

Short and Longer Run Impacts of Kaizen Management Training: The Case in Tanzania by Tetsushi Sonobe

Most managers in developing countries think that their management skills are well above average. Policymakers and advisers tend to assume that managers are knowledgeable about management because they have operated businesses for years. This is a common pitfall that these stakeholders fall into. Management must be improved so that workers work more efficiently and proactively. Why do many businesses remain so disorganized and inefficient? I hypothesized that managers knew little about better management. I did an experiment in which business consultants taught basic management skills to managers with management experiences of at least several years in Ghana, Kenya, and Ethiopia in 2007 and 2008. Consistent with the hypothesis, the training participants were happy and admitted that they had not known the basics. In Tanzania, I provided a training program featuring *Kaizen*, a Japanese-style common-sense approach to management, for garment producers in 2010. This presentation reports the latest assessment of training impacts on the business practices and performances of training participants based on the data collected through four follow-up surveys. I would also like to talk about a survey of government officials, which is being conducted in Tanzania with a similar motivation.