

CREATING A HIGH-PERFORMANCE CULTURE

JAPAN EXPERIENCE

*"HPO's link people strategy and
performance to arrive at success"*
(Becker, Huselid & Ulrich, 2001)

- Inclusive visit to relevance agency in Tokyo

16-22 NOVEMBER 2025
TOKYO, JAPAN

Fees
USD —
6,900

Fee is including accomodation (single room for 6 nights), training kits, meals during the program, airport transfer. Certificate is awarded by Japan Malaysian Association.

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Introduction

Every organization, whether public or private has its own unique culture. Even in the same government of the same country, culture is different in each organization. It is said, "Every organization has a culture, that is, a persistent patterned way of thinking about the central tasks of and human relations within an organization. Culture is to an organization what personality is to an individual." (James Q. Wilson) Harold Seidman referred to government organizations "with distinct and multidimensional personalities and deeply ingrained cultures and subcultures reflecting institutional history, ideology, values, symbols, folklore, professional biases, behavior patterns, heroes and enemies." Organization culture affects how organization and its members behave. Accordingly, the performance of specific organization is very much dependent on the culture of the specific organization. To ensure high performance of government organizations, it is crucially important to understand organization culture and its relations with the performance of organization and to build up or develop culture to improvement of performance. It is especially important in the time of rapid and wide ranging changes.



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■ Learning Outcomes

On completing this program, participants will;

- Understand what makes a High Performing Organization (HPO)
- Develop a greater understanding of the Japanese culture of HPO.
- Learning the best practices in implementing HPO culture.
- Using international examples, participants will develop their understanding of what constitutes a high performing organization culture
- Have a personal action plan to practice key learning from the program

■ Course Contents

- Culture of government and of specific government organizations. (what are components of organization culture and from where do they come?)
- Performance of government organizations
- Systems and measures to build up and develop high performance culture.
- Relationship between Culture and Performance of specific government organizations.
- Specific missions, responsibilities and authorities of government organizations (nature and characteristics of missions, responsibilities and authorities such as regulation, service provision and internal (within the government) management)
- Specific targets of policies of specific government organizations (kinds and characteristics of target organizations and people and relations between them)

- and government organizations)
- Organization structure and type of specific government organizations (allocation of responsibilities and authorities within organizations, etc)
- The way how specific government organizations are operated and managed.
- Process and procedures of policy making (decision making) and implementation (extent of involvement and participation of various levels of employees, etc)
- Leadership at various levels in organizations
- Size and composition of workforce and personnel management of (specific) government organizations (composition and educational and professional backgrounds of employees, Recruitment, promotion, retirement, management of

- working condition and other personnel management, etc)
- Training and education of employees
- Measures to maintain high morale of employees



■ Past Participants' Testimonies

"A very complete description of the Structural Reform of Tokyo Metropolitan Government. Quite impressed with the management of Tokyo Metropolitan which is able to manage 14 million residents with 170,000 government employees. But the new thing that attracts my attention is the concept of the Tokyo Metropolitan Government Future-Oriented Office. A very new concept and out of the box thinking. Different from conventional workstyle aiming at efficiently utilizing locations and times. There are several interesting things related to this concept that can be implemented in Malaysia."

MS. HASLIFFAH BINTI HASSAN
MINISTRY OF DOMESTIC TRADE AND COSTS OF LIVING

"Very organized and systematic management. A very clear explanation regarding the difference in roles between Local Government and the Ministry. In terms of the jurisdiction of Local Governments and Ministries very different between the Governments of Japan and Malaysia. The role of Local Government in Japan seems to have more responsibility covering local issues."

MS. FARAH SASHA @ N NADARAJAH
MINISTRY OF HOUSING AND LOCAL GOVERNMENT

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