

JCCP HRD Program
for Women's Empowerment
in Petroleum Industry

According to the FCW workshop recommendations*,
JCCP originally designed new programs for women empowerment in petroleum industry.

2 programs a year were implemented **in 2016 & 2017.**

*mentioned in following pages

JCCP Programs for women empowerment

Integrating 3 core categories

Women's
Leadership

Petroleum
Industry

Japanese
Management

Concerns in job

- **Change and remove the physical obstacles**
(oil fields, uniform, infrastructure)
- **Flexibility of working hours**
(ex escort leave, emergency leave)
- Expand the possibilities of **career path**
- **Clear succession planning** for women
- Make smart use of **welfare program**

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Recommendation to FCW

- **International and domestic network** for women in petroleum industry, support, Mentor system
- **International workshop**, invite female executive to JCCP conference for speech
- **Exchange best practices**, interview with role models or female leaders
- **Support for appeal to top managements**

Recommendation to JCCP

➤ **New HRD programs for Women:**

Management and Leadership / **F**or Junior or middle level

Development for communication ability for panel discussion,

Coaching-Mentoring program, **R**ole-model education,

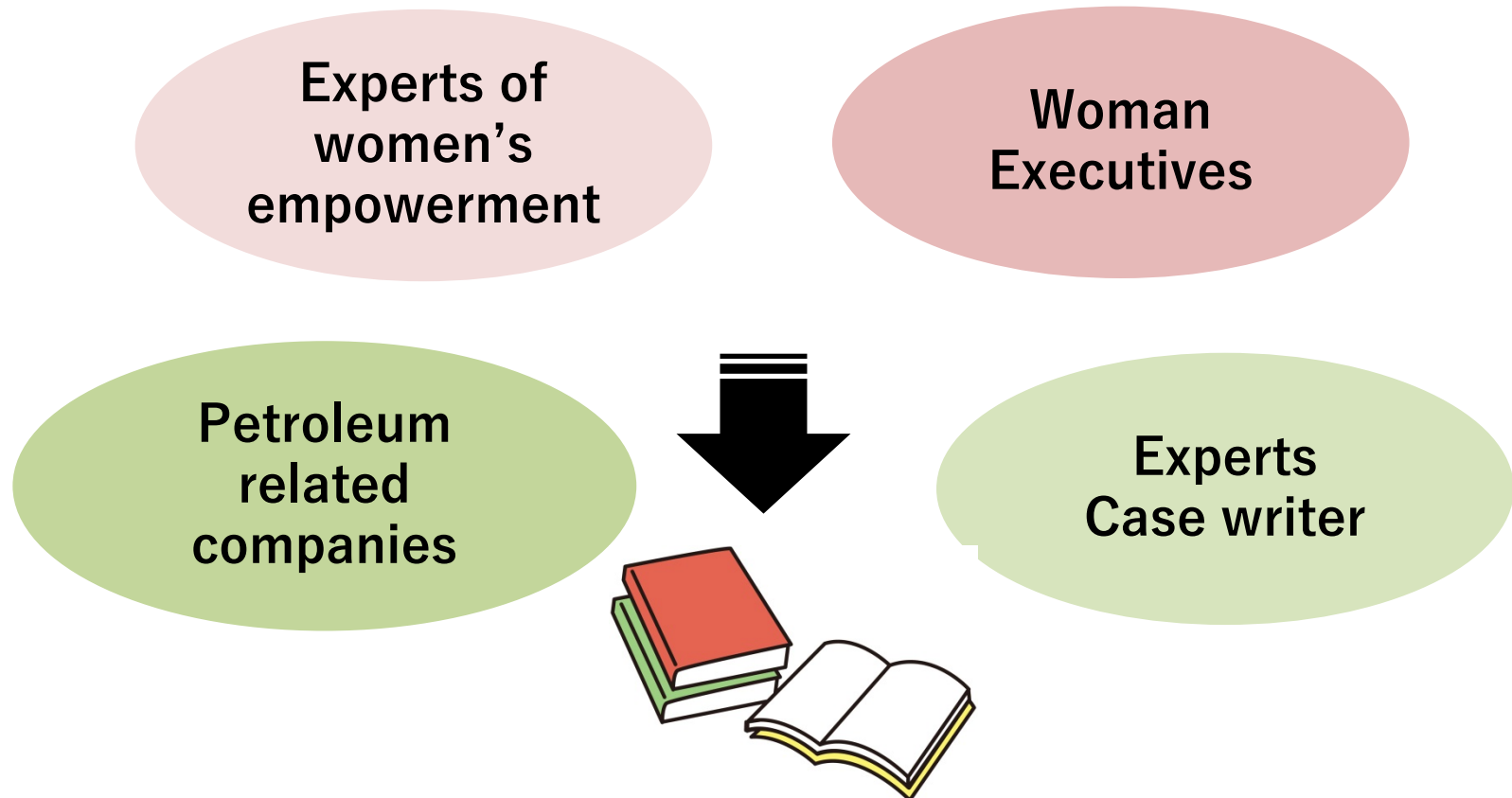
Executive program, **E**motional Intelligence,

