



2023 Time for a Change

Career priorities and drivers for
Gen X global brand leaders in Japan.

Osborn & Mori Partners



In-depth survey of fifty C-suite global brand executives in Japan reveals cautious job market optimism underscored by readiness for career change, with clear expectations for potential employers in 2023.

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Core Insights

Almost 70% of global brand leaders we surveyed are feeling neutral-to-optimistic about the bilingual executive job market in Japan for the year ahead.



Limited future opportunities for learning and development cited as the leading reason for contemplating a job change.



96% of leaders will only consider working with companies they see as having a positive and meaningful impact on people and society.



Preferences for hybrid work look here to stay beyond the pandemic, with **98% of leaders favoring a maximum of 2-3 office days per week.**



Slow moving interview processes and poor-quality feedback revealed as the leading causes of dissatisfaction for executives when they engage with prospective employers.



88% of survey respondents who have not recently changed jobs say they will be open to considering a new role in 2023.



Clear company mission, vision, and values and positive chemistry fit with the hiring team **of critical importance for almost 100% of executives** when weighing up potential employers.



Working for a company that prioritizes **work balance, flexibility, and wellbeing** is significantly more important for leaders than getting a step-up in compensation.



While 78% of leaders feel they should have complete ownership for how they get their work done, **62%** nevertheless still believe in the importance of in-person communication and collaboration when necessary.



Revealed: The **7 categories of key questions** executive candidates are most likely to ask in order to make up their minds about a prospective employer during an interview process.

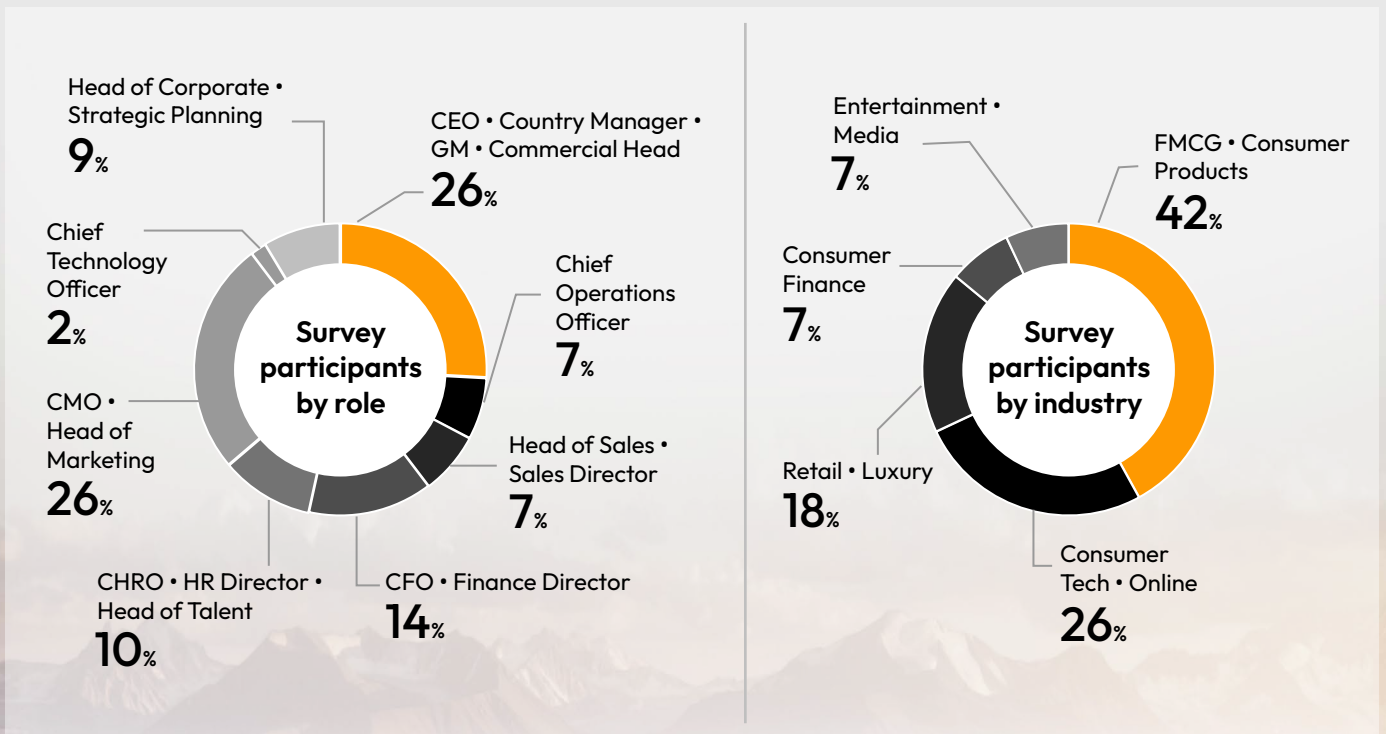




Introduction

We head into 2023 following three successive years of unprecedented business uncertainty and instability, thanks to a perfect storm of converging global factors including COVID, war, and hyperinflation. With this backdrop in mind, we wanted to gain a glimpse into how leaders at the helm of some of the world’s most prominent consumer brand businesses in Japan are currently thinking and feeling when it comes to their priorities, motives, and preferences on career change, professional development, and work styles for the year ahead.

