other managers.



Module 2 "Unlocking Relationship & Talent" was delivered three months later. The theme of the module was "How to relate effectively with people to improve results".

As managers, they need to understand others, including the other managers and their members, and be aware of the need to work in teams and organizations to get things done. An assessment called "Insights® Discovery" was implemented as a tool for this purpose. This tool analyzes the individual's psychological tendencies in terms of four colors of energy. The participants learned the necessity and skills of working with others by recognizing the differences in their cognitive tendencies. The same framework was used in Module 3 "Unlocking Sales", they discussed how to utilize this idea of analyzing their actual sales activities and set their action plans to make use of this learning.

Reflecting on these modules, Mr. Zhang said, "It was a HUGE discovery that the proper communication and the information to be provided are different if the color energy is different. I have never noticed that before." Mr. Tang also said, "Even today, all the participants of this programme put their own color blocks on the desk in order to remind them of this discovery of communication."

In Module 4 "Unlocking Team", managers used the



survey named TPI™ to help them share their goals for management and decide their own challenges to try when they go back to their teams. At last, they determined three focusing goals below; improve their communication quality, make effort to obtain consensus, and build effective relationships with their team members. The potentials of the management members, who were not even aware of the concept of "team" in the beginning, were truly unlocked.

After 2 and a Half Years, Changes That Can Be Felt "Now"

Talking about the overall programme, Mr. Tang described the differences between the Impact's programme and the other trainings that they had taken. "I was able to get a strong sense of 'being a manager', not just only in theory but also in practice.

In the process of this programme, we could learn and always think of our real working situation, and this learning was a great support for us at that time, when we were struggling over the management."

Mr. Tang also cited a symbolic example of a scene that changed his mindset as a leader. It was a project, in which the entire team worked together to complete the project in the shortest possible time. "Our team worked so hard and we finally recorded our shortest time with confidence. However, our facilitator told us the world records of this project was about 10 minutes faster than ours! I was so shocked with this fact. There is always someone better than us...." However, the story doesn't end here. "That realized me of the fact that we still have a room to improve our team. What will happen if we can build more effective team?"

"That was the moment that I truly realized that it was up to the LEADER to maximize the growth and potential of the TEAM." Mr. Tang said.

Recognizing the importance of communication which is suit for each individual, Mr. Zhang said that he is especially conscious of his members' will and potential. He feels that what makes the people motivated is "the right person in the right place". For example, "If manager can know his members' will and potential through daily and effective communication, he can give his member more opportunities that suit him, and he can be more proactive for his work. It leads to increase his motivation and engagement for us."

Mr. Cao said that the change in managers' attitudes had also been effective in working with other departments. In the past, there used to be conflicts between managers, but now, "We feel more respects and understanding for each other, even in situations that require negotiation between departments. So we can now have constructive exchanges rather than accusations," he said. The key words that Mr. Cao uses to describe these changes are "TRUST" and "COLLABORATION". He describes the changes as "becoming more of a surface rather than a point." "I think the reason for the base is that the managers are aware of creating an environment that allows

members to exercise their own initiative, It is really managerial perspective." Mr. Cao said.

"To drive the growth of Nomura(Beijing), all managers need to have this management point of view, rather than just pursuing their own goals or the interests of their own department. And now, our managers can carry this."

This attitude also has a positive effect on the managers' own career development. Mr. Tang has been in charge of administrative tasks since he joined the company, but he has always had a strong interest in market development. He said, "I have two posts currently, one is the vice president of administration and the other is the member of market development team. I enjoy my new role winning large, positive projects such as environmental projects for shopping malls. I have been able to show Nomura(Beijing)'s strengths to the major developers in China." Asking him how to manage such a busy situation, he replied, "I make efforts to assign tasks to other administrative members, rather than doing all the work by myself. This allows me to create time and room for my new career challenges. This is great both for the TEAM and MYSELF. This is what I have learned in Module 2, as coaching skills", he said with a smile.

