



# East West Competencies

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Global Summit of Women  
May 13, 2017

Presented by Debra Hazelton  
Global Talent Acquisition & Development Department  
Mizuho Financial Group

# Background and Work Environment

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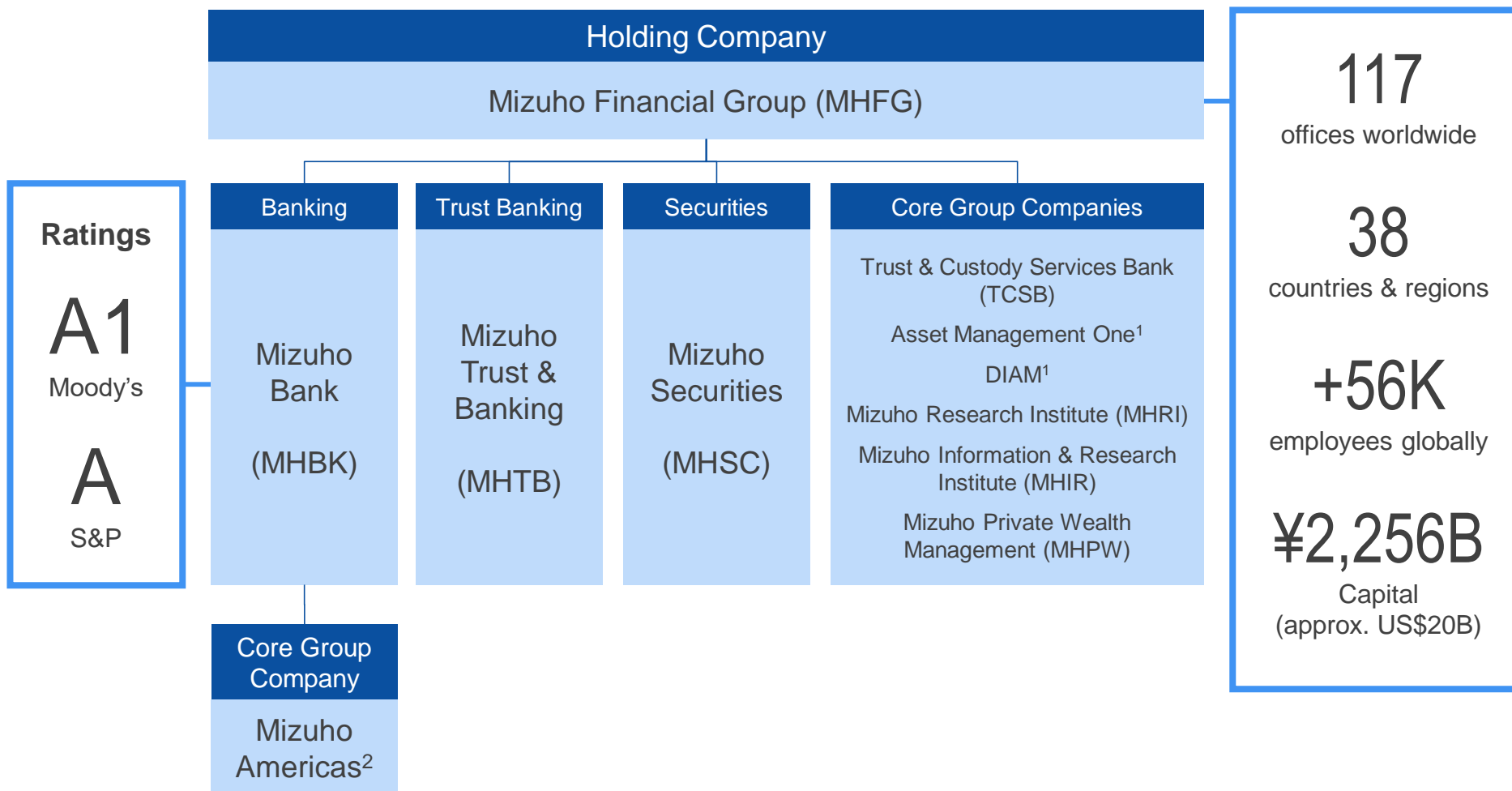


## About Debra

- Keio University, University of NSW, Sydney University
- Executive Committee Member, *Women in Banking & Finance, Australia*
- Board Member, *Australia Japan Foundation*
- First encounter with Japan: exchange student in Osaka, Japan
- First foreign General Manager/ Head of Country in Mizuho (Australia)
- First foreign General Manager in Mizuho corporate headquarters, Tokyo
- General Manager, Strategic Talent Globalization

Bank	Location	Years
Commonwealth Bank of Australia	Tokyo, Japan	8
Commonwealth Bank of Australia	Sydney, Australia	6
Mizuho Corporate Bank	Sydney, Australia	7.5
Mizuho Financial Group (Head Office)	Tokyo, Japan	3

