

## PRINCIPLES OF JAPANESE MODEL OF LABOUR POTENTIAL AND HUMAN RESOURCE MANAGEMENT FORMATION

Over the past decade, Japan has taken a leading position on the global market, one of the main reasons for it being the usage of management model focused on the human factor. The main features of the Japanese management system are defined the features of economic model:

- the system of lifelong employment;
- collective decision-making process.[1]

The Japanese society is homogeneous and steeped in the spirit of collectivism. The Japanese always think on behalf of groups. A personality is aware of himself/herself as a member of the group and his/her identity as an individual expression of the whole. A very important feature of Japanese management is the concept of lifelong learning. The Japanese believe that lifelong learning leads to continuous improvement of skills and that training can improve the performance of their work.

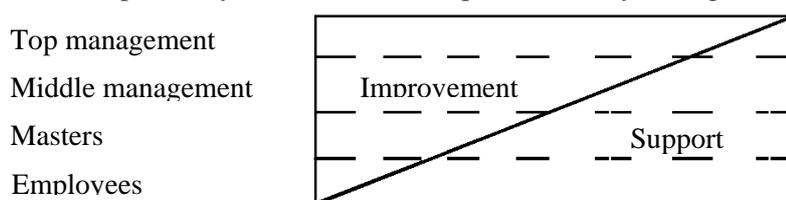
The topic of our article is the study of the learning management philosophy in Japan that is the philosophy of change management (so-called Kaizen approach). The essence of the Kaizen theory is simple: perfection and a continuous improvement process concerning both managers and workers.

The main idea of the Kaizen philosophy of continuous changes is lightweight small incremental continuous improvements. They are:

- to make small questions
- to think of small ideas
- to take small steps
- to solve small problems
- to give little rewards
- to identify small moments

Kaizen philosophy assumes that any way of business, social or family life deserves continuous improvement.

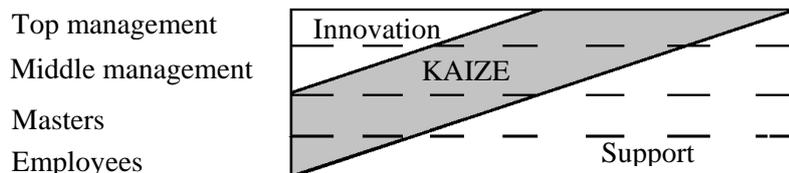
The Japanese say that two main components of any management are support and improvement.



*Support* includes actions designed to keep existing technologies, managerial and organizational standards. *Improvement* means actions aimed at improving current standards.

Every successful Japanese company manager sets a "Kaizen" target, i.e. improvement, which means setting higher standards. Once they are installed, the task of the management is to monitor their compliance. Steady improvement is achieved only when people work for higher standards. Thus, maintenance and improvement for most Japanese have become an inseparable concept.

It has been proved that any improvement in this turn can be divided into Kaizen and innovation. Kaizen means little improvement in the current work, that does not change the status quo. Innovation is a radical transformation that changes the status quo and is carried out by large investments in new technology or equipment.



It should be noted that the solution of most problems in the enterprise lies in the organization of effective communication with employees. The main task of managers who follow the Kaizen values is to create the most simple and accessible system of proposals to improve workflow "from below". [2]

In conditions of running business in Ukraine the most difficult component of continuous improvement implementation strategy is the clarifying the ideas of Kaizen management methods. While making decisions on its implementation, the company should understand that it involves changes not only in the corporate culture, but also in the employee thinking.

It is important to emphasize that the company is a socio-economic system, so the staff is one of the main characteristics of its backbone. The contribution of each employee as an active element of the system, determines the efficiency of Kaizen strategy and directs the company to achieve its developmental goals. Teamwork creates a favorable climate in the team and allows to strengthen corporate spirit.

Summarizing the above mentioned, we would like to point out that in conditions of the global economic crisis Kaizen implementation on Ukrainian enterprises will ensure their stable position in the future and reverse the negative trends. The implementation of Kaizen is a long-term project, but, unlike the large-scale innovation, it is characterized by low risk and provides forward progress. These advantages give reason to believe that now Kaizen can be seen as a method of enterprises crisis management.

#### LITERATURE

1. [Электронный ресурс] <http://www.kaizen.com>
2. [Электронный ресурс] <http://www.graphicproducts.com/tutorials/kaizen>
3. [Электронный ресурс] <http://www.valuebasedmanagement.net>