

## 17 Leadership at Japan Airlines

01:36:00:17 --:--:--:--

- A private jet  
is an American CEO's perk.

01:36:02:15 --:--:--:--

But not the CEO  
of Japan Airlines.

01:36:04:05 --:--:--:--

He comes to work  
on the city bus.

01:36:05:20 --:--:--:--

Haruka Nishimatsu knocked down  
his office walls

01:36:07:28 --:--:--:--

so anyone can walk in.

01:36:09:02 --:--:--:--

He buys his suits  
at a discount store

01:36:10:25 --:--:--:--

because a boss who wears Armani

01:36:12:11 --:--:--:--

puts himself at arm's length  
from his people.

01:36:14:15 --:--:--:--

- [speaking in Japanese]

01:36:14:15 --:--:--:--

- "If management is distant,  
up in the clouds,

01:36:16:14 --:--:--:--

people just wait for orders,"  
he told us.

01:36:19:16 --:--:--:--

"I want my people  
to think for themselves."

01:36:21:16 --:--:--:--

And meeting his people means  
popping into planes,

01:36:23:20 --:--:--:--  
chatting with flight attendants,

01:36:40:03 --:--:--:--  
even sorting the newspapers.

01:36:26:09 --:--:--:--  
- I'd like to just find what is  
going on...

01:36:28:06 --:--:--:--  
- What's going on.

01:36:27:26 --:--:--:--  
- At the front line.

01:36:29:04 --:--:--:--  
- All CEOs say that service  
is important,

01:36:30:26 --:--:--:--  
but Nishimatsu goes  
a step beyond.

01:36:32:13 --:--:--:--  
He says that if you're having  
a bad experience,

01:36:34:13 --:--:--:--  
don't get angry with the people  
you're dealing with

01:36:36:17 --:--:--:--  
Blame the person in charge.

01:36:37:20 --:--:--:--  
The person in charge  
here walks the walk.

01:36:39:17 --:--:--:--  
Look up,  
and there's the boss.

01:36:41:02 --:--:--:--  
Got an idea?

01:36:41:26 --:--:--:--  
Catch him at lunch  
in the company cafeteria.

01:36:43:27 --:--:--:--  
His salary for running the  
worlds 10th largest airline:

01:36:46:12 --:--:--:--  
not millions, but one year  
as low as \$90,000.

01:36:48:13 --:--:--:--  
When he was forced to cut  
salaries for everyone else,

01:36:50:17 --:--:--:--  
he also cut his own.

01:36:51:19 --:--:--:--  
- [speaking in Japanese]

01:36:51:16 --:--:--:--  
- "My wife said, 'What?'"

01:36:53:28 --:--:--:--  
To him, a leader shares  
the economic pain.

01:37:30:12 --:--:--:--  
- [speaking in Japanese]

01:36:55:26 --:--:--:--  
- "I feel close to him," says  
flight attendant Akiko Isobe.

01:36:58:12 --:~:~:~:~  
"It's encouraging."

01:36:59:17 --:~:~:~:~  
These days all airlines  
are struggling.

01:37:01:16 --:~:~:~:~  
Even at reliably profitable  
Southwest,

01:37:03:07 --:~:~:~:~  
it's time to tighten belts.

01:37:04:14 --:~:~:~:~  
- It will not work if leaders  
treat themselves one way

01:37:06:22 --:--:--:--  
and their employees  
another way.

01:37:09:24 --:--:--:--  
- Nishimatsu says a CEO  
doesn't motivate

01:37:11:19 --:--:--:--  
by how many millions  
he makes,

01:37:13:02 --:--:--:--  
but by convincing employees

01:37:14:11 --:--:--:--  
you're all together  
in the same boat--

01:37:15:10 --:--:--:--  
A spirit that could help survive  
the current economic storm.