Gen X executives, or those born between 1965 and 1981, currently occupy the majority of leadership positions at global brands internationally (think Sundar Pichai, Jack Dorsey, and Elon Musk) as well as in Japan – thereby playing a pivotal role influencing and shaping workplace policies, expectations, and trends. We therefore embarked on a comprehensive survey of fifty Japan Gen X leaders spanning all C-suite positions, including CEOs and General Managers, as well as C-level executives across Marketing, Sales, Finance, HR, Operations, Strategy, and Technology. Survey participants come from career backgrounds with a wide variety of consumer-oriented industries and are all currently employed by some of the world’s best-known brands in Japan, with an average age range of 40 to 45 years old. The results are revealing, and offer a unique perspective into how the motivations and preferences of Gen X leaders are shaping ongoing workplace, employer, and employment trends, with valuable insights for any global company seeking to recruit or retain top Japan leadership talent in 2023.



*All responses were collected anonymously via an online survey platform between January 18th and January 28th, 2023.



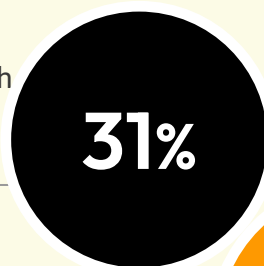
A cautiously optimistic sentiment overall...

2023

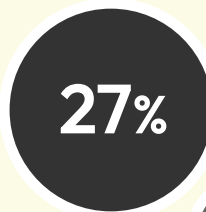
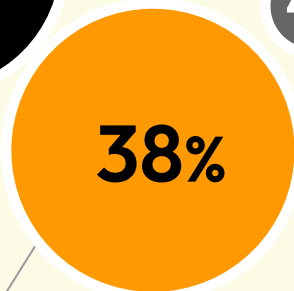
Despite recent news of widespread layoffs across various industries, stock market instability, and the threat of global recessions in 2023, the leaders we surveyed were more optimistic than one might expect when asked their thoughts on the bilingual executive job market in Japan for 2023. Just under one-third (30.9%) were “optimistic”, predicting a steady flow of exciting opportunities to choose from during the year ahead, with 38.2% feeling “neutral” – that the job market will neither be significantly worse or better than it has been in previous years. While 27.3% expressed a more cautious outlook, they nevertheless believed global companies would still look to hire into key strategic roles in Japan. Only 4% of participants saw a down-turn in the job market on the horizon with fewer jobs available than usual in 2023. Encouraging news for global brands operating businesses in Japan, and for individuals considering a career move during the year ahead.

Which of the statements below would best describe how you are feeling about the bilingual executive job market in Japan for 2023?

Optimistic: There will be a steady flow of exciting leadership opportunities with global companies in Japan during the year ahead.



Neutral: While challenges will persist in the global economy, the job market will be neither much worse nor much better than in recent years.



Cautious: The job market will be characterised by uncertainty and unpredictability, although companies will still need to continue hiring into key strategic roles.



Negative: Due to ongoing global social and economic challenges, there will be a downturn in the job market this year, with less executive opportunities available than usual.



Most leaders will be open to a change...

Another positive sign, at least for global companies who'll be looking for new leadership talent in 2023, is that – when accounting for executives not open to changing jobs having recently taken up a new role – an overwhelming **88%** of respondents indicated they would either be “very” (**35%**) or “somewhat” (**53%**) likely to consider a new career opportunity during the year ahead if the right role were to present itself. Conversely, only **12%** of leaders said they would be “very unlikely” to think about a change in 2023 as they are “100% happy” with their current company – something which global employers hoping to retain key Japan leadership team members in the year ahead may want to take note of. For global brands wondering whether 2023 will be the right timing to make a strategic Japan hire – the indications are that this year will indeed be a good time to start engaging with prospective candidates in the market, as they are likely to be receptive to having an initial discussion.

How likely are you to consider a career move in 2023?*

Somewhat likely - I would consider a career move if the right opportunity came up.

53%

Very likely - I will be actively looking for a next step in 2023.

35%

Very unlikely - I am 100% happy where I am.

12%

**When accounting for 22% of overall survey respondents who will not be considering a career change in 2023 having recently started in a new role.*





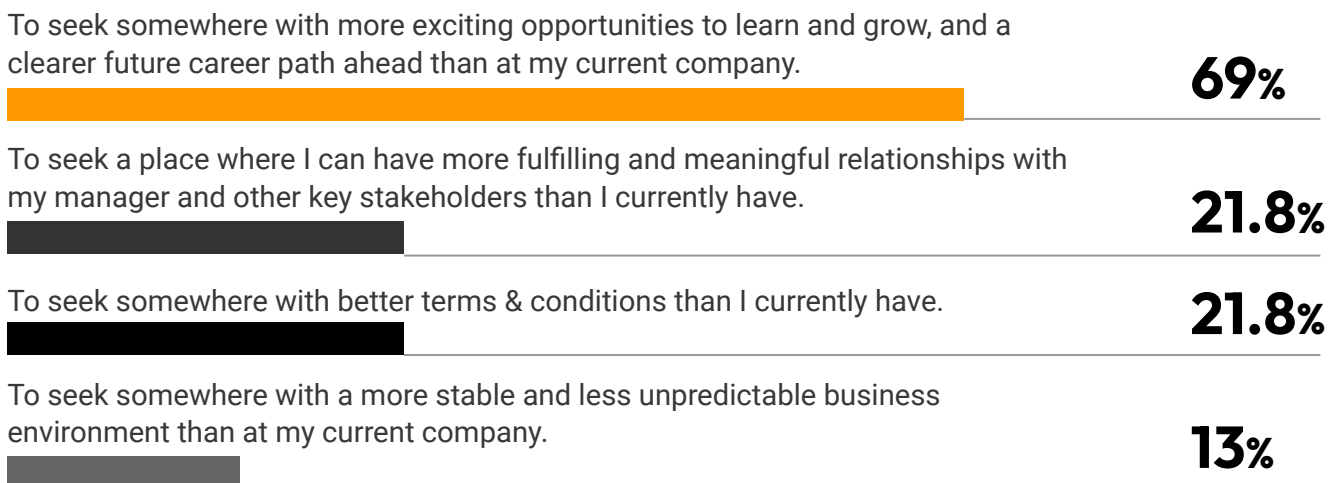
Why move?

