

“Nemawashi”

lit: going around the roots

“In Japan, high-ranking people expect to be let in on new proposals prior to an official meeting. If they find out about something for the first time during the meeting, they will feel that they have been ignored, and they may reject it for that reason alone. Thus, it’s important to approach these people individually before the meeting. This provides an opportunity to introduce the proposal to them and gauge their reaction. This is also a good chance to hear their input. This process is referred to as nemawashi.”

Defining Nemawashi, Rochelle Kopp, Japan Intercultural Consulting (2012)
japanintercultural.com/en/news/default.aspx?newsid=234

- Share early and often
- Share your rationale before you start on solutions
- Make the map together - it focuses discussions
- Open invitation sketching, co-design and ideation workshops
- Brief the most influential people 1:1
- Make your pitch