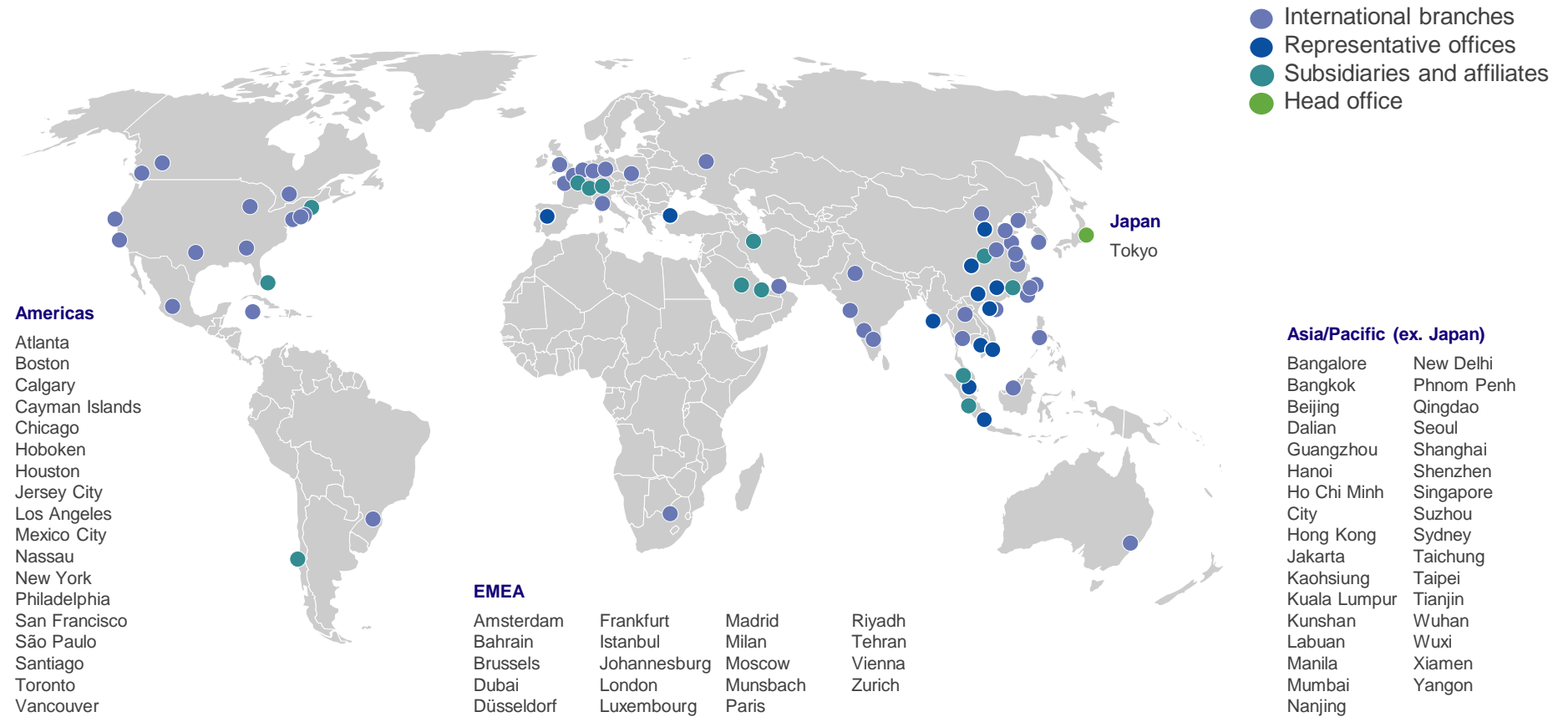
# Mizuho Financial Group



1. Established 10/1/2016

2. US bank holding company, established July 1, 2016

# Mizuho Financial Group Network



# Workplace Cultural Context

Hofstede's Dimensions of Culture (100-point scale)



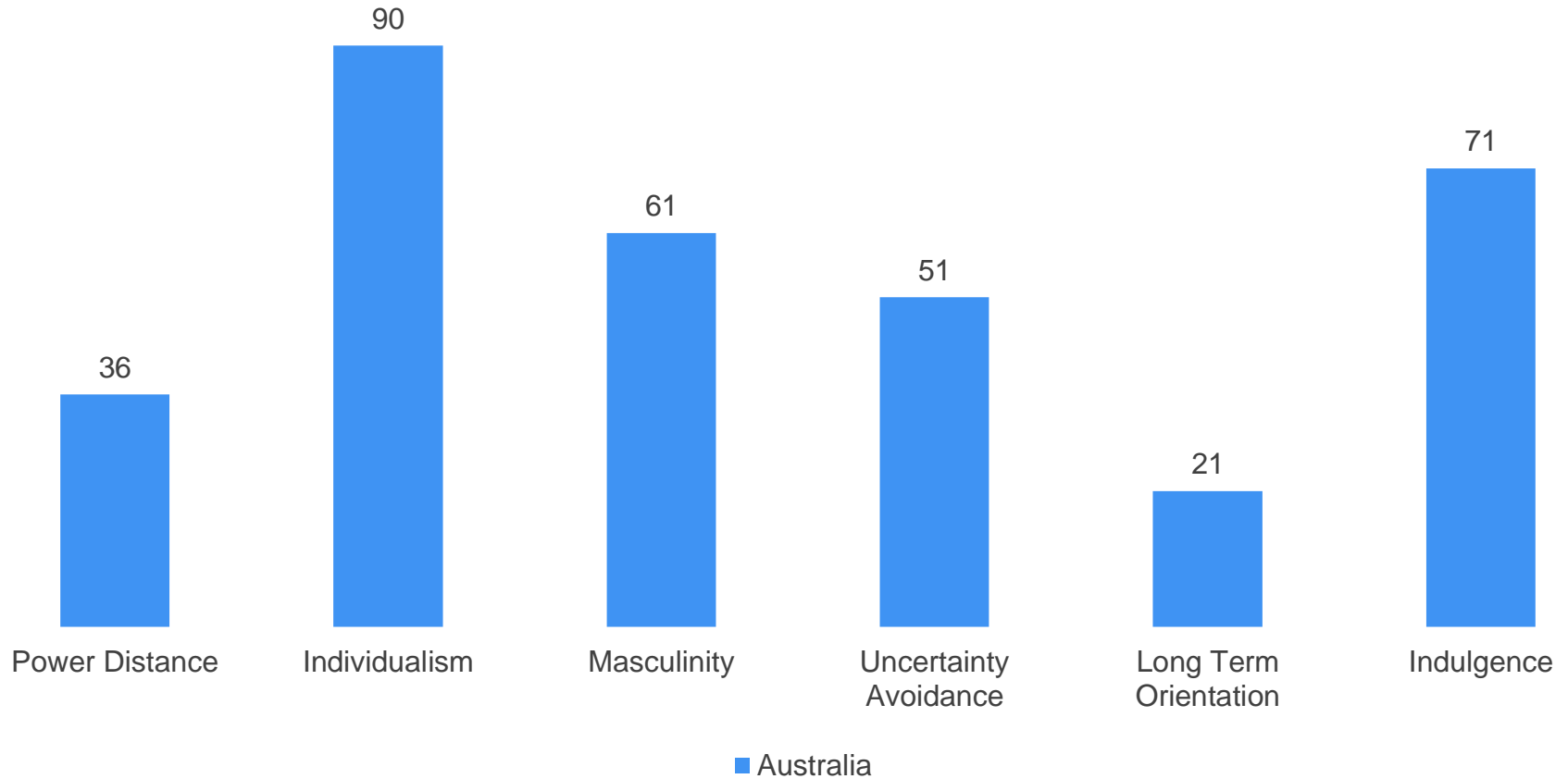
More egalitarian	—	Power Distance	+	Embraces hierarchy
Collectivist	—	Individualism	+	Individualistic
Nurture more important	—	Feminine/Masculine	+	Power more important
Comfortable with ambiguity	—	Uncertainty Avoidance	+	Ambiguity creates anxiety
Put short-term goals first	—	Long-term Orientation	+	Put long-term goals first
Happiness can be bad	—	Restrain/Indulgence	+	Happiness is always good