Delving deeper into why top leaders may be open to a career change or be feeling less-than-completely satisfied with their current employer: our survey results showed the leading cause of dissatisfaction – as selected by 69% of participants – to be a lack of clarity regarding career progression with limited learning and growth opportunities ahead. For companies keen to attract new leaders, this highlights the advantages of tailoring exciting and challenging roles for the individuals they are looking to hire, while providing a clear vision of the potential longer-term career prospects during the interview process. For employers who would rather not see their senior Japan leaders walk out the door in 2023: if you haven't recently discussed future career plans or sense that they may be feeling less-than-enthusiastic about what lies next for them with your company, now is the time to take action.

The second most cited reasons for considering a career change, by a wide margin, were **“To have more fulfilling and meaningful relationships with my manager and other key stakeholders”** and **“To seek somewhere with better terms and conditions”** – both of which were selected by 21.8% of respondents. A reminder for companies seeking to retain top talent in Japan that, while compensation remains a crucial factor in the overall hierarchy of needs, people and relationships are likely to carry just as much value. Therefore, in addition to regularly reviewing your top leaders' salaries with C&B specialists, it would also be worthwhile investing time into objectively assessing the quality and nature of top team relationships in your organization. Remember, leadership teams with reduced informal interactions among their key members are likely to experience higher turnover ([Harvard Business Review, 2022](#)), while positive workplace relationships will lead to improved employee retention and satisfaction, and long-term business success ([Gallup, 2015](#)).



If you were to consider a career move in 2023, what would be your primary reason(s) for doing so?





Priorities when considering a potential employer

The one question that inevitably finds itself at the forefront of every employer’s mind when they finally have their ideal candidate sitting in front of them: What will ultimately persuade them to join us, and not the three other companies they are talking to? To find out more about the key priorities that are most likely to sway a candidate’s heart and mind during an interview process, we asked leaders to rank twelve factors as either “critical”, “important”, or “lower priority” when evaluating a potential job opportunity.

If you were to consider making a career move in 2023, what level of priority would you place on the following criteria for guiding your decision?

#	Priority	Critical	Important	Lower priority
1	A company with a clear mission, vision, and set of values that excites you.	67%	33%	0%
2	Chemistry fit with the team, and culture fit with the company and organisation.	67%	31%	2%
3	A company that has a positive and meaningful impact on people and society.	47%	49%	4%
4	A company that provides a flexible work-life balance, placing a clear importance on employee wellbeing and life outside the workplace.	47%	42%	11%
5	A role where I can take on new challenges, and learn and develop in new ways.	45%	45%	9%
6	A healthy and stable business oriented towards sustainable and strategic long-term growth.	33%	55%	13%
7	A more senior role with bigger and broader responsibilities.	31%	53%	16%
8	An exciting and personalised future career path with clear professional goals and milestones.	25%	60%	15%
9	A company with a great brand, and an exciting portfolio of products and/or services.	22%	67%	11%
10	A competitive step-up in overall compensation package (base, annual bonus, company stock etc.).	25%	49%	25%
11	A company with a strong employer brand, which is highly spoken of by current and former employees in the market.	11%	71%	18%
12	A fast-growth business which prioritises speed, innovation, and results.	9%	51%	40%



Chemistry, culture, vision, and values

The top two most highly ranked factors, both rated as “critical” or “important” when considering an employment opportunity by almost 100% of leaders, were: **“A company with a clear mission, vision, and set of values that excites you”** (critical: 67% - important: 33%) and **“Chemistry fit with the team, and culture fit with the company and organisation”** (critical: 67% - important: 31%). Clearly, nothing beats the chance to work with people you feel genuinely enthusiastic about, at a company with goals, practices, and beliefs that align with your own. The takeaway for prospective employers: when targeting a “star” candidate, create every opportunity to cultivate and strengthen their connection with the hiring team, and make absolutely sure every member of your team is able to articulate – with passion, precision, and conviction – what your company stands for, what you are striving to achieve, and why. Effectively weaving this into the hiring process will significantly enhance the likelihood of a mutually successful outcome. It’s crucial to note that getting “fit” right leads to happier, more sustainable, and higher performing leaders and teams – but getting it wrong can lead to significant turnover costs, equivalent to up to 60% of a hired candidate’s annual salary (Harvard Business Review, 2015).



A search for meaning

The third top priority for leaders was, **“A company that has a positive and meaningful impact on people and society”** (critical: 47% - important: 49%). This is consistent with the opinions expressed in our daily conversations with senior-level leaders across functions and expertise. While they are open to exploring a wide range of career options, the one constant and universal requirement is to be able to feel their work is meaningful and contributing in some way towards a “greater good”. Organizations that excel in communicating their desired “positive impact” to prospective job candidates are those where employees are united by a clear and shared sense of purpose. These companies not only make a habit out of regularly discussing questions such as “how can we make the world a better place” and “how do we meaningfully serve people” at all levels, but also actively put their beliefs into practice by setting ESG goals, inspiring the next generation of scientists, or bringing a smile to people’s faces when they need it most. Whether you do so or not will quickly become apparent to any discerning candidate during an interview process. A recent **McKinsey survey** found that seventy percent of employees define their sense of purpose in life through their work. When speaking with job candidates, therefore, interviewers who are able to clearly articulate their own purpose and the positive impact they seek to make through their organization, will have the best chances of attracting the top talent of their choice.





