



New Leadership in

Asia & Japan

(Cross-cultural Competency Approach)



Agenda

- Introduction
 - Leadership, Cross-cultural competency (CCC) skills, objectives
- Methodology
- Today Discussions in three areas
 - Cross-cultural leadership and learning styles across countries
 - Influences of leadership training
 - Correlations between learning abilities, CCC & leadership
- Practical Implications
- Conclusions



Leadership and Cross Cultural Competency

ELT	Cross-cultural learning skills	Cross-cultural competency Clusters
CE	Interpersonal Skills	Building Relations (BR) Valuing People OF Different Cultures (VP) Leadership (LS)
RO	Information Skills	Listening and Observation (LO) Coping with Ambiguity (CA)
AC	Analytical Skills	Transformation Complex Information (TC) Logical Arguing (LA)
AE	Action Skills	Taking Action and Initiative (AI) Managing Others (MO)

Introduction (Objectives)

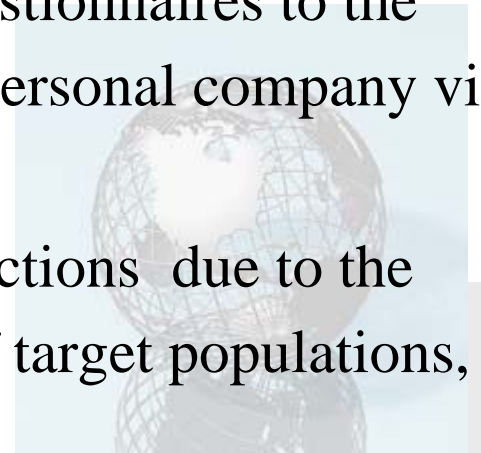
INFLUENTIAL FACTORS OF CROSS-CULTURAL LEADERSHIP

COMPETENCY SKILLS

- **LEADERSHIP TRAINING**
- **STUDYING ABROAD**
- **INTERNATIONAL ASSIGNMENTS**
- **AGE**
- **WORKING EXPERIENCES**
- **FOREIGN LANGUAGE CAPABILITY**

Methodology

- Empirical investigation on multinational companies, domestic companies and government agencies from six countries
- Prepared and delivered the self-administered questionnaires to the researched countries through post mails, email, personal company visit, and email
- Slightly varied the methods of delivery and collections due to the different location of researched countries, size of target populations, and nature of the industry
- Collected 741 samples from six researched countries
- Employed an comparative study through collected answers of survey questionnaires
- Employed statistical tools like T-test, ANOVA, SPSS software