Potential Demonstrated When They Faced the COVID-19 Crisis

This interview was conducted via video conference in the context of global restrictions on the movement of people to avoid the spread of COVID-19. Mr. Yoshida, the current president of Nomura(Beijing), stayed in Japan at the time and has not returned to China for a while. The three vice presidents told us about the changes and strength of their company that they realized in this crisis.

If this crisis had happened two and a half years ago, before the programme, and the Japanese president hadn't been there... Mr. Tang said, "We would have been so worried and panic." "But now, we feel confident to overcome this difficulty with all the Nomura(Beijing) members." This confidence comes from the trust between management members and the responsibility for the employees which is about to reach 100 now. Mr. Tang said, "We have the responsibility to protect them."

Now decision-making process of Nomura(Beijing) is conducted by three vice presidents and they report their decisions to Mr. Yoshida who is still in Japan.

Mr. Tang said, "Of course, we consult with our president and he helps us to coordinate with the head office in Japan, but we now know the



importance of accurate information from the real field. Also, we are sure that we can make all the decisions based on the facts. Then, there is no need to fear." Mr. Zhang continued, "It worked so efficient to strengthen the foundation of trust with the efficient communication between management members, especially in the crisis. Even among us, the three vice presidents, we know each other well and recognize each strengths and maximize our potentials. For instance, Mr. Tang is in charge of administrative management, I am responsible to 'aggressive sales' to broaden market share, and Mr. Cao works on 'defending sales' in terms of supporting existing customers. This formation helps us to feel our company stable and be able to take a next step for company's future growth."

Now, even in this severe situation, the company has a busy team, that provides with more "creative" design work. It is the team that the company keep trying to strengthen the ability of over the past two and a half years. Since then, the sales portion of the creative work has

“As the ‘Prosperity Partner’, we can improve ourselves more.”

grown nearly three times, and this has underpinned their sales in the current environment.

Mr. Tang said, "Due to COVID-19, most of the construction sites forced to stop their work. On the contrast, most of the planning processes of new buildings and commercial facilities to be build within the several years rarely stop even now. So we can make our presence in this planning and creative filed. This is our progress in the market."

Mr. Tang also said, "In the creative field, we need more supports from the creative section in Japan. In order to collaborate with them, we use what we have learned from the programme and we can enhance our work and add value." Mr. Zhang told that he was planning to create their own professional creative section in near future in Nomura(Beijing). Mr. Cao responds, "We can improve our leadership and make our company more efficient and value-added. Then we can

be more desired by our clients as 'Prosperity Partner'. In response to the interview, Mr. Yoshida, the current president, said, "The changes they've made are beyond my expectations. Since the time of my predecessor, Mr. Sudo, we handed over decision-making authority to them and continued to communicate the necessity of creating businesses on our own, and I feel that this has come to fruition."

The vice presidents are also preparing a human resources development plan to prepare for further development. According to Mr. Yoshida, the foundation of the company's human resource development plan is Nomura's nurturing corporate culture. Mr. Yoshida says, "Going forward, we want to focus on developing the next generation of people who will become the right-hand man for the vice presidents. I believe we can evolve even further."

(Interview and photograph by Impact, July 27 and August 21, 2020)

Liberating Human Potential through Leadership Eco System for the future



Our Leadership Eco System (LES) is an initiative action to solve social issues. This initiative is aimed to realize SDG 4 "Quality Education" and SDG 10 "Reduced Inequalities". In Japan, it is obvious that the shrink of working population is urgent and pressing issue to be solved. To contribute to solving this problem, we designed this LES that rolls the investment for leadership capacity building from the present employee in the company to the young students who have financial difficulty. More specifically, we donate 1% of our gross profit from our training business to the NPOs that support students every year, and we also provide pro bono (leadership development) programmes to motivated students to empower their capacities for their future. We are sure that we have the mission to liberating human potential by using our training methods as the member of this society.



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