Employee wellbeing, life balance, and work flexibility

Priority number four among survey participants: **“A company that provides a flexible work-life balance, placing a clear importance on employee wellbeing and life outside the workplace”** (critical: 47% - important: 42%). This isn't surprising, given the pandemic-induced dialogue and recalibration that took place among employers and employees the world-over regarding how much time people should spend working, how they should be allowed to get their work done, and – crucially – the potential effect of work on mental health and wellbeing. [McKinsey](#) recently concluded that workplace burnout and mental health problems can be as harmful to health as secondhand smoke, while a 2022 Mental Health report from [Deloitte](#) highlighted the urgent need for businesses to invest into new, flexible, and customized programs for supporting employee wellbeing in a much-changed post-pandemic world. Despite this, many firms in Japan have already reverted to their default pre-pandemic work styles and policies, prompting wellness experts to urgently call for Japanese companies to update and improve workplace mental health awareness and wellbeing initiatives for their employees ([Financial Times, 2022](#)).

The results of this survey indicate that leaders at global brands in Japan are more in-tune with current international workplace styles, values, and beliefs, including their understanding and appreciation of the critical importance of wellness at work. For these executives, a workplace that empowers people with the flexibility necessary for enjoying healthy and fulfilling lives both inside and outside the workplace, where leaders take an open and active approach to supporting the mental health of their employees as well at their own, has become – and looks to remain – a “non-negotiable” when considering a potential employer. Companies who are able to demonstrate a more holistic approach to employee health, including tailored mental health and wellbeing solutions, that are supported through a care-oriented culture where workers can speak openly about their wellness issues free from interpersonal fears or stigmatization, will have a distinct advantage when it comes to filling the most challenging senior levels roles – and keeping them filled – during the years ahead.



Compensation a lower priority for most

One interesting insight to emerge from this survey is the relatively low priority among participants when it comes to remuneration, with **“a competitive step-up in overall compensation package”** ranking in tenth place in terms of critical importance overall. While salary undoubtedly continues to be a key consideration for most leaders, this is a strong indication that for many, it is likely not to be the ultimate deciding factor when thinking about a potential employer – rather, one aspect among many to weigh up when viewing an opportunity from a more holistic perspective. In our experience, leaders can be surprisingly flexible when it comes to the question of compensation, especially when they find other aspects of a company or role uniquely exciting or compelling. This is a growing tendency which has been noticed in other countries as well. For example, a **2022 survey** of 32,000 workers across 17,000 countries by ADP found that while pay continues to be a top priority among employees, half of all workers would trade a pay cut for work-life balance. This is something to think about particularly for companies who may be on tighter hiring budgets than others. Even if you are not able to compete for top job candidates on salary, there are plenty of other ways in which you can compete for their attention. If you think creatively and resourcefully about what you can do to make a job opportunity more attractive and appealing, there will be plenty of reasons for the most sought-after applicants to start seeing you as their top priority.



Less of a “Need for Speed”

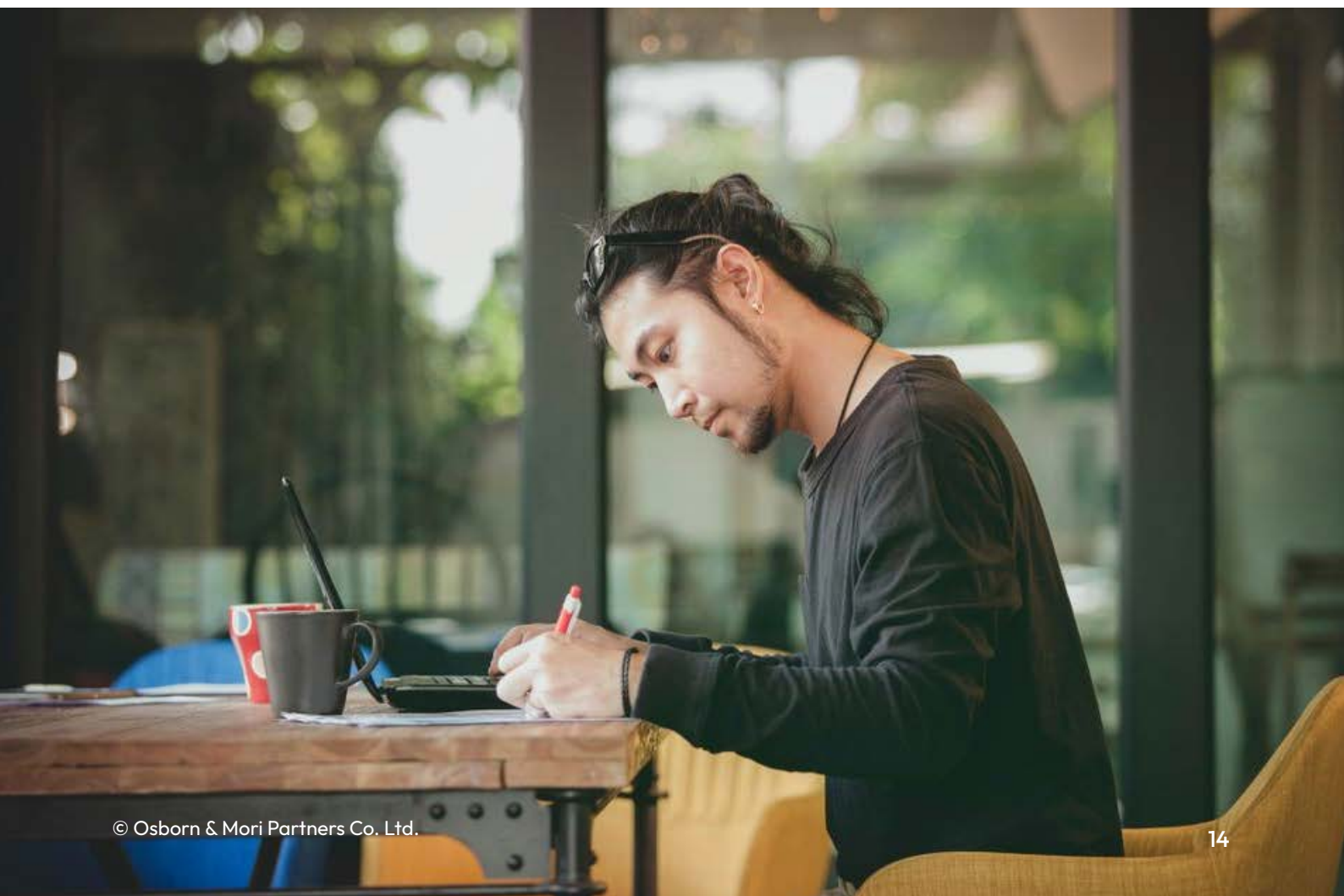
Ranking in final place, with the least critical (9%) and the most lower priority (40%) votes, was: **“A fast-growth business which prioritises speed, innovation, and results”**. This reflects a growing divergence we have observed through our interactions with brand leaders in Japan since before the pandemic, when the most sought-after senior roles would typically have been characterized by an emphasis on innovation, fast pace, and accelerated growth. An indication that executive priorities and values may have shifted as a result of experiencing the turbulence of the past three years. By contrast, **88%** of participants said that **“A healthy and stable business oriented towards sustainable and strategic long-term growth”** would be either critical or important in an employer when considering a next step. One takeaway when interviewing top candidates: be mindful of maintaining a clear balance between the immediate mission and urgent goals of the role with the broader context and the bigger picture. If you fail to share a sufficiently compelling vision that connects the dots with what your organization is hoping to achieve in the longer-term, this generation of leadership candidates may start heading elsewhere.