Visits (ex working female home visit, workplace visit)

Women's empowerment: Diversity Management program for men

Using Japanese cases

Development of the Program



New cases and programs specializing in women leadership in petroleum industry

Key components

<Lectures and workshop>

- Role model
- Career path/design
- Leadership
- Capability development
- Policy and management for petroleum industry
- Mentoring & coaching
- Work life balance
- Empowerment of women

<Field trip>

- Cultural visit
- Company visit



Outline of the programs

- No. of Participants: around 15

**<for Middle class position>
Capability development and women's
empowerment in petroleum industry**

- Focus: Capability development, Work life balance
- Duration : 14 days

**<for Managerial position>
Management and leadership
for women in petroleum industry**



**Open
Forum**

- Focus: Leadership, Management
- Duration : 6-9 days

Objective

* For Middle class position

Thorough sharing her experiences with Japanese experts and colleagues from GCC

- To **develop her individual capability for empowerment**
- To provide an opportunity to **design her career plan to meet future challenges**

* For Managerial position

Through lectures and workshop, which include the **best practices, Japanese management** and **new perspectives** from Japanese experts and peers from GCC

- To **foster female leaders** and **enhance her leadership** in petroleum industry

Program Details & Reports_

Capability Development for Women's Empowerment in Petroleum Industry in 2017

Course Program: September 12 - 22, 2017

- ❑ Lecture **"Japanese Style HRM & HRD and Japanese Oil Industries"**
- ❑ Lecture **"Encouraging women to play an active role in the workplace & changing work styles"**
- ❑ Lecture & Workshop **"Immunity to Change"**
- ❑ Visit to Engineering Co., Oil Company, Steel Maker, Gas Company
- ❑ Lecture & Workshop **"Motivation & Challenge"**
- ❑ Lecture & Workshop **"Conflict Management Communication"**
- ❑ Workshop **Case Study - Role models -**
- ❑ Lecture & Workshop **"Transition into Leadership: Developing Your Team"**
- ❑ Lecture & Workshop **"Leadership "**
- ❑ Lecture & Workshop **"Career Designing & Action Planning"**
- ❑ Lecture **"How do developing countries become developed? -a case study of Japan-"**

Participants' Comments on individually selected top 3 lectures

Immunity to Change: Learned more about myself/ It was an eye opener/ Heart felt words/ Inspiring and motivated to understand how to manage change and change assumptions./ Learned how to change our wrong

Conflict Management: A lot of experiences to share/ The control & mental were rich & relevant/ It is directly linked to my current situation in life and career./
Very useful for my career



