



Working Effectively in a Multinational Company:

Skill Development for Chinese Managers

Prepared
by

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**“The next generation of CEO’s
will not look like me”**

-Jack Welch, GE



Session Objective:

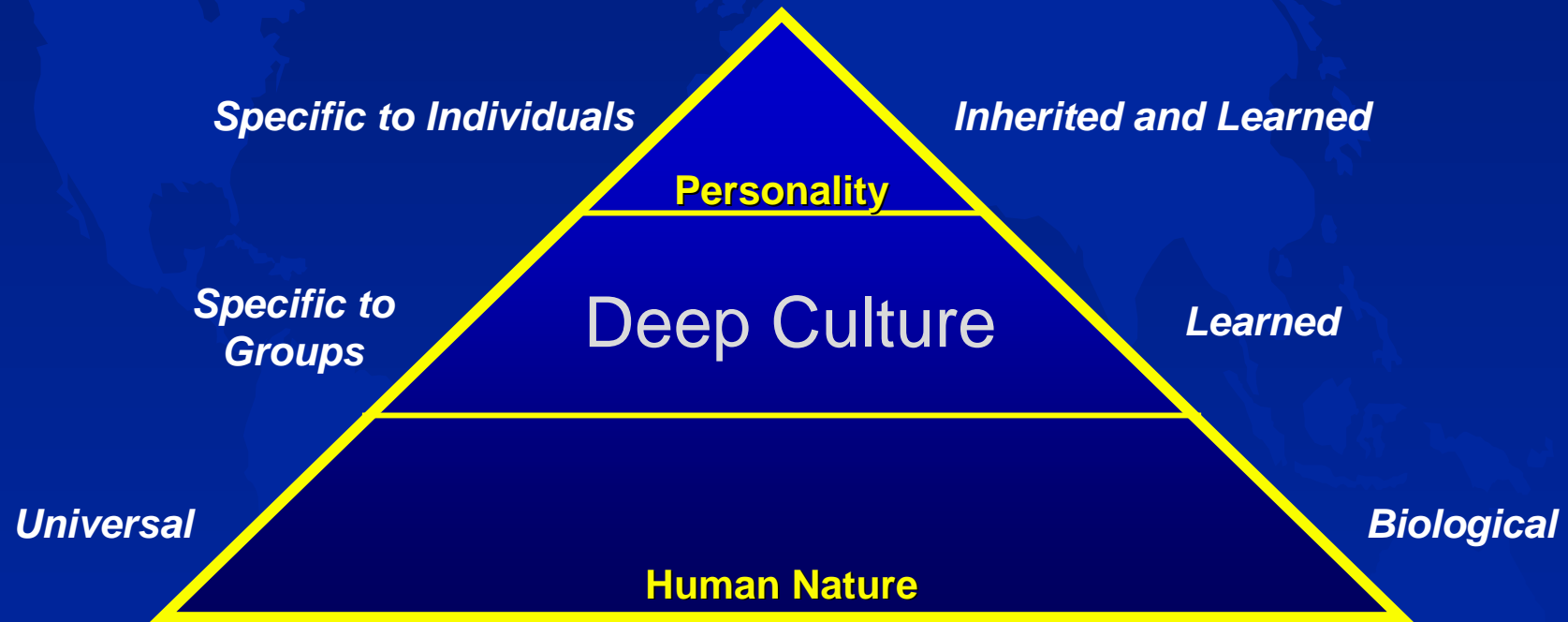
- ◆ **To provide an intercultural management framework to illustrate the cultural differences of the business expectations Chinese nationals and the expectations of a Multinationals (MNCs)**
- ◆ **To provide a tool to incorporate the best of both Chinese and MNC business expectations to create a high performance organization**
- ◆ **Practical application of the tool to increase your organizations' ability to meet your business initiatives in China**



“Tomorrow’s business challenges are less technical than they are cultural. Culture must be managed just like any other business phenomenon.”