A permanent shift in work styles and preferences?

Traditional global workplace policies and expectations were largely upended during the pandemic – at the most fundamental level, the expectation to show up in-person at the office every day. In the US, remote work has expanded about six-fold since the pandemic took hold (Zippia, 2022). Currently, 8 in 10 people in the US are now working hybrid or remote, with only 2 in 10 entirely on-site (Gallup, 2022). While Japan never quite fully embraced the remote working trend, even during the height of COVID restrictions, the question that many are pondering heading into 2023 is what companies will do once things return to “normal”. As of now, the response of Japanese companies has been inconsistent, at best. In 2022, the Keidanren endorsed a return to pre-pandemic-like office work (Mainichi Japan, 2022), and many major Japanese corporations started to ask employees to return to the office full-time. While other companies decided to continue with hybrid work in some shape or form, some have already started to backtrack on their promises of a more flexible workplace, with many citing challenges with employee communication and engagement (Japan Times, 2022). When it comes to how the typical Japanese workplace will be looking at the end of 2023 and beyond, therefore, the jury is out, and only time will tell.

The global brand leaders in our survey expressed their preferences and expectations for work styles in the coming year much more clearly – with “hybrid” being the outright winner. 98% preferred some form of hybrid workstyle, with 67% opting for 2-3 office days per week, and 15% choosing just 1 office day per week. Taking it a step further, 16% preferred full remote work with access to an office if needed. Only 2% said they wanted to return to the office full-time.





To gain further insight, we asked leaders to indicate their agreement with the statement **“I believe that I should be able to work from anywhere, how and when I choose, as long as I am getting my job done.”** 78% of leaders either agreed or strongly agreed with the statement, with 14% remaining neutral, and only 8% disagreeing. Employers, take note: according to Harvard Business School economist Raj Choudhury, history shows us the nature of work is shaped by the preferences and demands of the most sought-after job candidates, rather than companies dictating the terms of employment. Choudhury cites the example of mobile email access, which quickly evolved from being a boardroom luxury in the nineties to an unavoidable everyday reality for most employees – all because top talent started demanding it. He explains, “There are two kinds of companies. One is going to embrace work-from-anywhere, and the second is in denial. I feel those companies will lose their workforce” ([Wired Magazine, 2022](#)).

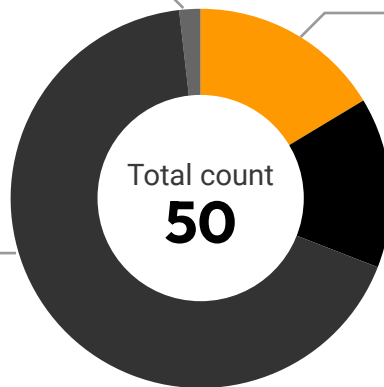
How would you best describe your ideal approach to working in your job (i.e., Your ideal working style)?

Office: Working from the office as normal, unless a specific reason not to do so.

2%

Hybrid: working 50% remotely and 50% from the office (i.e. 2 to 3 days/week).