Source: Geert Hofstede, Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. Second Edition, Thousand Oaks CA: Sage Publications, 2001

# Workplace Cultural Context

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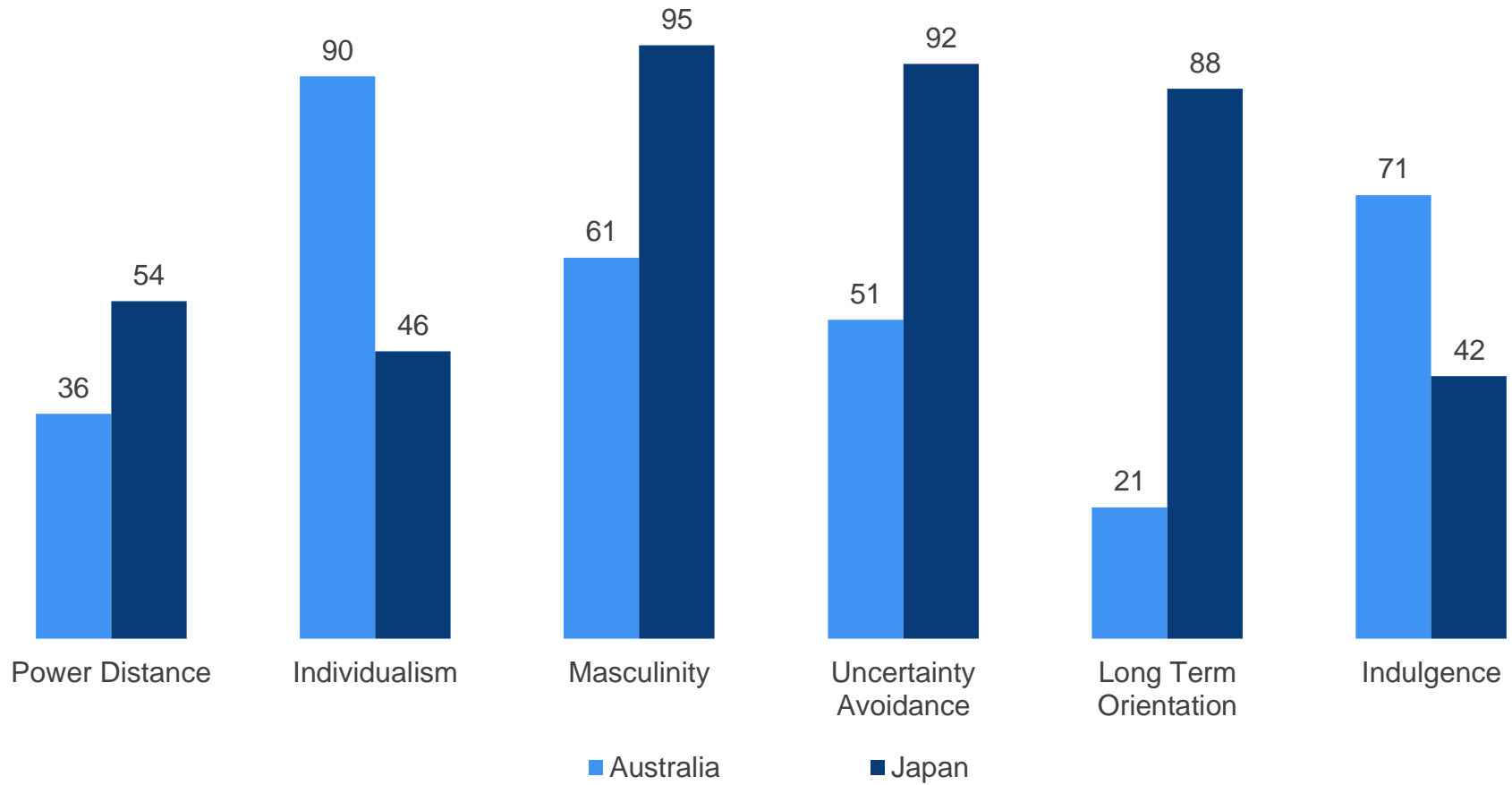
## Australia