Peter Drucker

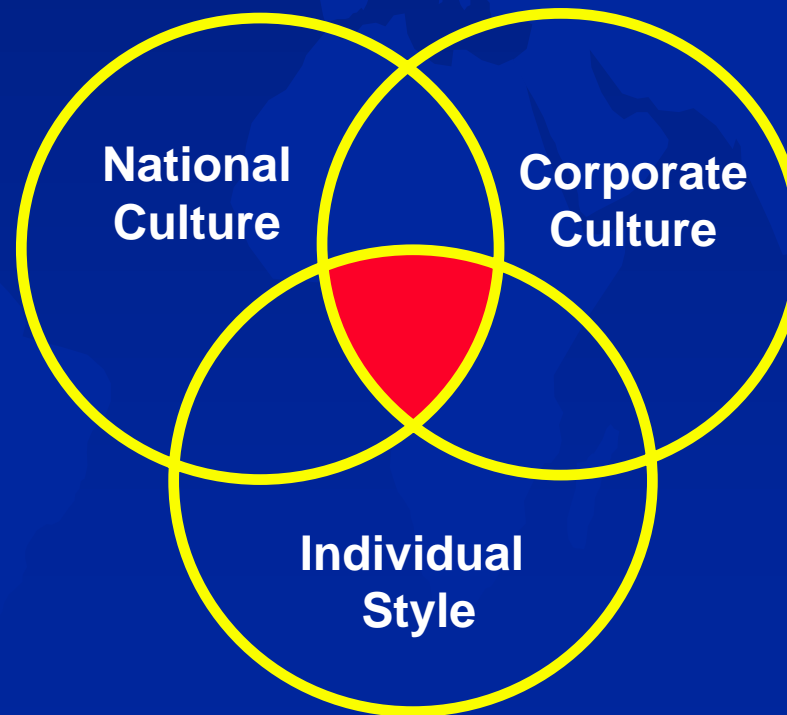
Culture is the 'Software of the Mind'



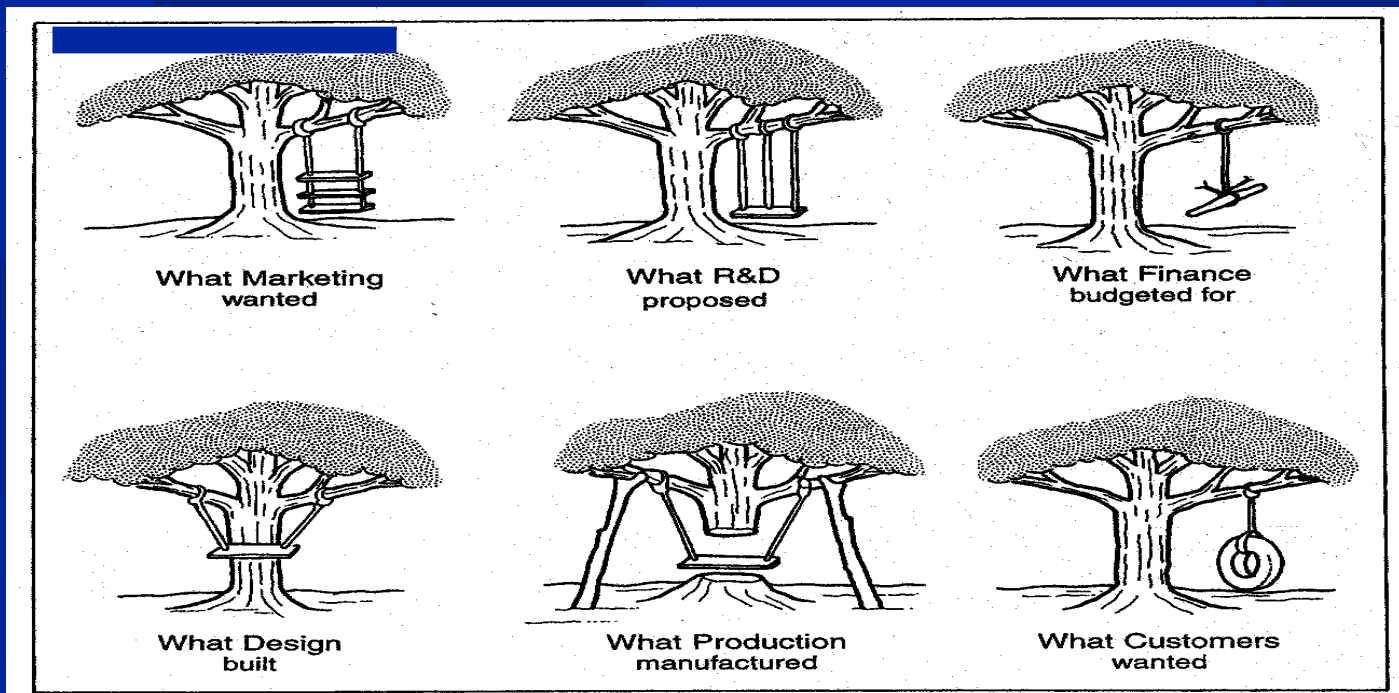
Source: Adapted From Hofstede, 1991

...the mental programming of learned behavior patterns, values attitudes and beliefs