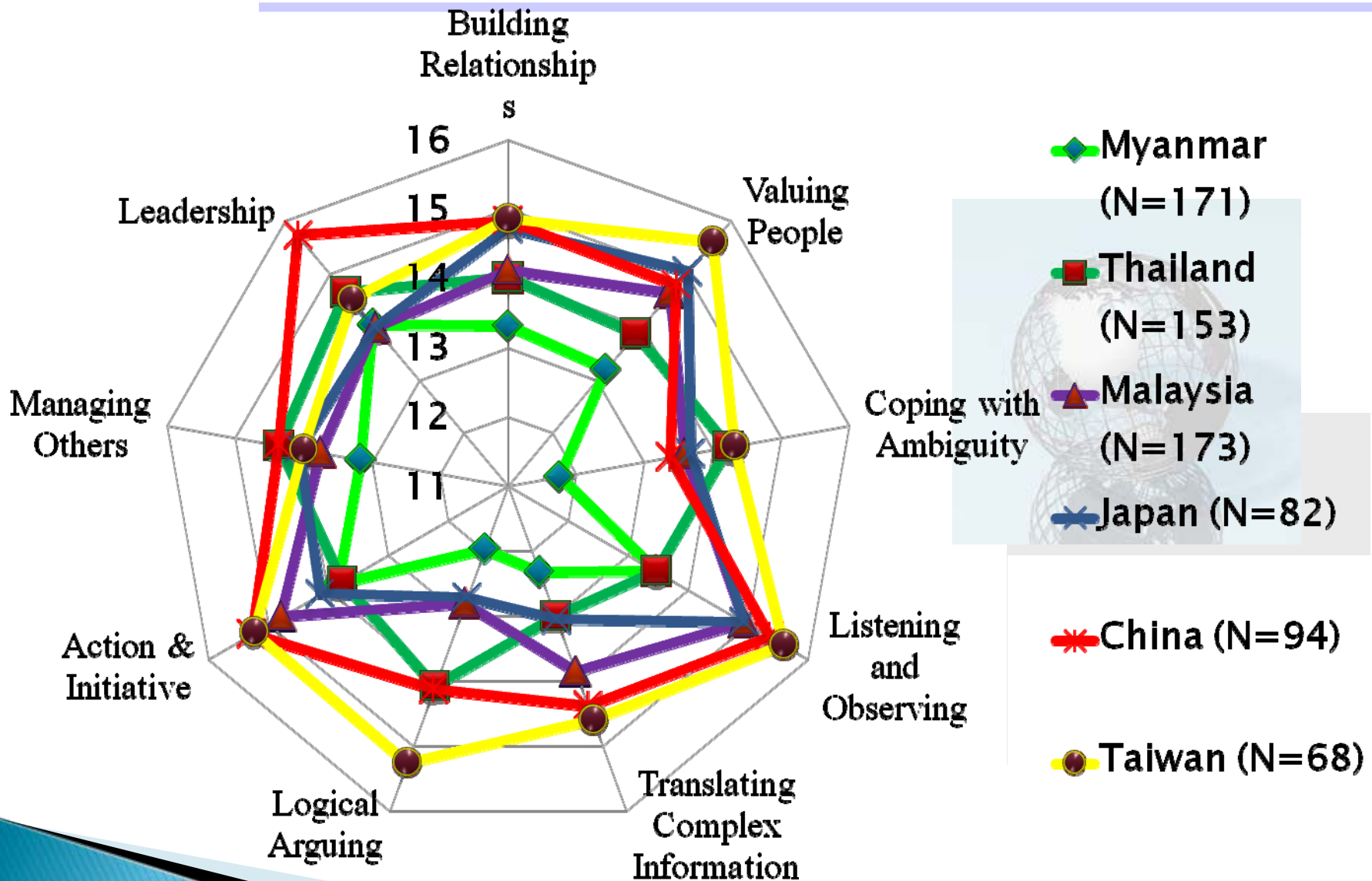


Toady's Discussion Topics

- i. How do cross-cultural competencies and learning styles differ across countries?
- ii. How does leadership training influence the development of cross-cultural competencies?
- iii. How are learning abilities and cross-cultural competencies correlated with leadership?

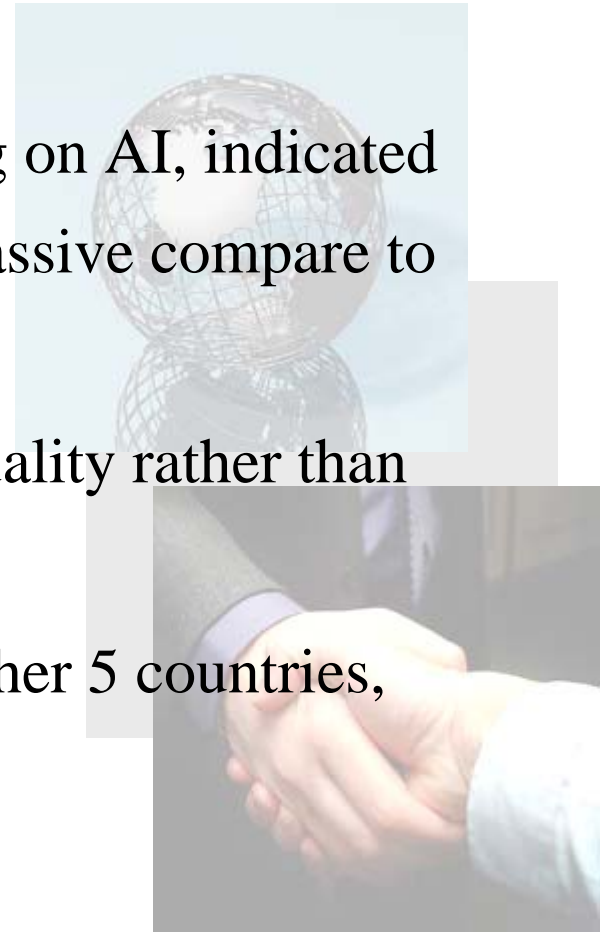


CCL & Learning Styles Across Countries



CCL & Learning Styles Across Countries

- ▶ Chinese and Taiwan show satisfied result in CCL development
- ▶ Myanmar expatriates and managers needs to develop overall cross-cultural competencies
- ▶ Thailand have the unsatisfied result of scoring on AI, indicated that Thai and Myanmar managers are more passive compare to the other 5 countries
- ▶ All other 5 countries exhibit the Reflecting quality rather than Acting excluding Japan
- ▶ Malaysia is significantly different from the other 5 countries, being further toward logical thinking