Source: Geert Hofstede, <https://geert-hofstede.com/australia.html>

# Workplace Cultural Context

## Australia in comparison with Japan

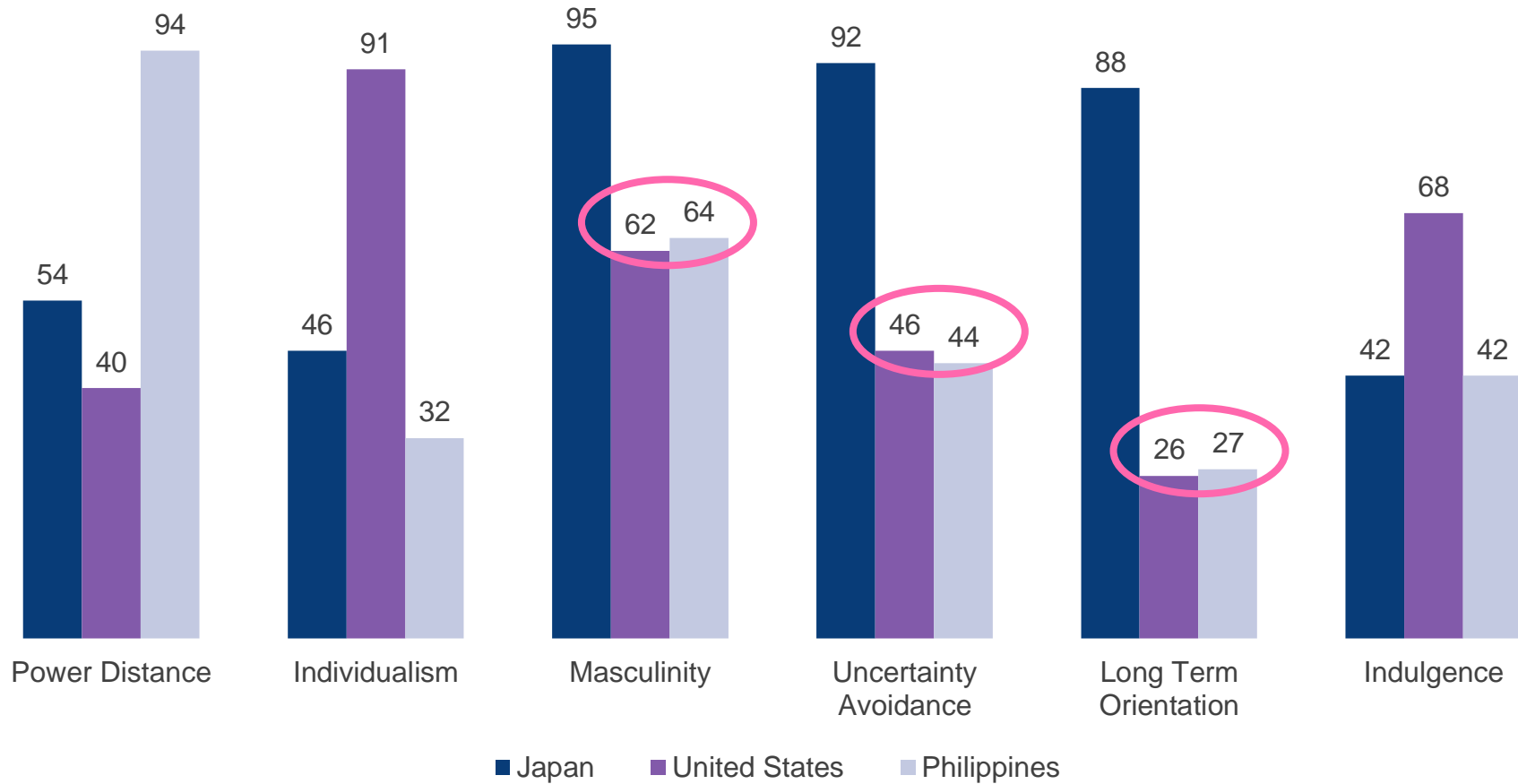


Source: Geert Hofstede, <https://geert-hofstede.com/australia.html>

# Workplace Cultural Context

## Japan

in comparison with the United States and Philippines



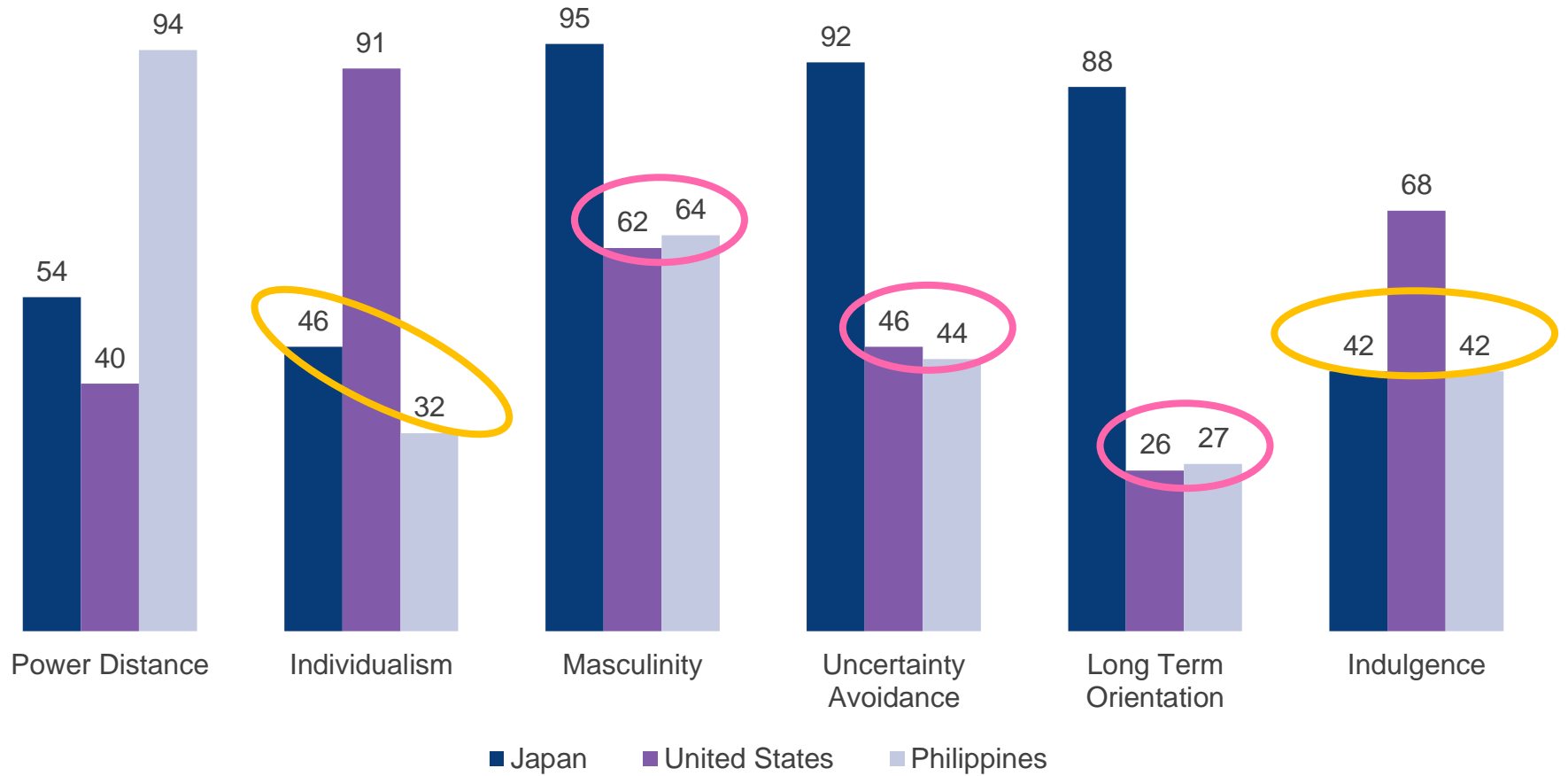
Source: Geert Hofstede, <https://geert-hofstede.com/japan.html>