67%

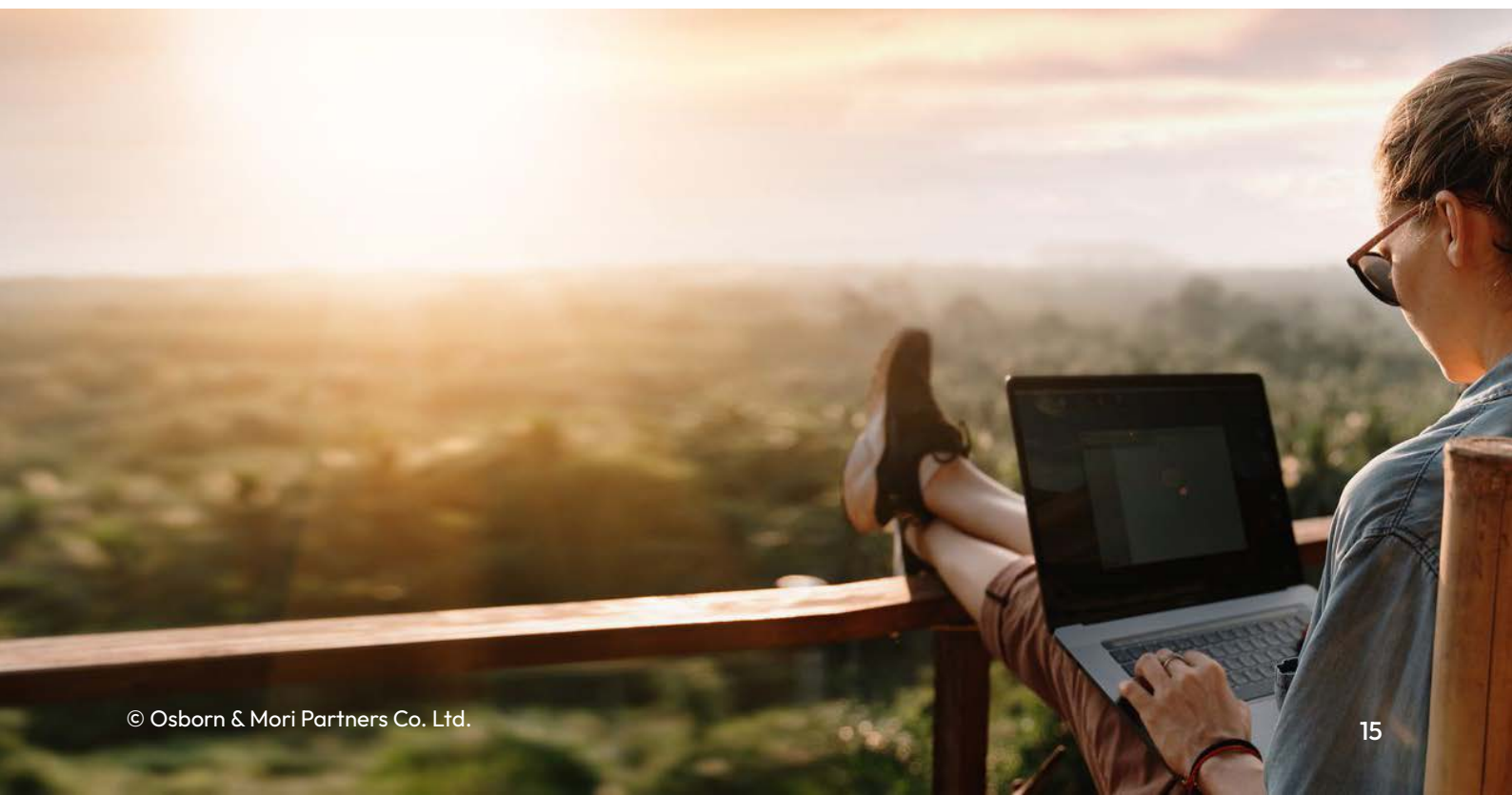


Fully remote, with an option to work from the corporate office when I need to.

16%

Hybrid: working remotely 4 days per week, with 1 day in the office.

15%





Still, nothing can replace in-person presence for certain occasions

Almost all C-suite leaders in our survey see a hybrid work future ahead. Still, the majority continue to recognize the importance and effectiveness of being present in-person at times. 62% of respondents either agreed or strongly agreed with the statement that face-to-face communication and collaboration should be prioritised for certain occasions, and that employees should be expected to show up in-person accordingly. Only 7% disagreed, while the remaining 31% neutral.

These results have interesting parallels with workplace research conducted among the youngest generation of employees in the workforce – Gen Z, who were born between 1997 and 2012. A 2022 US-based study by Indeed showed that 82% of Gen Z have never experienced full-time in-person work, and while almost none would accept a job that requires being in the office full-time, 92% felt they were missing out on traditional workplace experiences such as informal learning, leadership mentoring, casual brainstorming sessions, and hallway conversations (Teen Vogue, 2022). This bodes well for flexible employers who are mindful of the importance of effectively balancing their workplace to fit with the needs of multi-generational workers. Both Gen X and Gen Z leaders are likely to welcome and appreciate hybrid work environments that empower them with the freedom to work wherever they find most effective, integrated with meaningful opportunities to engage and collaborate with their colleagues in-person.

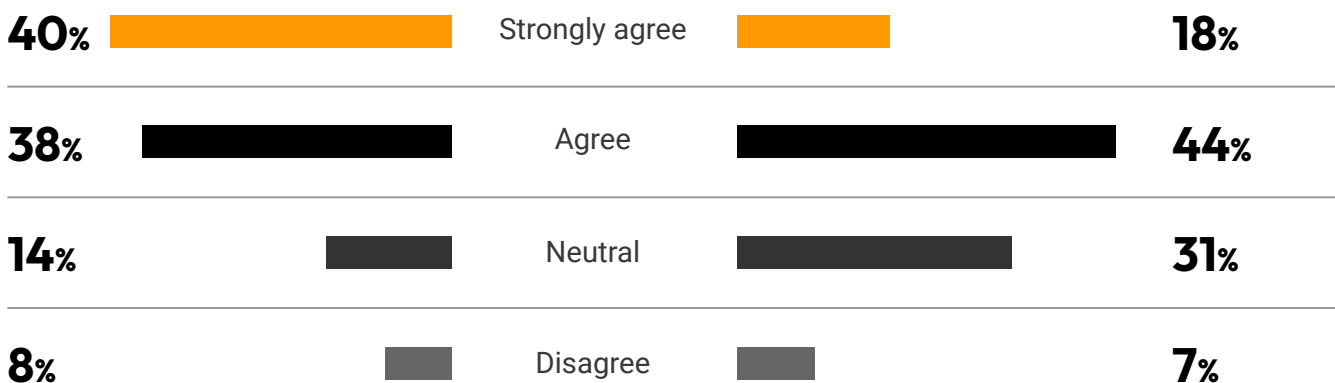


To what extent would you agree with the following statement

I believe that I should be able to work from anywhere, how and when I choose, as long as I am getting my job done.