CCL & Learning Styles Across Countries

- Most of the countries, except Japan, can not effectively use peer pressure or outer environment, need to make them feel the guilt by themselves
- The leader in Thailand, China, and Japan needed to be more aware of the nuances in conversation and can not take any communication literally
- Because every country differs in its cultural uniqueness, skills needed to lead in each country also differ
- Thai people are more passive compare to other countries, active people may find it is difficult to work in Thai corporate culture



Importance of Leadership Training

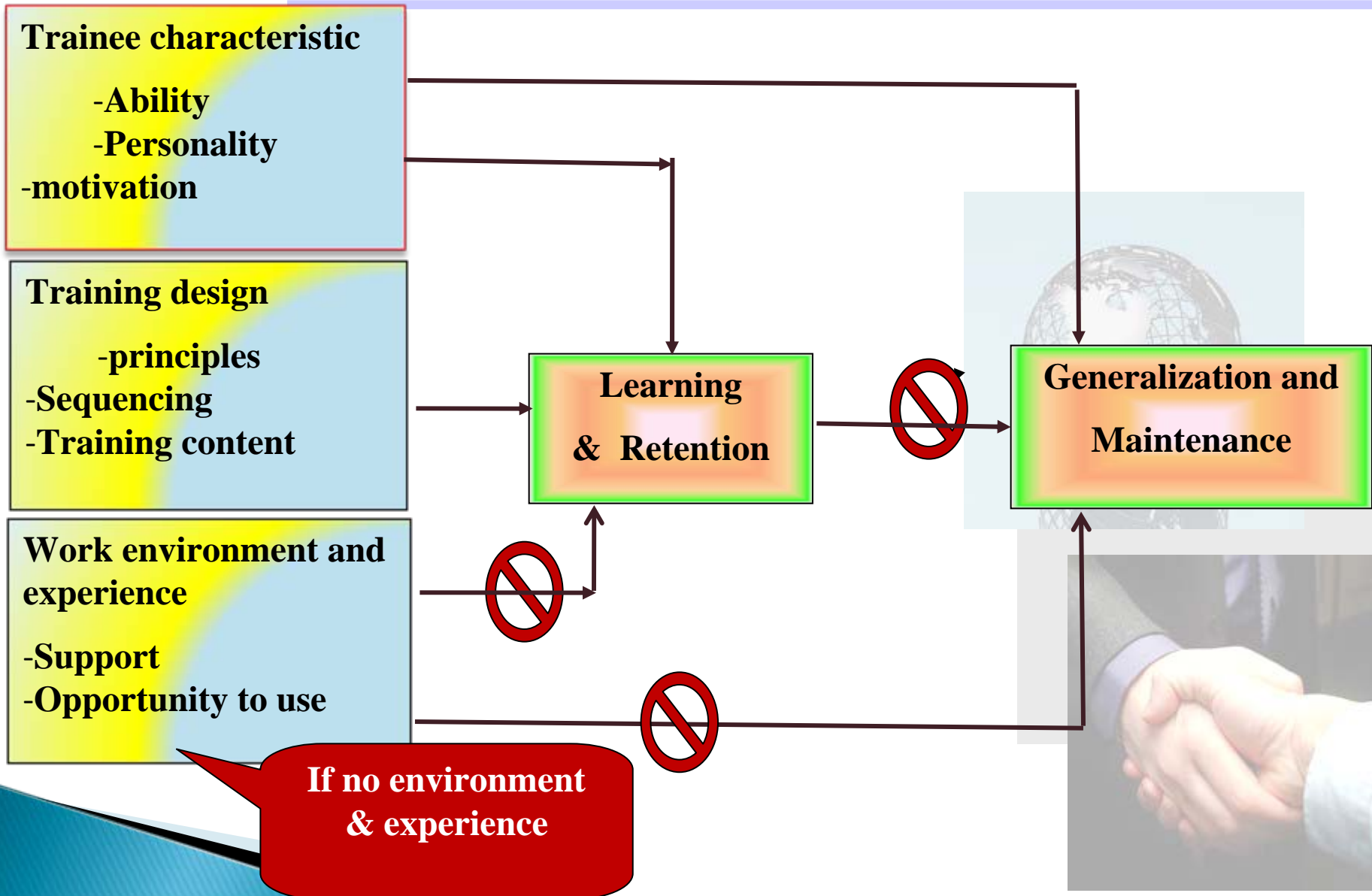
- More than half of the respondents have not completed leadership training
- Those who had leadership training before shows higher scores in competency
- Leadership training are strongly correlated with CCLC and learning skills, according to this the research
- 20 percent of Leadership skills are acquired by education & leadership training, and 50 percent is from working experience including on job training and learning (Dodge,1993)