Leadership: Energetic, engaging, informative and personal test was very impressive/ Exercises that helped putting learnings into proactive

Career Designing & Action Planning: Interactive session/ I now know how can easily develop my career with the same way as the lecturer

Conclusion (1):

- For the promising women of each state-run oil company to improve their carrier/ability, the viewpoint and contents of the program were designed for the participants **to find their own initiatives for the issues of herself / issues arising in the relation with others.**
- The materials were carefully prepared by the invited experts of each field, and **interactive lecture & workshop** were implemented in JCCP.
- In addition, direct interchange with a Japanese workers in oil industry by visiting companies and workshops shows best practices and Japanese style.



Conclusion (2) :

Across a country, all the course members **mutually stimulated/cooperated** during the program and **designed their own career/action plan for take-away** based on the lessons they gained during the program.



Program Details & Reports_

Management and Leadership Program in 2017

Course Program: December 7 - 15, 2017

- ❑ Lecture **"Promotion women's empowerment as a growth "**
- ❑ Lecture **"Diversification & Development of HR in Idemitsu"**
- ❑ Visit to **Toyota Motor Corporation**
- ❑ Visit to **Shimazu Corp.**
- ❑ **Workshop Case Study - Executive models -**
- ❑ Lecture **"Japanese HRM & HRD"**
- ❑ **Workshop "Work Reform for Advancement & Women In the Workplace "**
- ❑ **Network Meeting**
- ❑ Lecture **"Challenges Leaders Face Today "**
- ❑ Visit to **JGC Corp. HQ**

Participants' Comments on individually selected top 3 lectures (1)

Workshop: "Work Study Reform for Advancement & Women in the Workplace "

- tools help to improve and understand workplace
- I loved **the concept of WAA* because it increases productivity.**
- * **Work from Anywhere and Anytime**
- Unilever **experience and method is a take away for me.**

Case Study "Mr. X and Japanese oil industry "

- Very rich information
- **Nothing impossible to be achieved & creating the opportunity**

Lecture "Challenges Leaders Face Today "

- Great and Fruitful discussion
- The material, the experience and knowledge of the lecture was impressive.

Executive lecture

- Leadership challenge / **Man plays role of woman**

Participants' Comments on individually selected top 3 lectures (2)

Japanese HRM & HRD

- Very **deep explanation of Japanese HR system**

Lecture "Promoting women's empowerment as a growth"

- How Japanese culture changed toward women
- The support system now in Japan to help mothers

Toyota Motor Corporation

- So impressive, **technology in Japan, Efficiency**
- impressed with the efficiency using robots & producing in 64 second
- Networking & team work

JGC Corporation

- The information about **the Japanese way of doing business**

Top management lecture

“ Diversification & Development of HR in Idetmisu

Mr. Kiyoshi Honma, Director, Idemitsu Kosan Co., Ltd.,

Important posture for a change of the present conditions and the business environment **from a viewpoint of the top management of the oil company**

Idemitsu 5 principles:

- **Respect for Human Beings**
- **Great Family-like Concept**
- **Independence and Autonomy**
- **Do Not Be a Slave to Money**
- **A Bridge from Producers to Consumer**



Video: “Working Father” of Director Honma - his experience based on typical day of child care and house chores of female subordinate’s instead of her. **The message that boss understood a working woman was important and put an impact.**

Case Study “Mr. X and the Japanese Oil Industry”

Case based on former top management Mr. X who worked in Japanese Oil Industry for approximately 40 years.

The teaching **materials of the case study was originally made by JCCP** based on an interview with Mr. X .

