

Takeda Taiwan's Talent Management Reforms

Japanese company merges cultures in organizational re-design

By Peggy Chiang and Nancy Chiu

PRESIDENT and General Manager of Takeda Chemical Industries (Taiwan), Ltd., Stanley Lee likens the transformations that have taken place within the company since working with Watson Wyatt to the building of a house: “Ex-General Managers laid down the initial foundations, built the house and I was in charge of finding caretakers for the house and the people living inside it.”

In August 2003, Takeda Chemical Industries (Taiwan), Ltd. started working with Watson Wyatt, sparking a series of changes that would ultimately lead to a major transformation of the company’s culture and management practices. Lee and Takeda partnered with Watson Wyatt in a series of projects and in 2006, when the house was built, Lee finally became the first Taiwanese General Manager of Takeda (Taiwan) in its 45 years history.

Takeda Pharmaceutical Company Limited – Japan’s largest pharmaceutical company – was established 226 years ago and boasts an impeccable reputation in the industry. Takeda’s emphasis on “making things happen” has allowed them to stay on top for many years. Takeda Chemical Industries (Taiwan) Ltd. was established in 1962 and is based on the same values that made Takeda a leader in Japan and Japan’s most trusted pharmaceutical company. In spite of its pedigree in the industry, Takeda (Taiwan) reached a bottleneck: the traditional Japanese business practice of lifetime employment resulted in a workforce that was both aging and lacking vital skills necessary to compete. “I’m sure the former General Manager saw that this was going to be a problem,” explains Lee. “But it was very hard to change a system that had been in place in Japan for so many years.” In addition to the lack of skill development, the system also had a negative impact on recruitment, scaring away potential hires who were daunted by the years of service required before they could contribute. Over time, this had negative effects on



台湾武田 重组人才管理制度

日本企业融入不同文化的组织变革

文/ 江珮铃、邱诗璇

回 顾这些年来台湾武田进行的组织变革，“如果要打个比方的话，前前任总经理是把地基打好，前任总经理是盖房子，而我则是负责找到屋主。”台湾武田药品工业股份有限公司董事长兼总经理李仁琳用盖房子的妙喻，道出了这三年多来和华信惠悦合作的项目演进过程...

2003年8月，台湾武田和华信惠悦的合作正式展开，虽然历经日籍总经理的调升与职位变动，台湾武田的内部变革也从未间断，一个项目接著一个项目陆续地推动，华信惠悦成了台湾武田组织发展的长期夥伴，而2006年走马上任的现任董事长兼总经理李仁琳也成为了武田在台成立45年来的首位台湾籍总经理。

武田药品是日本第一大药品公司，成立已有226年，在医药界享有极高的声誉，其强调公司整体执行力的企业特色也让武田在业界一直保持领先。沿袭这优良的日系血统，台湾武田从1962年成立以来，一直获得业界及一般民众的信赖。不过数十年下来，传统日式企业的终生雇用制却让公司渐渐面临人才断层和老化的问题。“当时的总经理黑田克朗先生应该是看到了这样的隐忧...”，因为终生雇用制让人力的更替、新陈代谢变得缓慢，长久下来，对公司持续经营和竞争力都造成了影响。不过，要改变日本企业行之有年的制度和传统并不容易，“所以我们必须藉助外力，要找具丰富实务经验的顾问来协助变革之路。”台湾武田选择了华信惠悦，从2003年一路合作至今。

为了要建立一个绩效导向的文化，树立台湾武田更专业的形象，从最初的组织战略厘清，核心能力架构的建立和绩效管理与发展制度的导入；到松田秀树先生任内的建立职等奖酬制度、发展职位说明书，制定激发业务人员绩效表现的销售奖金制度；而李仁琳上任后，则陆续展开业务组织及营销部门人事调整、人才管理制度建立等项

From left to right: Shannon Hsu, Consultant, Watson Wyatt Taiwan; Tony Huang, Director & Principal Consultant, Watson Wyatt Taiwan; Stanley Lee, President & General Manager, Takeda Chemical Industries (Taiwan), Ltd.

