



# **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:

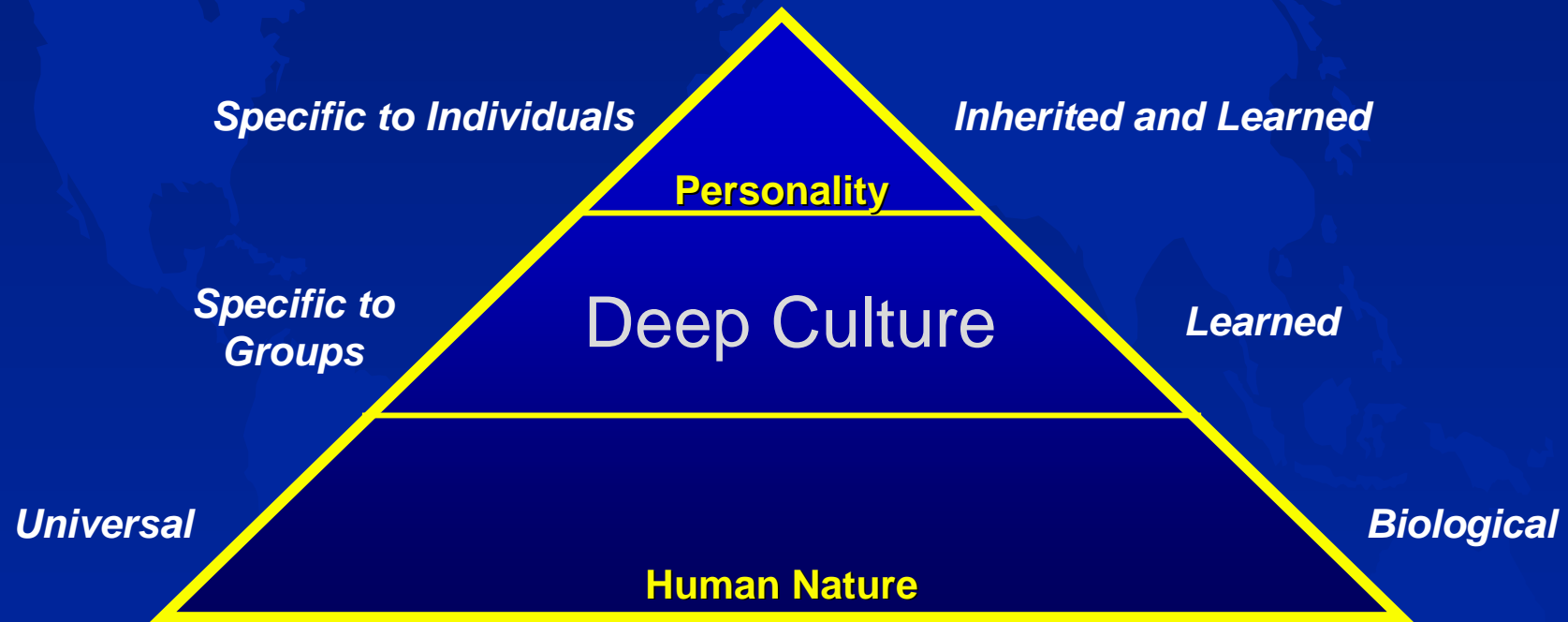
- ◆ **To provide an intercultural management framework to illustrate the cultural differences of the business expectations Chinese nationals and the expectations of a Multinationals (MNCs)**
- ◆ **To provide a tool to incorporate the best of both Chinese and MNC business expectations to create a high 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*