# Workplace Cultural Context

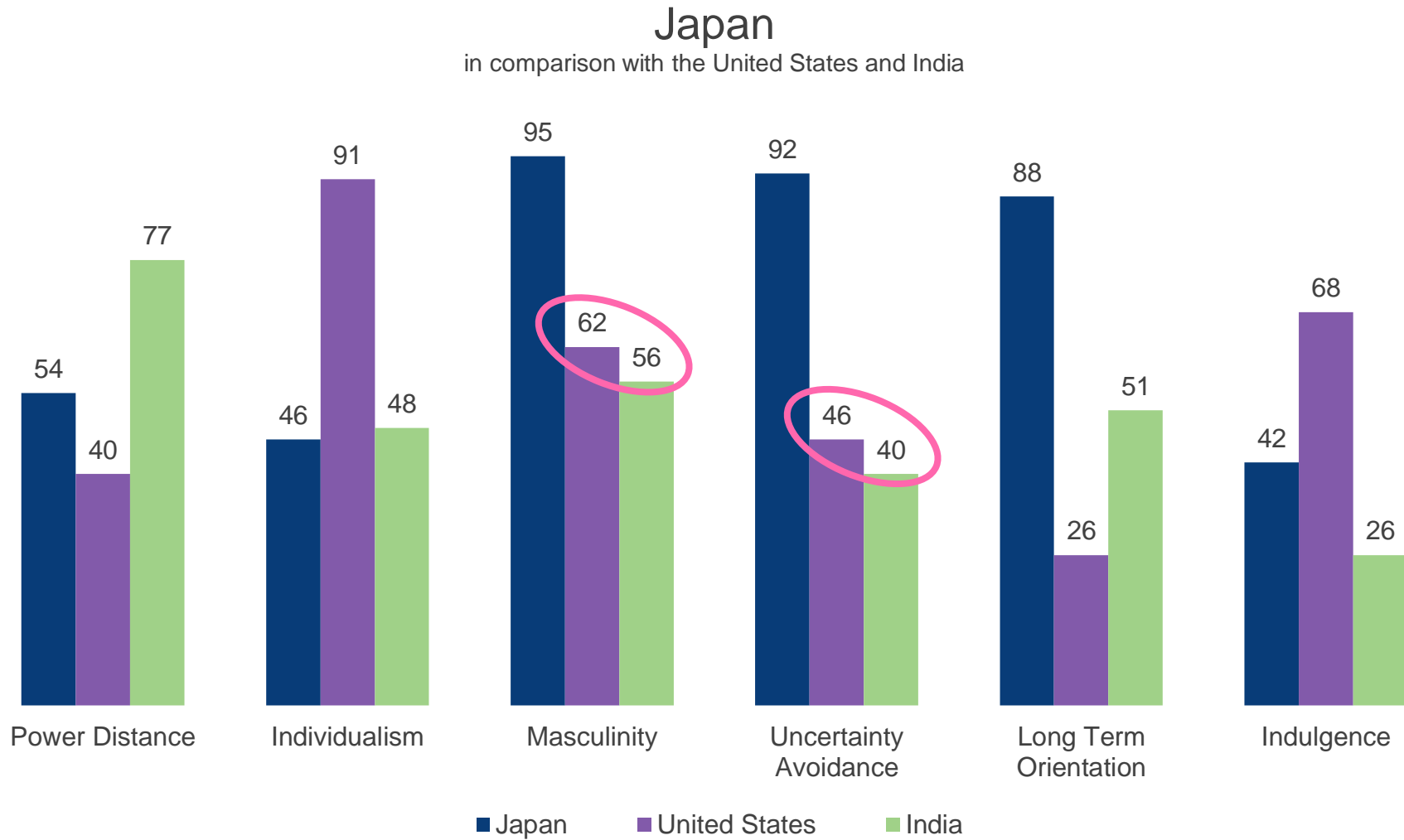
## Japan

in comparison with the United States and Philippines



Source: Geert Hofstede, <https://geert-hofstede.com/japan.html>

# Workplace Cultural Context

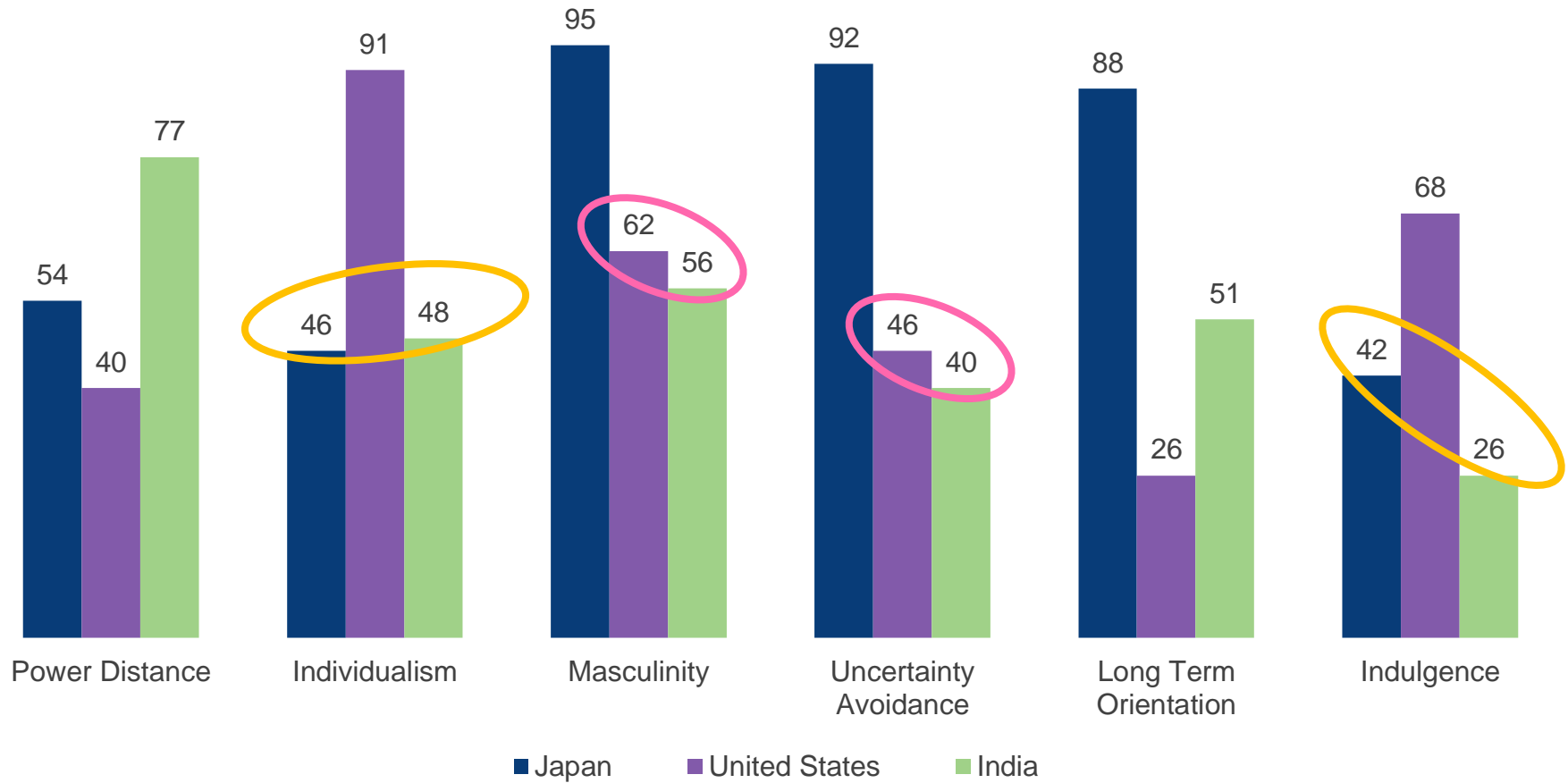


Source: Geert Hofstede, <https://geert-hofstede.com/japan.html>

# Workplace Cultural Context

## Japan

in comparison with the United States and India

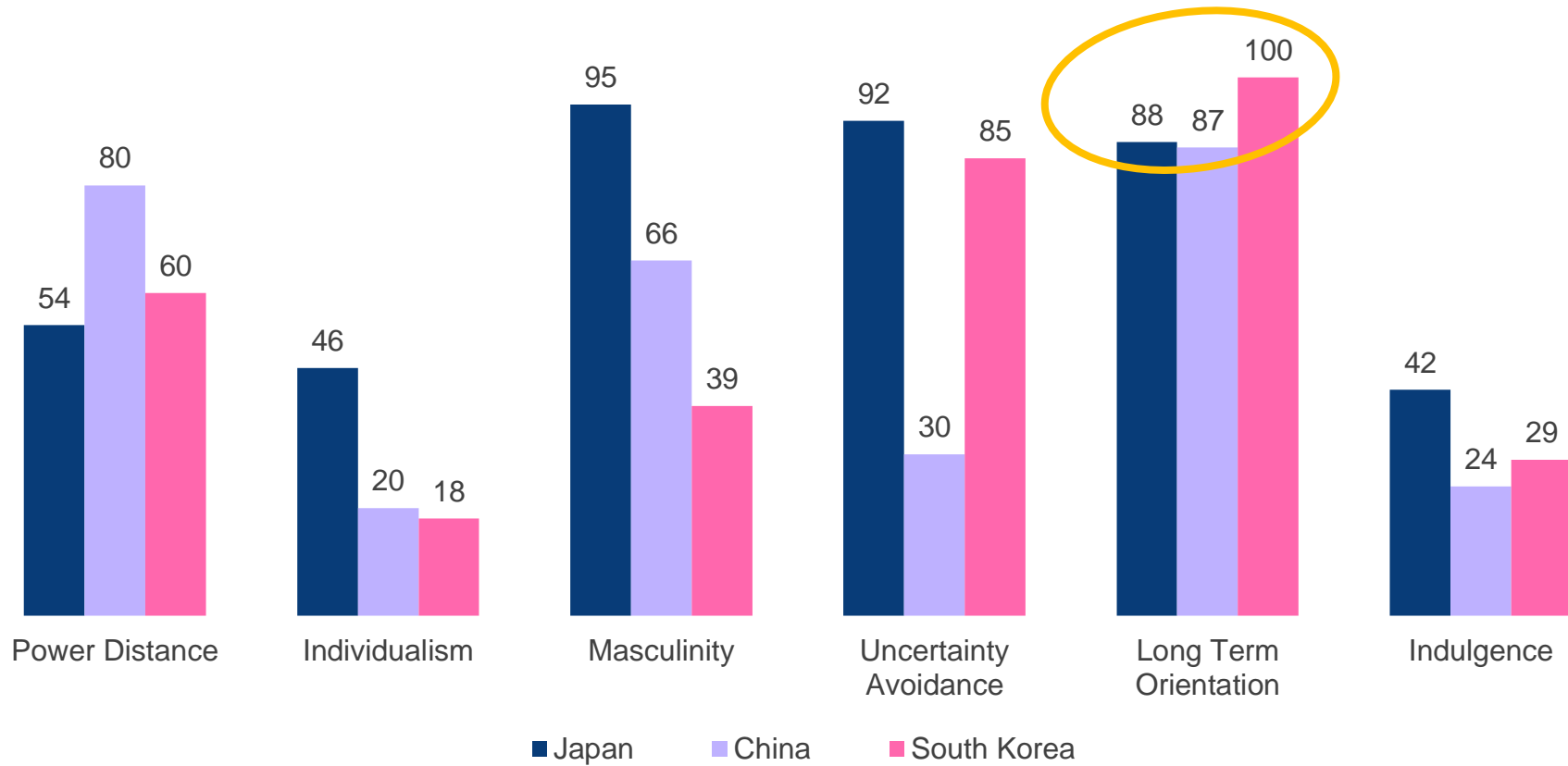


Source: Geert Hofstede, <https://geert-hofstede.com/japan.html>

# Workplace Cultural Context

## Japan

in comparison with China and South Korea



Source: Geert Hofstede, <https://geert-hofstede.com/japan.html>

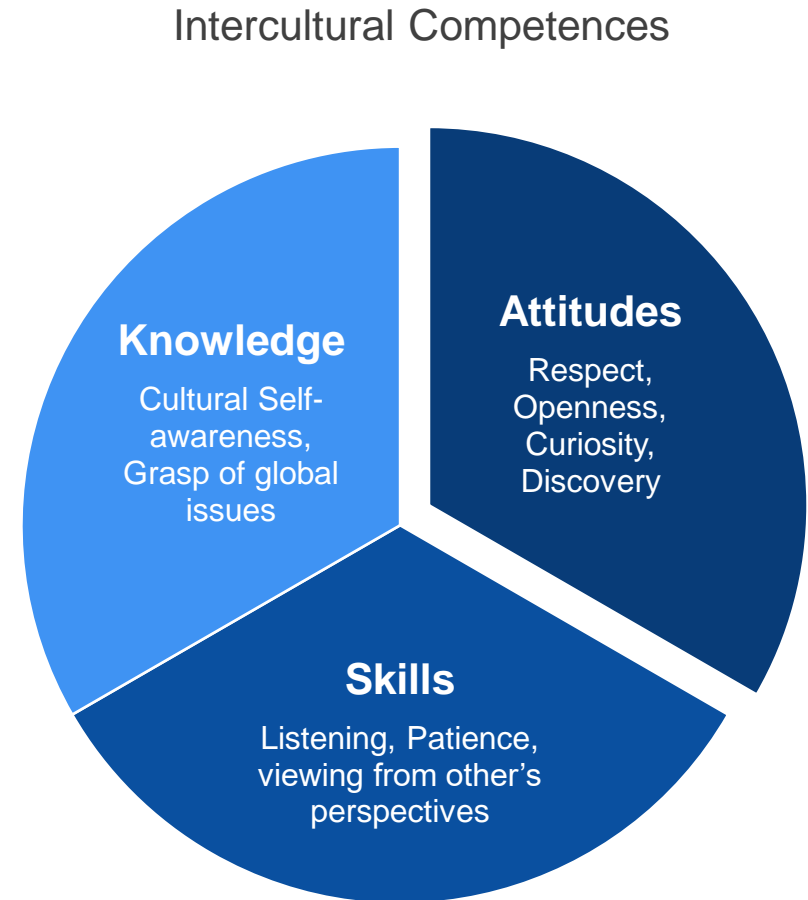
# Cross-cultural environments – Recommendations

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- I. Developing intercultural competences & dialogues
- II. Fostering an inclusive culture