Contents: how he overcome the merger unification during the drastically shifted decades

- **the influence and readiness/posture as an employee**
- the carrier formation under such situation
- **the viewpoint as the leader**
- the introduction of the management system
- a team of consciousness



An advanced example introduction: WAA system of the Unilever Japan

Ms. Yuka Shimada, Director, Unilever Japan Co., Ltd.,

WAA (Work from Anywhere and Anytime)

- Introduced from 2016:
- Achievement oriented working system:
Employee could choose work place & time freely
- **Importance of the education of the line manager**
- **Diversity is indispensable for innovation**
- **the importance of the mindset introduction to practice at first that the life of the employee being given priority**

"Challenges Leaders Face Today "

Diversity communication utilized the posture (**Culture Dimension Plot Sheet**) according to the country
Viewpoint: communication and effect that the variety of the organizations supposed to have

"Leadership circle"

- 5-6 person in a group
- Each person talked about the problem that a senior level faced.
- One talks for ten minutes, meanwhile, other people must never interfere.



Therefore the speaker can take the posture, an interviewer "listens" to the story of the partner properly refraining from appearing one's feeling; **it was an opportunity to talk with the woman of the same position level**

Site Visit

Toyota Motor Corporation

Watching Production method of Toyota's **KAIZEN & KANBAN** directly, the participants were able to learn a efficient production assembly line without useless work.

Q. The charm of Toyota in comparison with other companies

A. To **respect each other** in **Toyota Way**.
To **perform KAIZEN by teamwork**.



JGC Corporation

Representative of Japanese engineering company

- Business strategy and global personnel training
- Diversity management seminar
- Network meeting by the woman
- JGC family day

The 6th FCW Meeting in Japan : December 13, 2017

Theme : Work Style Reform for Advancement of Women in the Workplace

Guest Address

H.E. Dr. Maitha Salem Al Shamsi, Minister of State, UAE

Mr. Ali Khalifa Al Shamsi, CEO of Al Yasat Petroleum Operations Co., Ltd.

Mr. Yota Ono, Director General, Ministry of Economy, Trade and Industry

Leader's Speech

H.E. Mrs. Alia Al Mazrouei,

Executive Board Member of Abu Dhabi Businesswomen Council

Ms. Shaima Al-Ghunaim, DMD, Corporate Planning, KPC

Panel Discussion 1

“Advanced Efforts for Working Style Reform”

Panel Discussion 2

“Challenges of
Work Style Reform in the Oil Companies”

Group Reports from Workshop



Conclusion:

- The contents which experiences (Idemitsu Kosan) of the **teamwork** was also found in the case study that took up the real experiences of management class, for example, **a merger, the unification in the Japanese oil industry only by the program to carry out in Japan**
- An action of Toyota and Shimazu Corporation which **respect a team, and achieved productivity improvement**
- A **catastrophic disaster of earthquake** gave great learning for the participants

The enhancement of "**Japanese management, woman activity, the oil industry**" which was the key concept of JCCP women's empowerment program.

<for Middle class position>

Capability development and women's empowerment in petroleum industry

➡ Integrated with JCCP Intensive Course in Japan titled "Strategic Management for Petroleum Industry – for next leaders" for Oct. 16 – 26, 2018.

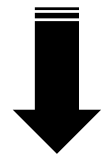
<for Managerial position>

Management and leadership for women in petroleum industry



Open Forum

➡ Implemented as "JCCP Customized Course in Japan" as usual. Nov. and implemented for Jan. 14 – 21, 2019.



In stead of a program of a women's course, the forum was separately held with "JCCP International Symposium" on Jan. 24, 2019, where the guests of top executives in oil industry make speeches and discuss.

<for Middle class position>

Capability development and women's empowerment in petroleum industry

➡ Integrated with JCCP Intensive Course in Japan titled “Leadership for Next Generation” for Sep. 4 – 13, 2019.

<for Managerial position>

Management and leadership for women in petroleum industry +

Open Forum

➡ Implemented as “JCCP Customized Course in Japan” for Nov. 13 – 21, 2019.

As a part of a women's course, the 10th FCW Forum was held at Waseda University on Nov. 20, 2019. There joined female students in the science and engineering majors as well as the workers in the oil and gas related sectors.