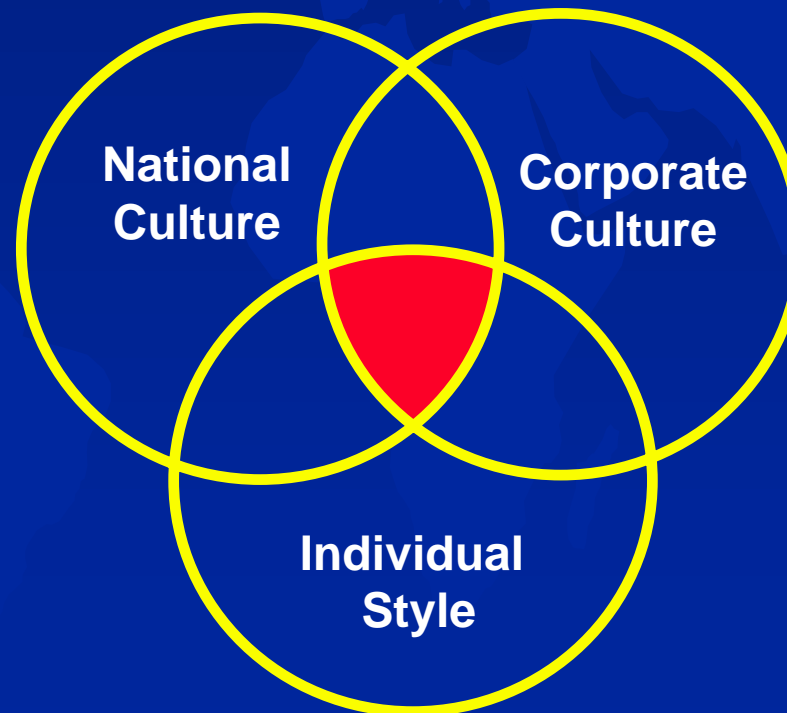
# Culture is the 'Software of the Mind'