- III. Facilitating connectivity

## Competences

- **Knowledge**
  - Relevant knowledge about particular cultures
  - General knowledge about the sorts of issues arising when members of different cultures interact
- **Skills**
  - Skills to draw upon both **knowledge** and **attitudes** when interacting with others from different cultures.
- **Attitudes**
  - Receptive attitudes that encourage establishing & maintaining contact with diverse others



Sources: Deardorff, 2006. UNESCO, 2013, Intercultural Competences: Conceptual and Operational Framework



**One MIZUHO**  
Building the future with you

THANK YOU

# The Aims of the Fundamental Reforms in Mizuho's HR Management



Company



Employees

# Globalization of Mizuho's talent and HR management

We will build an HR management framework that responds to the globalization of our business strategy, maximizing the potential of our entire global workforce, by promoting in tandem the globalization of Mizuho's talent and the localization of our HR management, and ensuring that we truly appoint the right people to the right positions, regardless of nationality, etc.

## Globalization of talent and localization of HR management

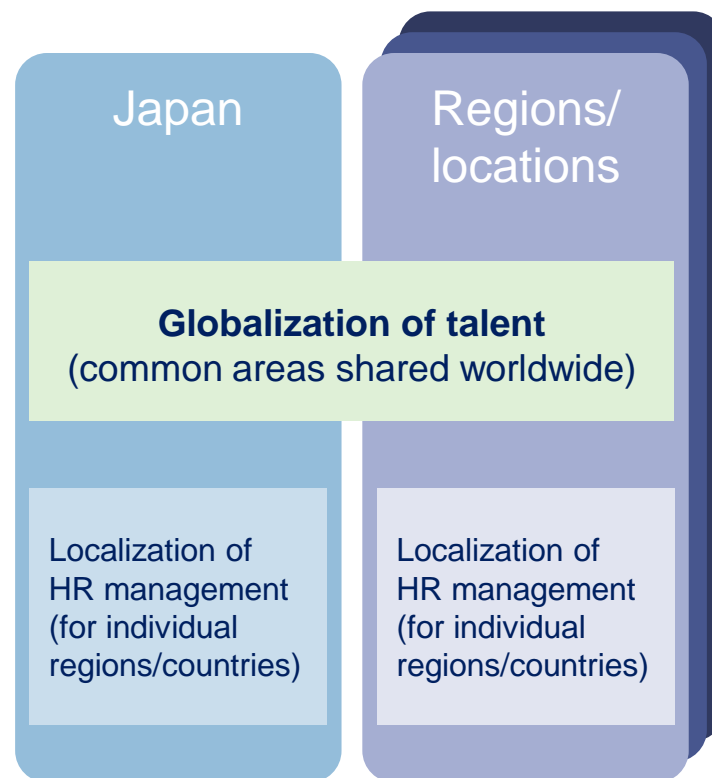
### Development of employees who can perform on the global stage

- Enhancement of ability to respond to globalization including adoption of a global mindset by Japanese employees
- Expanding opportunities for staff hired outside Japan: employee development and proactive promotion to management positions.
- Global roll-out of executive leader development program

### Implementation of HR management appropriate to each country/region

- HR management tailored to each country/region's employment legislation/customs
- Delegation of authority to regional headquarters and creation of necessary frameworks