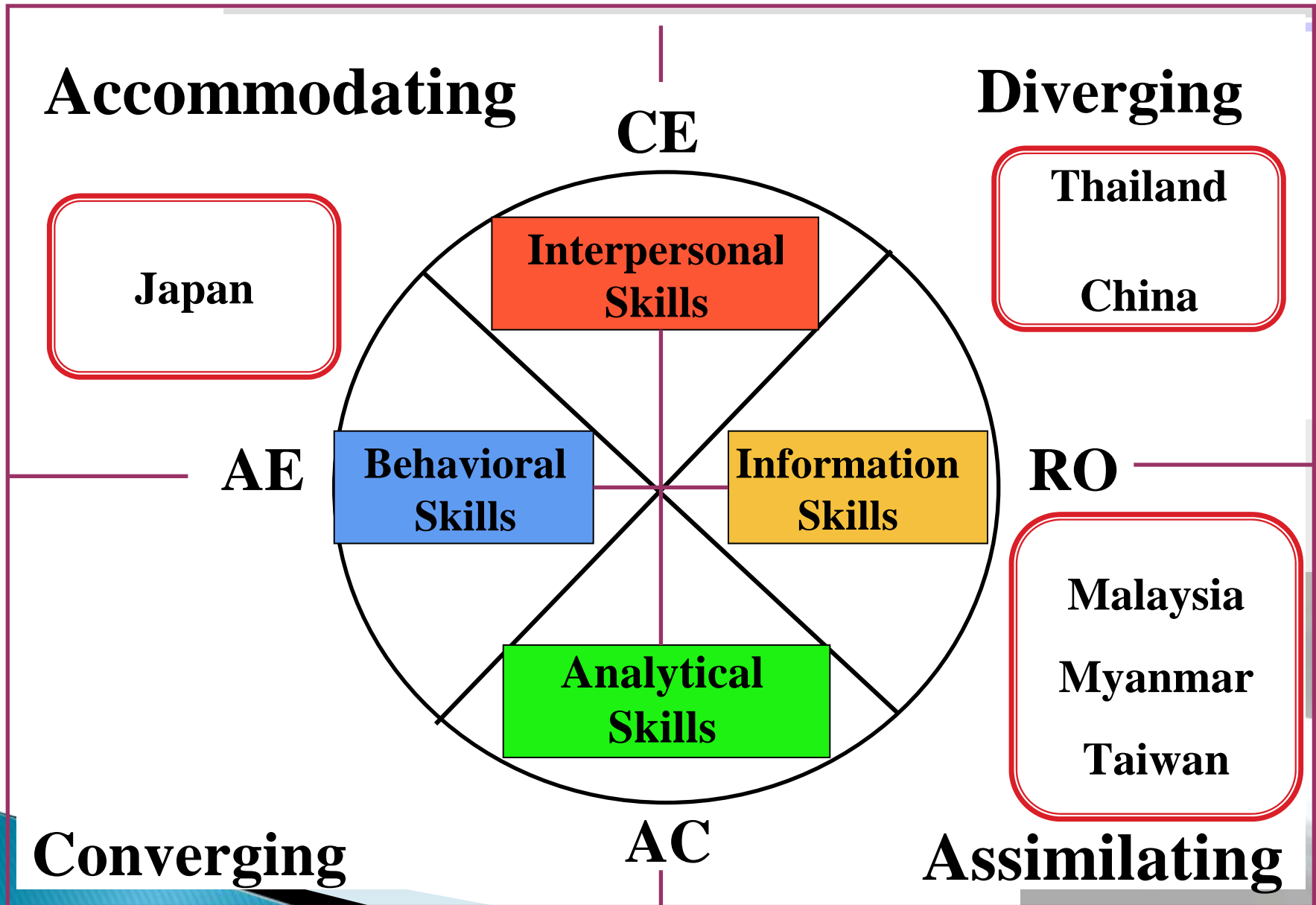
In Need of Leadership Training

Epistemology	Researchers	Procedure	Result	Experience learning process
Accomplishment	Argris, Knowless, Revans, Schoan, Wenger	Solving management problems	Achievement of target goals	Active experimentation (AE)
Awareness	Kegan, Klein, Senge, Wegne	Possessing and practicing intra and interpersonal skills	Logical thinking, coherence in idea generation	Abstract conceptualization (AC)
Contemplating	Dehler et al., Mezirow, Reynolds, Vince	Self-scrutiny, critical reasoning	Clear results without assumptions	Reflective observation (RO)