I believe that face-to-face communication and collaboration should be prioritised for certain occasions, and that employees should be expected to show up in-person accordingly.





Differentiate yourself through a great interview process



In addition to asking top leaders their perspectives on career change for the year ahead, we also wanted to understand their views on what companies can do to enhance candidate experience during an interview process. We asked participants to tell us about their most common sources of frustration when interviewing for a job opportunity. Their biggest headaches turned out to be caused by slow-moving interview processes, slow or inadequate feedback from interviews, inaccurate job descriptions, time-consuming processes with too many “hoops” to jump through, and poor overall process management by internal or external recruiting teams.

In our experience, companies have everything to gain – as well as to lose – through how they approach and implement executive interview processes, including how interviewees end up feeling upon completion. The results of this survey show clear opportunities for improvement when it comes to how organizations go about engaging with senior level job candidates – all of which can be easily addressed by ensuring the hiring team follows some simple steps prior to embarking on a leadership search. These would include:

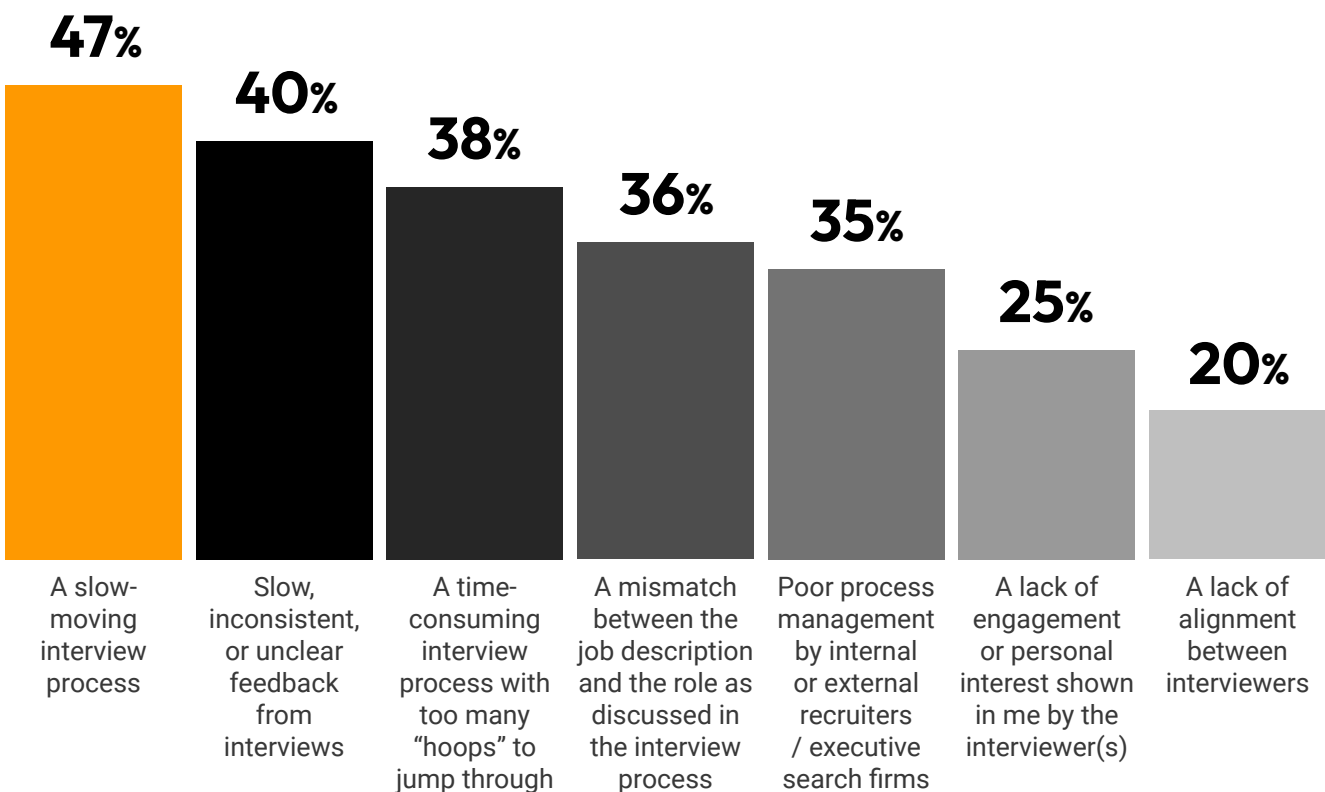
- Discussing key stakeholder priorities and expectations for a role, and aligning on a concise, authentic, and compelling job description that accurately depicts the realities of the position.
- Agreeing on each step to be included in the interview process, and the rationale for doing so; identifying any areas where speed and efficiency can be improved.
- Being equally as mindful of candidate experience as candidate assessment, by designing a process that accurately reflects the company’s culture and values.