The Challenge of Working Globally

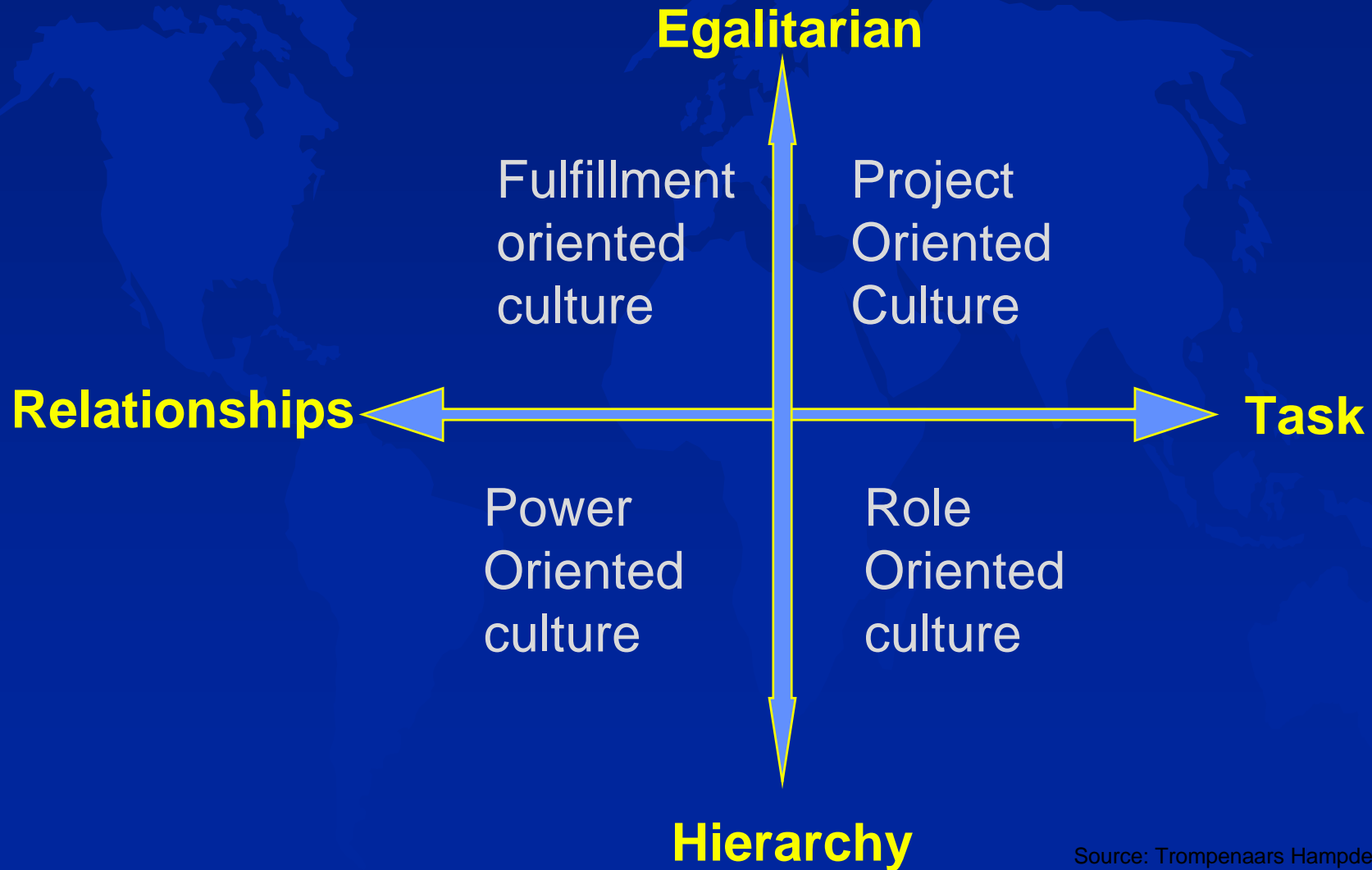


Functional Culture?



Source: Adapted From J.-L. Barsoux (1993) *Funny Business*, London: Cassell

A Cultural Framework of Leadership



Source: Trompenaars Hampden-Turner
Intercultural Management Consulting

Global Strategic Options



Source: Nancy Adler



Global Leaders: Critical Success Factors

- The ability to design and function in flexible organization structures
- The ability to learn and to transfer knowledge in an organization
- The ability to manage cultural complexity and multiple perspectives
- The ability to work with others and on multicultural teams
- The ability to envision and implement the strategy of thinking globally, acting locally, regardless of location



**Global managers are made,
not born.**



Thank you