

A Western Trainer's Observations



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with a group of Japanese Delegates during the
NCDG International Management Program



- Concepts of Leadership
- Individual Expression of Opinion
- The concept of Europe

Western Leadership Concepts



- Visionary
- Communication skills
- Trustworthy
- Consistency
- Anyone can lead – leadership is an attribute not necessarily positional

Eastern Leadership Concepts



- Seniority
- Maturity
- Deep Knowledge
- The leader generates harmony and consensus
- The leader is right

Hampden-Turner and Trompenaars Leadership Challenge



- It is important for a manager to have at hand precise answers to most of the questions that his/her subordinates may raise about their work
- North America/Northern Europe <25% agree
- Southern Europe Increasing
- Japan >75% agree

Interesting Sayings

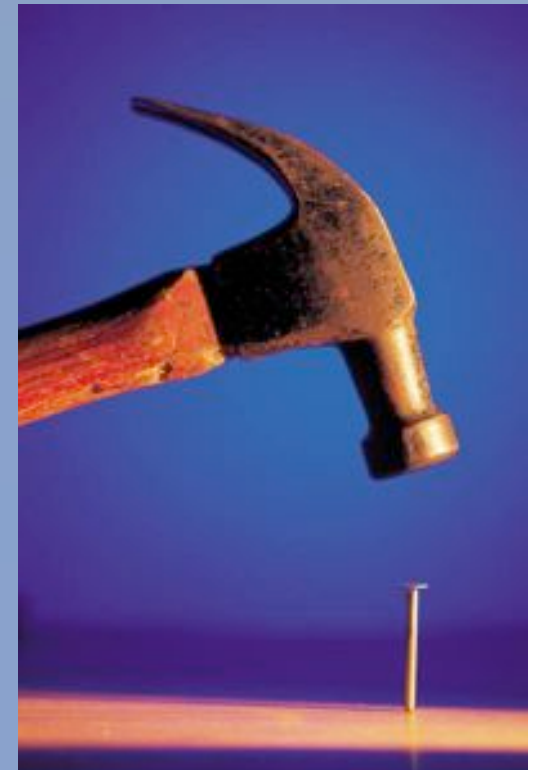


The squeaking wheel gets the
oil

USA

The nail that
stands up is
hammered down

Japan



Europe



- No such thing as “European” culture
- What is labelled “European” is often American
- Cultures within Europe are as diverse as outside it

- Treat each country as unique
- European “Third Way Citizens” (2)

How To Create “Third Way” Managers



- Local immersion in the target cultures
- Preparation and training prior to immersion
- Willingness to allow junior immersion candidates to challenge existing methods and paradigms on their return