



Human Resource Management

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I am honored and pleased to contribute a message to *JCCP NEWS* on behalf of 17 members from 13 great nations.

During the opening ceremony when I introduced myself, I mentioned that 18 Japanese members from Japan Steel Works, Ltd. (JSW) conducted inspection and maintenance work on hydrocracker unit reactors at Riyadh Refinery over a period of 20 days. All refinery employees were amazed at the quality and excellent execution of the critical job. Personally, I was eager to know the secret to their outstanding work, so I invited them to my house for dinner. However, wanting to know even more, I decided to attend this HR course.

Now, after attending this course, I can confidently say that I know the secret. It is because Japanese-style management differs from that of other nations. It is based on team and group contribution, rather than on individuals. I felt this from all companies we visited, which included JX Nippon, Uyeno Kosan, Idemitsu Kosan, Cosmo Oil and Shirashima National Stockpiling Base. We acquired many examples of HR programs at these companies, but here I shall cite the example at Idemitsu Kosan.

Idemitsu Kosan was founded by Sazo Idemitsu more than 100 years ago. It grew from a small store to a large corporation that now has 8,700 employees, 32 domestic offices, 34 overseas offices, and 4.5 trillion yen in sales. The most important factor of this success lies in the founder himself. He firmly stood by the concept of "respect for human beings," based on the following principles:

- Human beings are the main actors in economy and society, not materials and money.
- Discipline and education are important to make employees worthy of respect from society.
- Human power is gained through total cooperation.
- Do not be slave to money.

Did he mention anything about profit? Absolutely not. That is the secret. Idemitsu's management style completely differed from that in Western society, which tends to focus mainly on achieving profit.

To maximize the benefit of the course, the weekends were spent on gaining exposure to Japanese culture. We had the opportunity to visit many historic places, such as Hiroshima and a number of shrines and castles, and to have a taste of

various Japanese delicacies.

On behalf of the course participants, I would like to thank JCCP management for its outstanding organization of the course, from the first minutes of arriving at Narita Airport to the end of the course. We especially appreciated the orientation on how to use the public transportation system, which allowed us to visit many places of interest independently, and are grateful for the JCCP members' detailed response to each and every one of our questions.

I can confidently say that the course objective was met 100%, and assure you that we will take all that we learned back to our countries.

It is rare to have a course that is both practically meaningful and enjoyable, but it was achieved in this course by the outstanding efforts of our three lecturers, Mr. Shoji, Mr. Okuyama and Mr. Jimbo. They spent day and night developing the course program, and dedicated their full attention to our group over the entire duration of the course. They accompanied us throughout the course, but worked so seamlessly as a team that we completely gave ourselves over to enjoying the program without a clue as to who was in charge of what. This, precisely, was a real demonstration of Japanese HR management. Can you imagine managing a group of 20 individuals travelling a total distance of around 2,500 kilometers by foot, bus, taxi, train, boat and airplane, and checking in and checking out of 10 hotels, all smoothly and in an enjoyable atmosphere? I must say they were amazing.

Thank you, Arigato Gozaimas.



With 18 Japanese members of JSW and my family at my house in Saudi Arabia