由左至右：华信惠悦台湾分公司顾问许溥珊；
华信惠悦台湾分公司副总经理暨首席顾问黄邦钧；
台湾武田药品工业股份有限公司董事长兼总经理李仁琳



“A corporate culture of achievement and rewards for performance is something that has to be ingrained into every employee”

the sustainability of Takeda's business in Taiwan and its overall competitiveness. That's when Takeda turned to Watson Wyatt. "We needed help from somebody outside the company; we needed the assistance of an experienced consultant." In 2003, Takeda chose Watson Wyatt as their partner in Taiwan and has been working with the firm until the present day.

The Transformation

The transformation began in 2003 with the setting of two key goals: to establish a "pay for performance" corporate culture and to link Takeda (Taiwan) to an even stronger image of professionalism in the marketplace. To accomplish these goals many changes were made: initial reforms were made to each department and their goals were redefined; a framework was set up for managing core competencies; result management was put into place; and a total rewards system was set up to provide the right incentives to employees, including providing appropriate bonuses to outstanding sales staff.

The reforms continued after Lee took over, including making staff adjustments in the sales and marketing departments and establishing a new system for talent management. Lee says, "Of all the things I am in charge of, attracting and motivating people is at the top of my list. Each stage of reform has its own objectives and goals, but it is most important to blend the best of Chinese, Japanese and Western style management techniques into one. In this way, Takeda (Taiwan) can continue their tradition of making good decisions and making the right moves when necessary. A corporate culture of achievement and rewards for performance is something that has to be ingrained into every employee."

Professional Consultants

After working with many Watson Wyatt consultants over the years, Lee affirms the professionalism of Watson Wyatt consultants. "What strikes me the most about them is their understanding of people and their insight into human nature. They seem to know exactly what an employee will do in a certain situation, sometimes even before it takes place. They also know exactly what sort of action is necessary to handle a situation." Considering it a bit longer, Lee chuckled and said, "they're like mind readers."

When asked what differentiates Watson Wyatt with other consulting firms, Lee replied, "They say what is on their mind. I think this is because they know that they are professionals and respect their own skills. Therefore, they say what they should when they should. Of course it is hard for us when they point out our weak points, but we take their advice and improve." Lee believes that a good consultant should help you to reflect sincerely on your problems and find areas you can improve on, "You can't just listen to what you want to hear," Lee says. He describes the advice given by Watson Wyatt consultants as straight to the point and sincere.



目。“我负责‘人’的部份，要找到合适的屋主。”李仁琳说。每一个阶段都有其任务和目标，但最重要的就是要“融合日本及欧美优良的管理方式，延续执行力的优良传统，并把绩效与奖励文化内化进每一个武田人的行为及表现中。”

专业顾问

通过与华信惠悦多年的合作，也阅过多位顾问，他认为，“华信惠悦的专业毋庸置疑，我印象很深的是，华信惠悦对人性的了解蛮透彻的，你们好像早就预料到员工在甚么情况下会有甚么反应，需要采取甚么样的措施来应对...”，“你们找人时都特别找会读心术的吗？”李仁琳开玩笑地问。

“和其它顾问公司不太一样的，华信惠悦的顾问们直话直说，应该说是他们尊重自己的专业，该讲就讲，直言不讳。”“被讲出缺点，当然很痛苦，不过就是得虚心接受、用心改进。”李仁琳认为，找顾问公司便是要诊断出企业需改进之处，当然不能保有只想听好话的心理，而顾问们的直言显然中肯许多。

融合不同管理风格

在欧美企业工作了长达二十年后，李仁琳选择进入作风、文化迥异的日本企业，当初的冲击确实不小。在推动从以往的“年资导向”转变为“绩效导向”的过程中，虽然有反弹的声音，不过“日式文化较尊重人，讲求人和为贵。”因此采取一步步、渐进式的改变。而华信惠悦当初提供可靠的薪资数据，并协助台湾武田制定更具竞争力的薪酬制度，都是让武田的改变得以顺利推动的。