Experience	Kolb, Heron, Reason, Torbett	Exploring new experiences, commitment in new experience	Without deviation to wrong direction, self-confidence	Concrete experience (CE)

Model of Training Transferring Process



Research Countries and Their Learning Styles



Correlations Between AC-CE and CCC

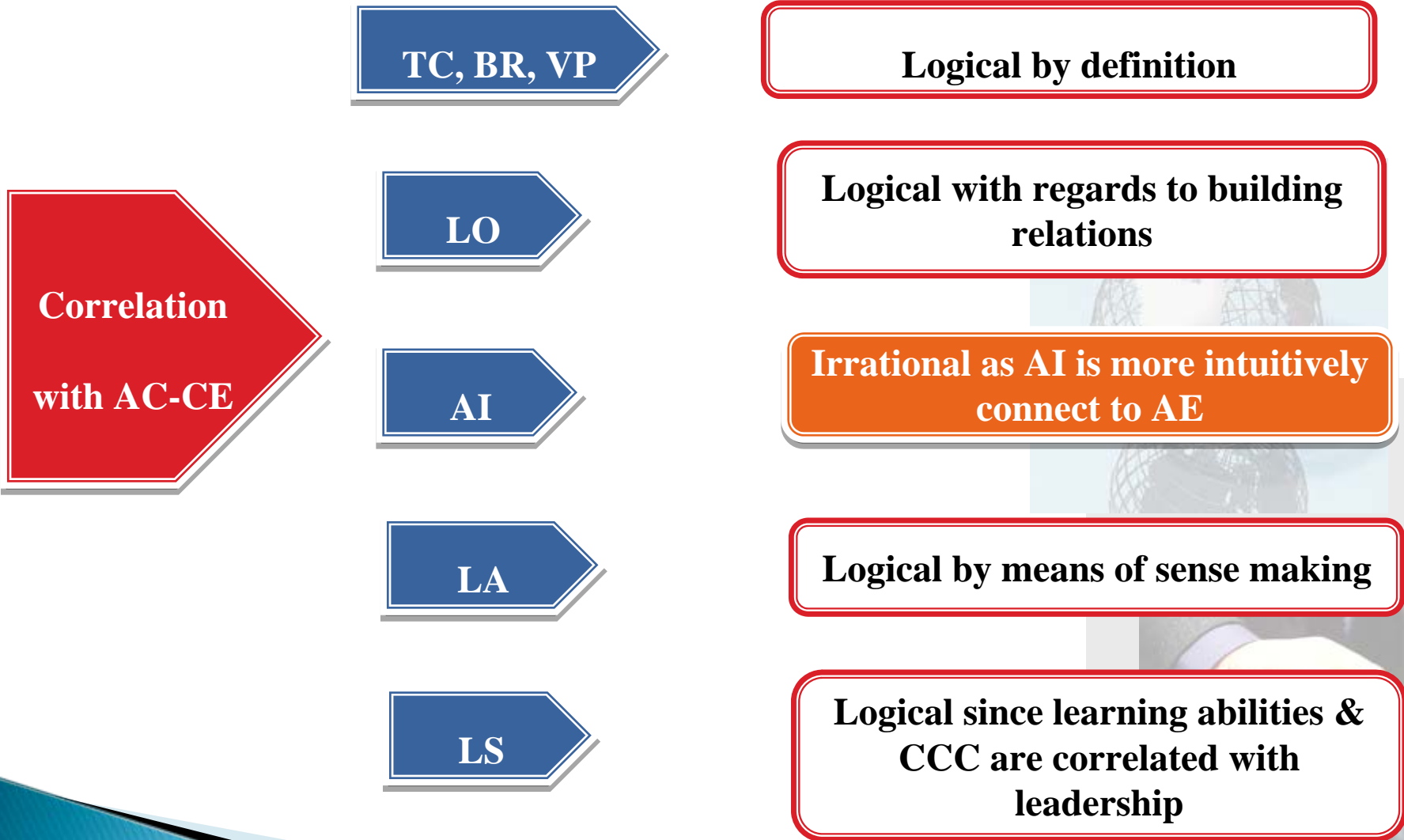
Key learning abilities	Previous Findings	Current Findings
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AC-CE