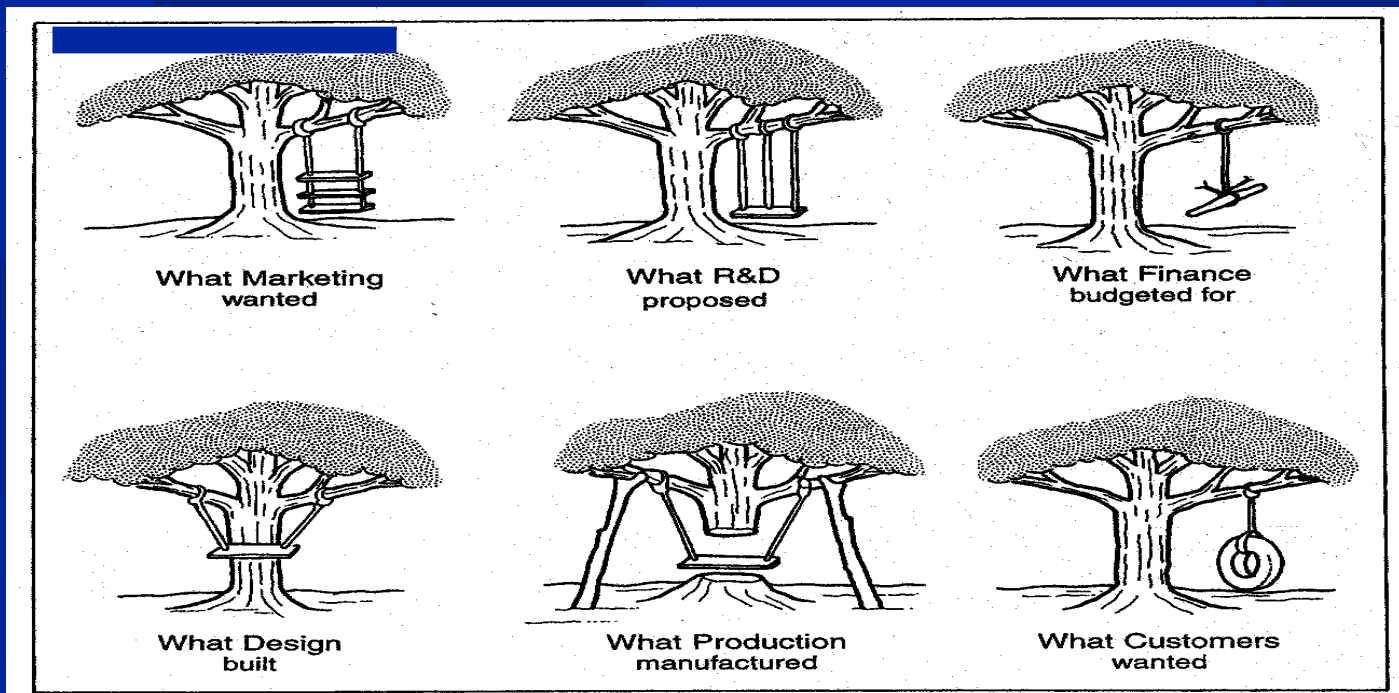
Source: Adapted From Hofstede, 1991

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

# The Challenge of Working Globally

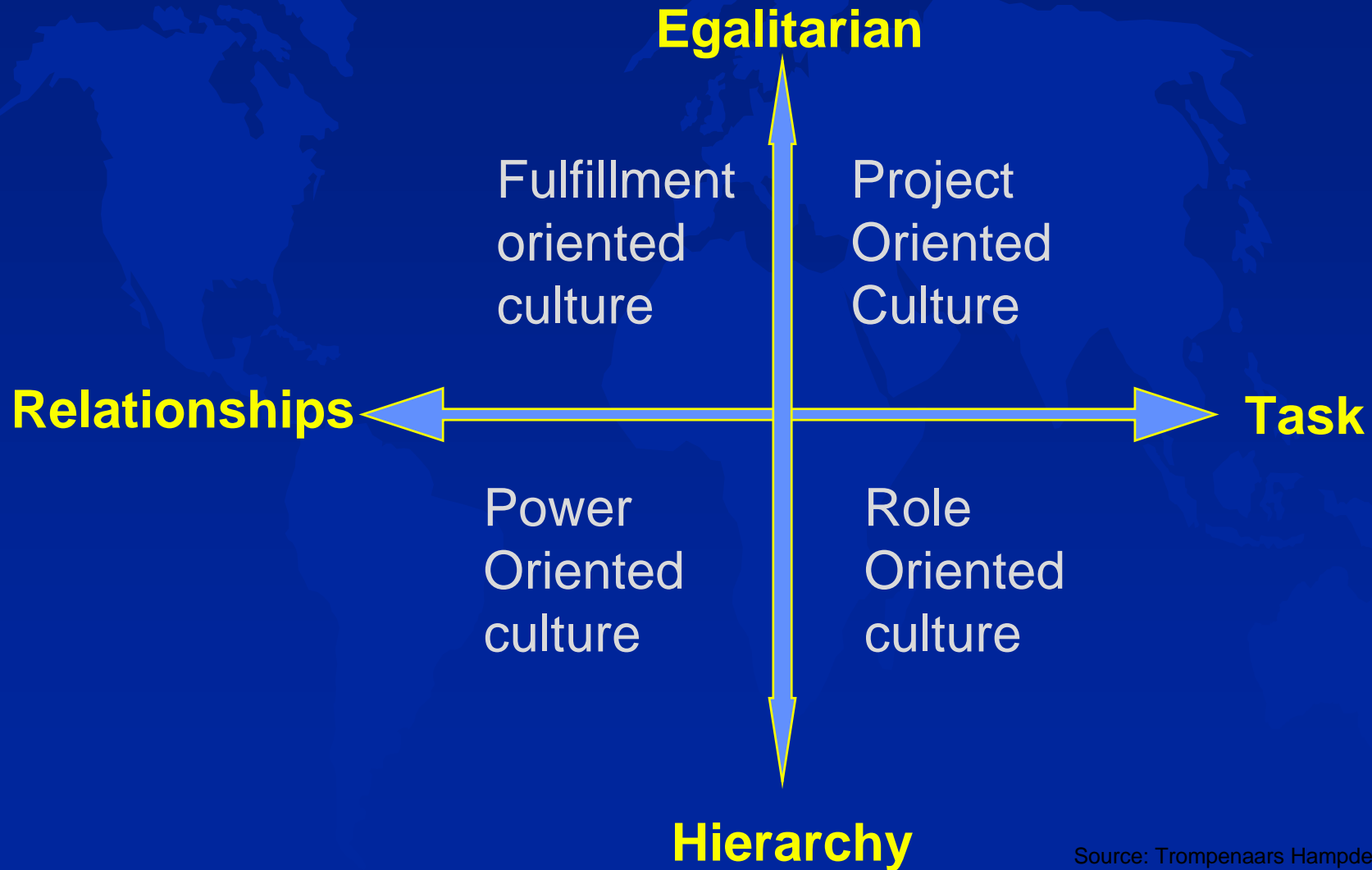


# Functional Culture?



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**