**Supporting infrastructure: global grading system and talent database**



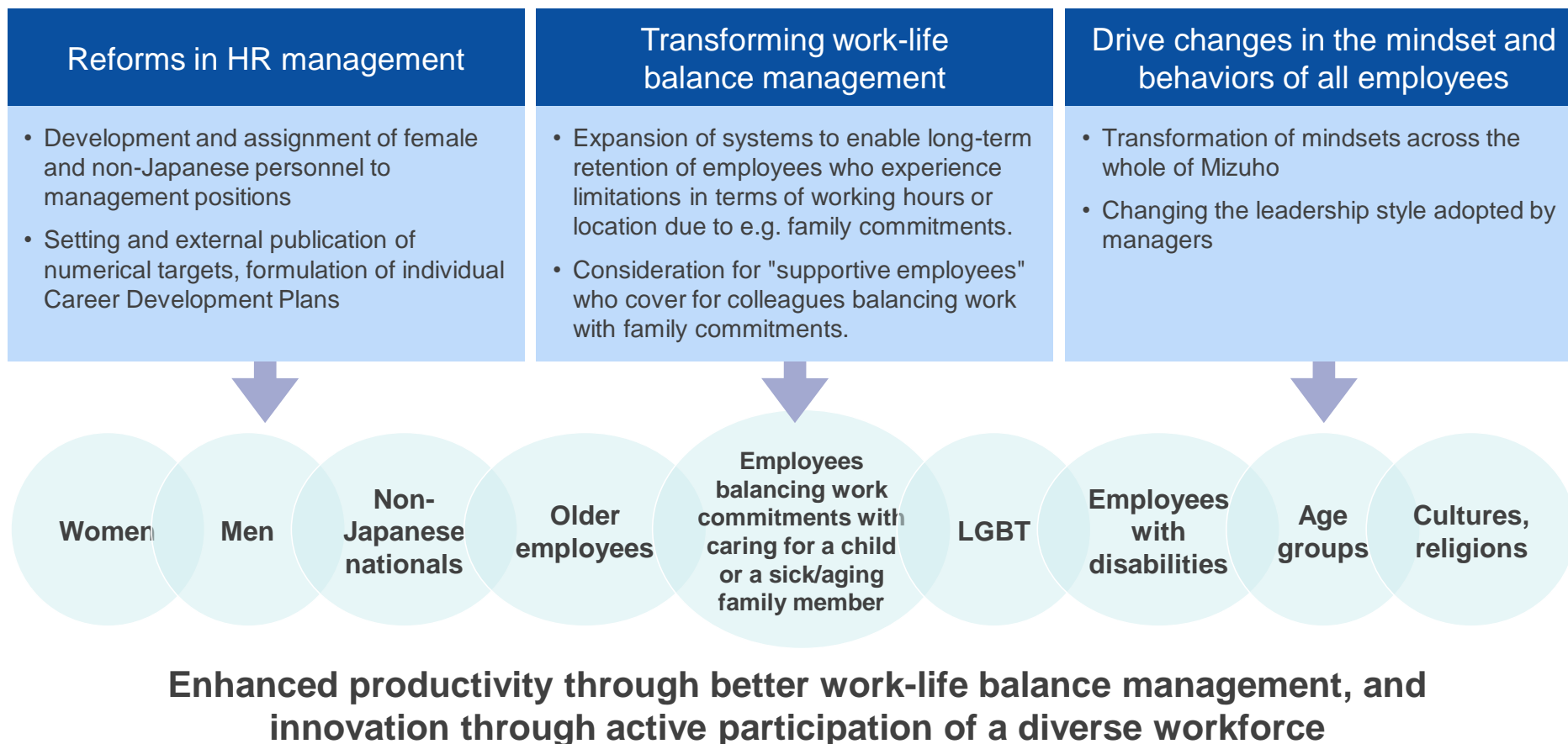
**Truly assigning the right person to the right position, without distinction between Japanese and non-Japanese employees/candidates**



# Diversity & Inclusion (1)

We will enable the entirety of our workforce, which represents great diversity in terms of nationality, gender, cultural background, and more, to actively participate in the organization and to fully exercise their skills. We will enhance productivity through better work-life balance management, and create innovation through the inclusion of diverse values and ways of thinking.

## Diversity and Inclusion



# Diversity & Inclusion (2)

## Major initiatives for improving work-life balance management



	Initiatives so far	New initiatives
<b>Diverse work arrangements</b>	<ul style="list-style-type: none"> <li>• Discretionary working system/Flextime system</li> <li>• Encouraging the use of annual leave in half-day units</li> </ul>	<ul style="list-style-type: none"> <li>• Telecommuting system to allow work/training from home                             <ul style="list-style-type: none"> <li>› Use of mobile technology</li> </ul> </li> <li>• Expansion/facilitation of diverse working arrangements</li> </ul>
<b>Support strategies for employees with childcare commitments</b>	<ul style="list-style-type: none"> <li>• Paid childcare-leave policies</li> <li>• Extended childcare leave</li> <li>• On-site childcare centers (two locations)</li> <li>• Childcare fee subsidies for employees who wish to return to work soon after the birth of their child</li> <li>• Parenting Network for employees balancing work with childcare commitments.</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of eligible male employees to take childcare leave</li> <li>• Consideration for "supportive employees" who cover for colleagues balancing work with family commitments.                             <ul style="list-style-type: none"> <li>› Framework for recognizing and rewarding the contribution of "supportive employees"</li> <li>› Consideration when assigning employees to roles</li> </ul> </li> </ul>
<b>Support strategies for employees caring for sick or aging family members</b>	<ul style="list-style-type: none"> <li>• Caregiver leave system</li> <li>• System of shortened or staggered working hours for employees balancing work with caring for a sick or aging family member</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing to zero resignations due to family care obligations, where the employee would otherwise continue working                             <ul style="list-style-type: none"> <li>› Expansion of systems for time off for caregivers, longer-term caregiver leave, and subsidies</li> <li>› Greater flexibility regarding staggered/shortened working hours</li> <li>› Expansion of eligibility for system that allows employees to request transfer e.g. to a location closer to their home, and rehiring system e.g. for former employees who resigned for reasons such as caregiving.</li> </ul> </li> </ul>