Merging Management Styles

After being in companies with Western style management for 20 years, Lee chose to enter a Japanese company, with a totally different management style and corporate culture. Although he knew things would be different, he experienced a fair amount of culture shock in the initial months at Takeda. Still, the goal was to try and change the organization from a company based on seniority to one based on results, and there was a certain amount of disagreement when initial attempts were made. Understanding that Japanese culture places an emphasis on people and peaceful human relations, Lee ensured they took a phased approach to the changes. Again, Lee credits Watson Wyatt for help in the process by providing reliable salary information and assisting in setting up a salary system that was both internally equitable and externally competitive. Lee believes that Watson Wyatt's reputation and professionalism allowed the changes made at Takeda (Taiwan) to go smoothly and benefit everyone and be widely accepted over time."

In implementing changes, Lee strives to use the good points of Japanese traditional management and at the same time also introduce the comparatively lively and open Western style of management into the company. A case in point is the way of conducting meetings. "Employees would hardly ever take the initiative and offer opinions at meetings in the past," Lee says. "At meetings now, my employees feel like they can discuss everything." In addition, Lee has established a more relaxed working environment and Individual Development Planning (IDP) tools are used to assist employees in planning their own development plans. "It is easy to talk about caring for your employees but is not that easy to actually do."

Conclusion

Over the last three years, Lee has taken part in different projects as his role has shifted from Marketing Manager to General Manager. As a result of his experiences, Lee is able to view the overall development of the company from a macro angle and stays involved in different areas and levels of the company. Lee constantly emphasizes the most important ingredient for Takeda's continued growth: talent.

Lee says, "I guess I am very lucky because I have been able to find suitable people." Again, using the house analogy, Lee feels he is in charge of finding people to live in his house.

Perhaps this is what has allowed Takeda Chemical Industries (Taiwan), Ltd. to do so well. Takeda (Taiwan) is now clearer about the sort of people they need. This, coupled with a more competitive salary structure and a more diverse and open corporate culture has allowed Takeda (Taiwan) to attract and retain more and more talent. "I have seen the changes made at Takeda and have seen the benefits these changes have brought along. We have achieved what we wanted to achieve!" 

- Peggy Chiang is Senior Marketing Manager, Mainland China & Taiwan;
- Nancy Chiu is a Marketing Specialist with Watson Wyatt Taipei office.


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原因之一。“对大家有利的事情，长久下来还是会被接受的！”

“以前开会时，员工很少会主动发言！”李仁琳截取不同管理风格的长处，保留日系传统好的地方，也带入了美式更为活泼、开放的风格。“现在开会，员工甚么都能讲。”他打造更为舒适的工作环境；通过个人发展计划 (IDP) 工具，协助员工规划、发展自己的工作发展蓝图。“重视员工，嘴巴说很容易，要做到却不容易。”

总结

三年多来，李仁琳从营销经理到总经理，参与了其间的多个项目，扮演的角色却因为升迁而有了不同。现在的他，以更宏观的角度看整个公司的发展，各环节、各层面都成了他份内的事，而他最看重的就是让企业得以持续增长的关键：人才。

“我很幸运吧，能找到适才适任的人！”就如李仁琳所形容的，他是负责找屋主的人，也许也正是因为这几年的项目耕耘，台湾武田更清楚要找什么样的人；更具竞争力的薪酬制度；更开放多元的文化环境，让台湾武田得以吸引和留住更多的人才。“我看到了台湾武田的改变，项目的推动确实获得了成效，我们也得到当初想要的成果！”李仁琳道出了他对项目的评价，我们赶紧抄了下来，对于顾问们来说，这应该是最动人心弦的话语吧。 

—江珮铃为华信惠悦行销企划 (中国大陆暨台湾) 协理
—邱诗琇为华信惠悦台湾分公司行销企划专员