- BR
- TC
- VP

- BR
- TC
- VP
- LO
- LA
- AI
- LS

Correlations Between AC-CE and CCC



Correlations between AE-RO and CCC

Key learning abilities	Previous Findings	Current Findings
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AE-RO

- AI
- CA
- BR
- VP
- TC
- LS

- AI
- CA
- BR
- VP
- TC
- LS
- MO
- LO

Correlations between AE-RO and CCC

**Correlation
with AE-RO**

AI

Logical due to the involvement of taking action and initiatives

CA

Logical since CA depends on observation to gather information

**BR, VP, TC
and LS**

Irrational since they are more intuitively connect to AC-CE

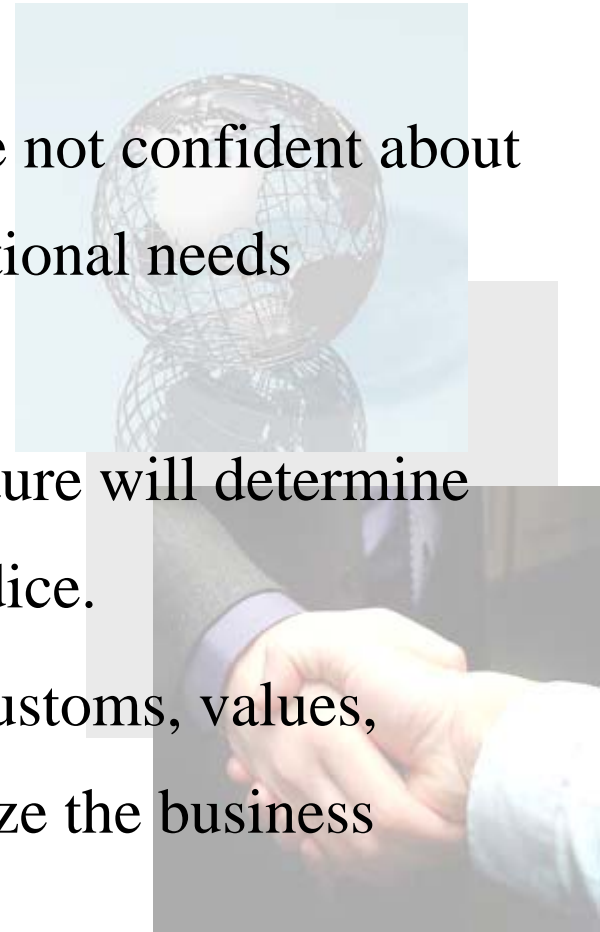
Practical Implications

- Use the CCC knowledge when dealing with business counterparts from the researched countries
- For perspective international assignee to the mentioned countries
- Guide manager and leader who worked in this region to develop the necessary leadership skills accordingly
- On the organizational level, this study could contribute as a source of data for human resource management in developing strategies for leadership development



Conclusion

- ▶ 85 percent of Fortune 500 firms believe there are insufficient numbers of employees with global leadership skills (Connerly, 2004).
- ▶ 60 percent of the employees admit that they are not confident about their skills which are essential for the organizational needs (Workplace Visions, 2000).
- ▶ The understanding between home and host culture will determine the best solution for the leader's cultural prejudice.
- ▶ Learning and making aware of host culture's customs, values, beliefs and attitudes help the leaders to strategize the business



Q & A



LEADERSHIP

The leader always sets the trail for others to follow.