- Clarifying roles and responsibilities for each interviewer (e.g. Splitting behavioural or competency-based questions), and how feedback will be shared internally following each interview.
- Setting realistic expectations around milestones and timeframes for the search, and agreeing on how the team will stay up to date and aligned throughout the interview process.
- Confirming how feedback will be provided to candidates after each interview – in both successful as well as unsuccessful cases – and ensuring feedback is delivered in a way that is consistent with the company’s values.
- Lastly, agreeing on how a final hiring decision will be made, and how the offer will be delivered to the successful candidate – an invaluable (and often overlooked) opportunity to galvanize a relationship that has been nurtured through the interview process.

Companies who follow these simple steps prior to commencing any senior level search will not only find they pay dividends later on, but will set themselves apart from others through delivering an exceptional interview experience for their top candidates. Remember that ultimately, only one will get the job. Everyone else you have spoken with will become either an influential advocate or critic of your brand in the market. The role they choose will be up to you.

In your experience, what tends to be the biggest source of frustration (if any) when engaging in interview processes with a potential employer?





Questions to be prepared for

Lastly, we wanted to understand what one question our survey participants would ask a company when making a final decision on where to go next. We accumulated a list of over sixty questions, which we have categorized as below. Prior to engaging in any executive recruiting process, all members of the hiring team should feel well-prepared for providing meaningful responses to any of these questions with confidence and authenticity. Skilled and experienced hiring teams will be able to turn even the most challenging questions into effective story-telling opportunities to memorably illustrate some of the key priorities and themes which have been highlighted in this report.



What key question(s) would you ask a potential employer to decide whether or not they would be the right company for you?

Question type

Understanding expectations for the person in the role



39%



Examples

What are your priorities for this role, and what does success look like after 6 months, and after two years?

Understanding company values and culture



15%



Tell me how you demonstrate the care you have for your employees.

Understanding the company vision and strategy



12%



What is your strategy for keeping your customers as well as employees excited about the longer-term future?

Understanding why the company is interested in me for this position



10%



What makes you think I would be the best fit for this role, and why should I choose it over others?

Understanding what excites you about your company



10%



What motivates you and your team about showing up for work every day?

Understanding the degree of ownership in the role



8%



Tell me about a recent situation where a critical issue needed to be resolved between Japan and global.

Understanding organizational or business challenges to be resolved



6%



What are you currently most unsatisfied with, and how are you thinking about resolving it?



Key takeaways for global brand employers in Japan

- If you are considering making a strategic senior leadership hire this year, 2023 will be a great time to start having initial discussions with prospective candidates – who are likely to be more open to learning about career opportunities than they may have been in previous years.
- Regularly holding both formal and informal career conversations with leaders at all levels of your organization is a critical part of keeping them engaged in their roles. Find out what truly excites and motivates them, and be creative and resourceful when customizing career paths that will enable them to continue learning and growing with your organization well into the future.
- Salary is unlikely to be the biggest motivating factor for most leaders when deciding whether to search for a new role or to stay in their current one. Having said that, whether you are looking to hire or retain leadership talent, it is important for any company to maintain an ongoing awareness of their organization's compensation levels relative to market standards. Having regular discussions with C&B specialists, recruiters, and other HR professionals will help you to keep track of evolving expectations across each C-suite function, and to review and recalibrate compensation packages as and when necessary.
- Be mindful of the critical importance of maintaining positive relationships and healthy open dialogue among your leadership team – something overlooked all too often when people are busy and time is limited. If you feel your C-suite may benefit from refreshing their connections with one another, top team stakeholder interviews or workshops can be a simple and effective way of taking a quick climate check, and designing a plan of action to get things back on track.
- Look for opportunities to test, nurture and deepen the connectivity between candidates and hiring teams during an interview process. Intersperse official discussions with casual conversations, online interviews with face-to-face, and use both formal and informal meeting locations where possible. Think of additional interview stakeholders you can meaningfully and impactfully include in mix. The greater diversity of touchpoints you include, the greater the opportunity to enhance – as well as to assess – a candidate's potential "fit" and chemistry with your organization.
- Ensure that a consistent and authentic "feel" for your company culture tangibly flows through every aspect of your interview process – from having a well-designed and distinctive job description that accurately reflects your organization's vision and values, to well-prepared and clearly aligned interviewers, to the delivery of timely, thoughtful, and constructive feedback afterwards. Think of additional ways you can visually showcase your culture, such as providing virtual or in-person office tours, showing recent company videos, or sharing team presentation slides etc. that will help candidates to understand how people work together, and what your organization looks like in action.



- Be ready to clearly articulate your company's purpose to candidates during interviews. Talk about the higher-level impact your company seeks to deliver to people and society, and share examples of it being put into practice. Ensure the hiring team is prepared to share their own views and experiences of how they have personally been able to achieve a sense of purpose through their respective roles with the organization.
- Prior to commencing interview processes, ensure that hiring teams are aware of recent wellness-related trends and policies both globally as well as in Japan. They should be prepared to openly discuss issues relating to mental health at work, with examples of the systems, measures, and health and wellbeing initiatives your company has in place for supporting employees.
- Almost all leaders will expect companies to have some type of hybrid work policy. Be ready to discuss and clearly explain yours, and to share examples illustrating what has proved to be most effective for the people in your organization so far. For companies who are still "in transition" regarding their work style policies: Find a way to gain the clarity you need more quickly, and be mindful that a combination of flexible work with meaningful opportunities for in-person collaboration is likely to resonate most strongly with the majority of leadership talent.
- Prepare your hiring team up-front for delivering a distinctive, professional, and well-organized interview process. This includes going through the right steps to lay solid groundwork prior to commencing a search, and ensuring interviewers feel confident in their ability to effectively assess candidates as well as to respond to their questions meaningfully and constructively. Empowering hiring team members through effective competency-based interview training and thorough Q&A preparation beforehand will help to ensure they deliver the best outcomes possible, both for your candidates as well as for your organization.





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