

// グローバルな経営とリーダーシップにおける文化の要素

// Culture as a Driver to Succeed in Global Management and Leadership

Looking at your country through the lens of organizational culture

itim
International
Enabling Global Effectiveness

#theculturefactor // 東京 Tokyo, Japan // 5月 May 2016

The word “culture” has many meanings in English:

- Tilling the land (agri-culture)
- Art
- **National culture**
- **Organizational culture**

I apologize for the confusion....

NATIONAL CULTURE:

**EVERY CULTURE IS UNIQUE BUT SOME CULTURES
ARE MORE UNIQUE THAN OTHERS**

JAPAN = JAPAN

How come ?

SOME ASPECTS THAT MAKE THE JAPANESE CULTURE UNIQUE:

- Old society with a lot of continuity
- Empire of islands following its own path
- A culture that can easily absorb foreign aspects
(Chinese, Dutch, Americans, etc. - Katakana)
- Natural disasters leading to (+UAI)

Given your unique national culture, is it then wise to copy foreign management techniques?

- After the war Japanese scholars found out that MBO imported from the States didn't work in Japan
- Why would it work now or any other Western management technique?

THE “WHAT” IS NOT ALL THAT VERY CULTURE SPECIFIC BUT THE “HOW TO MAKE THINGS HAPPEN” IS:

Thus for every multinational in the world, important questions are:

1. How to cooperate successfully with colleagues from other countries?
2. How do we grow successfully abroad:
Through green-field starts or through M&A?

HOW TO OPERATE SUCCESSFULLY WITH COLLEAGUES FROM OTHER COUNTRIES?

1. Why is this question now much more urgent in the case of Japanese companies than before?
The competitive edge.....
2. Why is this for Japanese companies a bigger challenge than for many non-Japanese companies?
The culture.....

ORGANIZATIONAL CULTURE:

LET'S LOOK AT THE SECOND QUESTION BY MAKING USE OF: THE MULTI FOCUS MODEL

- The model consists of **six** autonomous variables (dimensions), by which every culture can be precisely described
- **Four** of these six dimensions play a role by checking whether you are fit to make internationalization happen successfully

But we first have to define organizational culture:

The way in which the members of an organization **relate** to:

➡ each other

➡ their work

➡ the outside world

in **comparison** to other organizations.

The 6 dimensions of the Multi Focus Model

Six autonomous dimensions

- D1: Means versus goal oriented
- D2: Internally versus externally driven
- D3: Easy-going versus strict work discipline
- D4: Local versus professional
- D5: Open versus closed systems
- D6: Employee versus work oriented

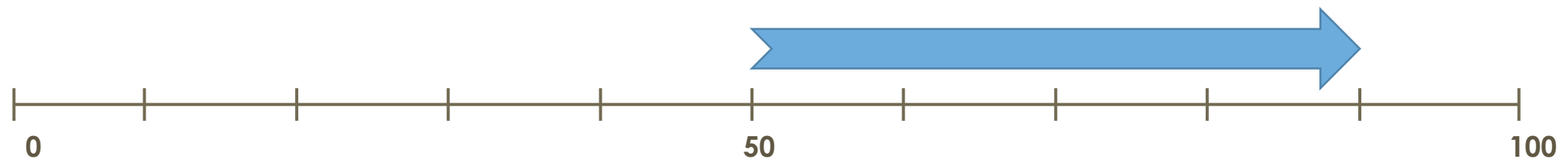
D1 Effectiveness

Means oriented

- Identification with “how”
- Monotonous work
- Many rules
- Promises not kept

Goal oriented

- Identification with “what”
- Challenging work
- Inspiring boss
- Supportive



But what about American management approaches?

D2 Customer orientation

Internal driven

- Procedures first
- We do everything well
- We know what is best for client
- Many rules

