

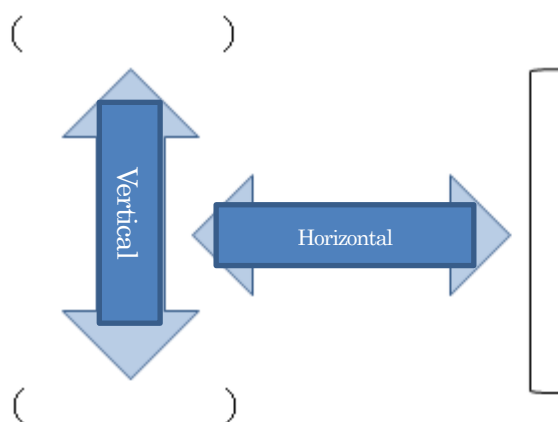
Chapter 7	Ho (reporting)-Ren (communication)-So (consulting)	/
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Ho (reporting)-Ren (communication)-So (consulting) is of such importance in business manners that it is often referred to as the blood of an organization. Work is a repetition of decision-making, and an organization is a system for decision-making. Sharing and exchanging information is essential when it comes to proper decision-making.

If Ho-Ren-So gets stacked up, the organization does not function smoothly, like a body whose blood is not circulating well.

Let's consider these points for conducting Ho-Ren-So.

1. Horizontal and vertical communication



- **Reporting:** from subordinate to superior (from junior to senior)
→A subordinate reports the process or result of an instruction or order from a superior.
- **Communication:** Any person, regardless of whether they are a superior or a subordinate, can be a sender or receiver of information.
→To pass on simple information to people involved; the information is objective and does not involve the subjective opinion of the sender.
- **Consultation:** from subordinate to superior (from junior to senior)
*sometimes between colleagues
→To consult for advice if you have difficulty making a decision, would like to ask for an independent opinion, or would like someone to listen to your opinion

▼6W3H

Who
What
Where
When
Whom
Why
How to
How many
How much

In doing the above, you should summarize what you are going to say according to 6W3H, which you learned in Chapter 2. Using 6W3H not only when taking note but also in your daily life will help you summarize your talk more easily.

🎵 Points to note 🎵

It is certainly a good idea to consult with your colleagues. However, as the work content and experience of your colleagues may be similar to yours, it is preferable to talk to a person in a different position, such as a senior or a superior, to obtain advice from a different perspective.

♪ work ♪

▼Read the following case and discuss it in a group.

A has been working for a company for five years, and is a promising young leader. Toward the 100th anniversary of the company's founding, he is assigned to prepare for the ceremony. Other members for this project are B and C, both in their third year at the company. The general affairs manager, Mr. D, is A's superior and in charge of the project.

B is assigned by A to make a guest list. The company plans to invite 500 guests to the event, but when B considers prospective guests that include important customers and people with deep connections to the company's founder, the number of guests will be beyond 500.

Q1 : What kind of action should B take?

The company that took an order to make an anniversary gift for the guests told C that delivery of a sample gift will be one week behind schedule. Believing a one-week delay to be tolerable, C declined to inform A and B.

Q2 : What do you think about C's action?

It's been three days since A started preparing for the ceremony, but A hasn't reported to Manager D during this period.

Q3 : How do you think Mr. D felt about this?

Mr. D had planned to confirm the sample gift together with A, but on that day A contacted Mr. D in a rushed manner, saying 'the sample gift will arrive a week late'. When Mr. D asked A the reason, A told Mr. D that it was taking time to procure materials. A also reported that he reduced the number of guests because the cost would be higher than expected due to the increase in the

price of materials.

Q4 : How do you think Mr. D felt about this?

2. Points to note regarding Ho-Ren-So

<Reporting>

1. Confirm if it's convenient for the other person.
2. Report directly to the senior who provided direction.
3. Report an important matter immediately.
4. Start with the conclusion.
5. Divide 'truth' and 'opinion, assumption' when reporting.
6. Select the means of reporting: whether it should be done orally or in writing.
7. Interim report should be made on a frequent basis.
8. Report any mistakes and difficulties immediately.
9. Carry a notepad when reporting.



<Communication>

1. Do not use ambiguous words or expressions.
2. Contact immediately regardless of the content.
3. Be aware of the priorities when conveying messages.
4. Make sure to communicate your message to all of the relevant people.

<Consulting>

1. When you question something, ask or consult.
2. Consult with your direct senior first.
3. If you wish to suggest an idea or change of plan, make sure you consider carefully what you are going to say.

[Post-learning task]

- ◆ Repeat roleplaying and practice. Then, list up what you understood and what you should improve.

Write about each list in more than 400 characters.

<How to write>

1. Use a PC. Submit a Word document.
2. Formatting: 40 letters × 30 lines
3. Font: MS Mincho, 10.5 point
MS Gothic, etc. can be used if necessary.
4. Margin setting: Normal
5. Number of characters: 350 to 400
*In business scenarios, when explaining the current situation or summarizing your talk orally, you should complete it in about one minute. If you put it into writing, about 400 characters should be sufficient.
If the number of characters is specified:
 - ① Don't exceed that number.
 - ② Write more than 80 percent of the specified number (in this case, more than 350 characters).
6. Others:
Read over what you have written to avoid typos and omissions.
If there is anything you don't understand, confirm definitions and meanings by consulting a dictionary, etc.
You will not obtain points if you appear to have deviated from ethical practices such as copying and pasting text from other literature, or copying a friend's work.
*Focus on creating an excellent and well-organized document.

[Pre-learning task]

- ◆ Fill out the worksheet of telephone manners.

[Pre-learning task]

Telephone manners sheet

Case 1: You are returning a call.

You are A of Nippon Shoji Company.

Make a phone call to Director Yamashita of Kobe Parts Company about parts delivery.

Mr. Yamashita is not in the office (he will be back in half an hour), so tell B, who received your call, that you will call back later.

Let's start with B.

Speaker	Content of Conversation
B (Kobe Parts)	
A (Nippon Shoji)	
B	
A	
B	
A	
B	
A	
B	
A	