

Ringi Sho - Summary

Summary

- **Definition:**

- *Ringi Sho* is a Japanese collective decision-making process based on consensus, rather than hierarchical decisions.
- "Ringi" means "circulation of documents" and "Sho" means "written proposal" or "document."

- **Process:**

- A subordinate prepares the *Ringi Sho* document.
- It is circulated through various hierarchical levels for approval or suggestions.
- Each participant stamps the document with a personal seal (*Hanko*).
- The document gathers approvals or revisions until it reaches the higher management for final approval.

- **Properties:**

- **Collective participation:**
 - * Everyone is involved, even those at the lowest hierarchical levels can express their opinions.
- **Gradual process:**
 - * The document passes through various levels, gathering consensus step by step.
- **Flexibility and transparency:**
 - * Every approval or comment is visible, ensuring transparency and openness to revision.
- **Long duration:**
 - * The process can take more time than centralized decision-making but guarantees more involvement.

- **Cultural Reflection:**

- Reflects the strong emphasis on collaboration and consensus in Japanese work culture.
- Minimizes internal conflicts but can be less efficient in contexts requiring fast decisions.

- **Positive Aspects:**

- **Improved organizational cohesion:**

- * Involvement in decision-making fosters a sense of belonging and collaboration.

- **Better decision-making:**

- * Decisions based on consensus have a higher probability of being accepted and effectively implemented.

- **Criticism:**

- The process is slow and complex.
 - It is difficult to apply in competitive environments that require fast decisions.