External driven

- Customer is king
- Scope for improvement
- Pragmatic
- Flexible



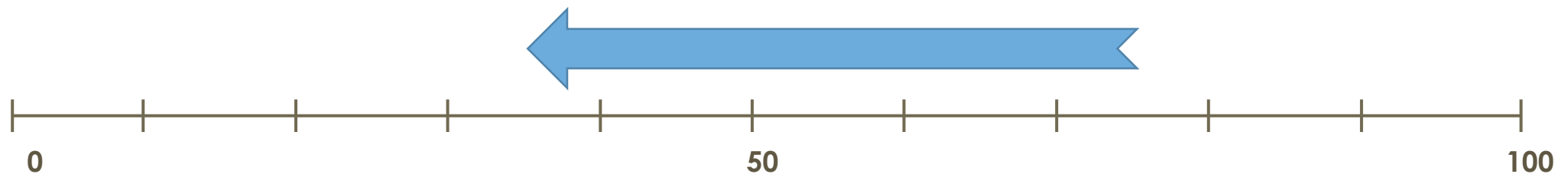
D3 Control

Easy-going

- Informal
- Innovative
- Work unpredictable
- Few work standards

Strict work discipline

- Disciplined
- Efficient and punctual
- Serious
- Cost conscious



Need for control and nature of control

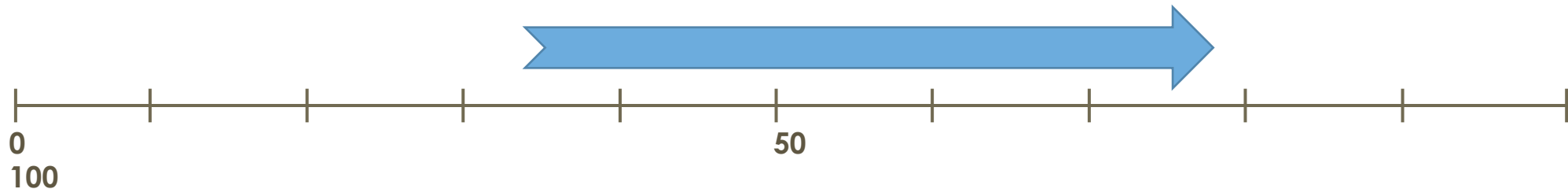
D4 Focus

Local

- Here and now
- Identification with direct boss and/or own unit
- Internal directed
- Do as we do

Professional

- Also long term perspective
- Identification with professions and/or content job
- External directed
- **Critical**



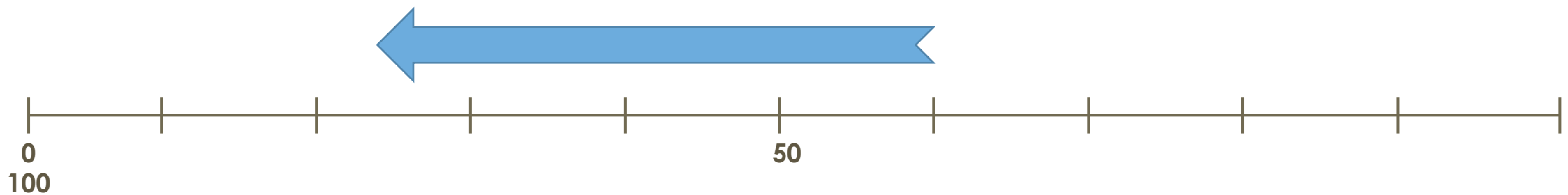
D5 Approachability

Open system

- One feels immediately at home
- Open door policy
- We say what we think

Closed system

- It takes a long time before feeling home
- The grapevine is all important
- In difficult situations people make themselves small



Japan = Japan

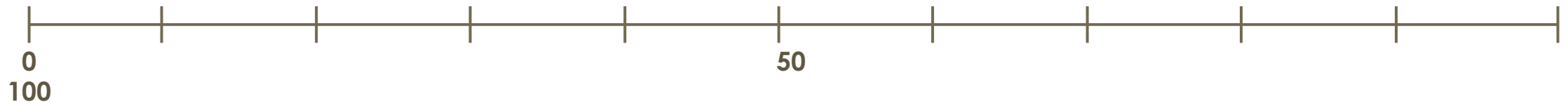
D6 Management philosophy

Employee oriented

- The employer takes co-responsibility for our welfare
- Our personal problems are taken into account
- It is not easy to be fired

Work oriented

- Our welfare is our own business
- We are put under pressure to finish our tasks
- Individuals take most important decisions



If not, then.....

- D1: From means oriented towards **goal oriented**
- D3: Towards **easy-going** from strict work discipline
- D4: From local towards **professional**
- D5: Towards **open system** from closed systems

How to know what to do?

1. **Measure actual culture**
2. **Define optimal culture or subculture(s) concerned**
3. **Assess differences between actual and optimal culture**
4. **Realize your optimal culture by a transformation process if required**

and

adjust your personnel policies

By doing so you will be able to:

1. **Cooperate successfully with colleagues from other countries.**
2. **Grow abroad either through green-field starts or through M&A.**
3. **Green-field starts make you more successful by being fully in control of your culture, but you may be in a hurry.**
4. **.....and more in general: Become excellent “people managers”.**

**Thus when working abroad, not only mind your manners
but also:**

MIND YOUR ORGANIZATIONAL CULTURE!

The following key words capture what was been done in the past.

和魂漢才 Japanese spirit with “Chinese” learning.

和魂洋才 Japanese spirit with “Western” learning.

Hopefully the following key words will be now embraced:

和魂“文”才 Japanese spirit with learning about “culture”.

(“文” is taken from “文化”, the Japanese translation of culture)