

MK 326

In-class Exercise

Global Leadership

Online Zoom: February 17, 2022





24 Charts Of Leadership Styles Around The World

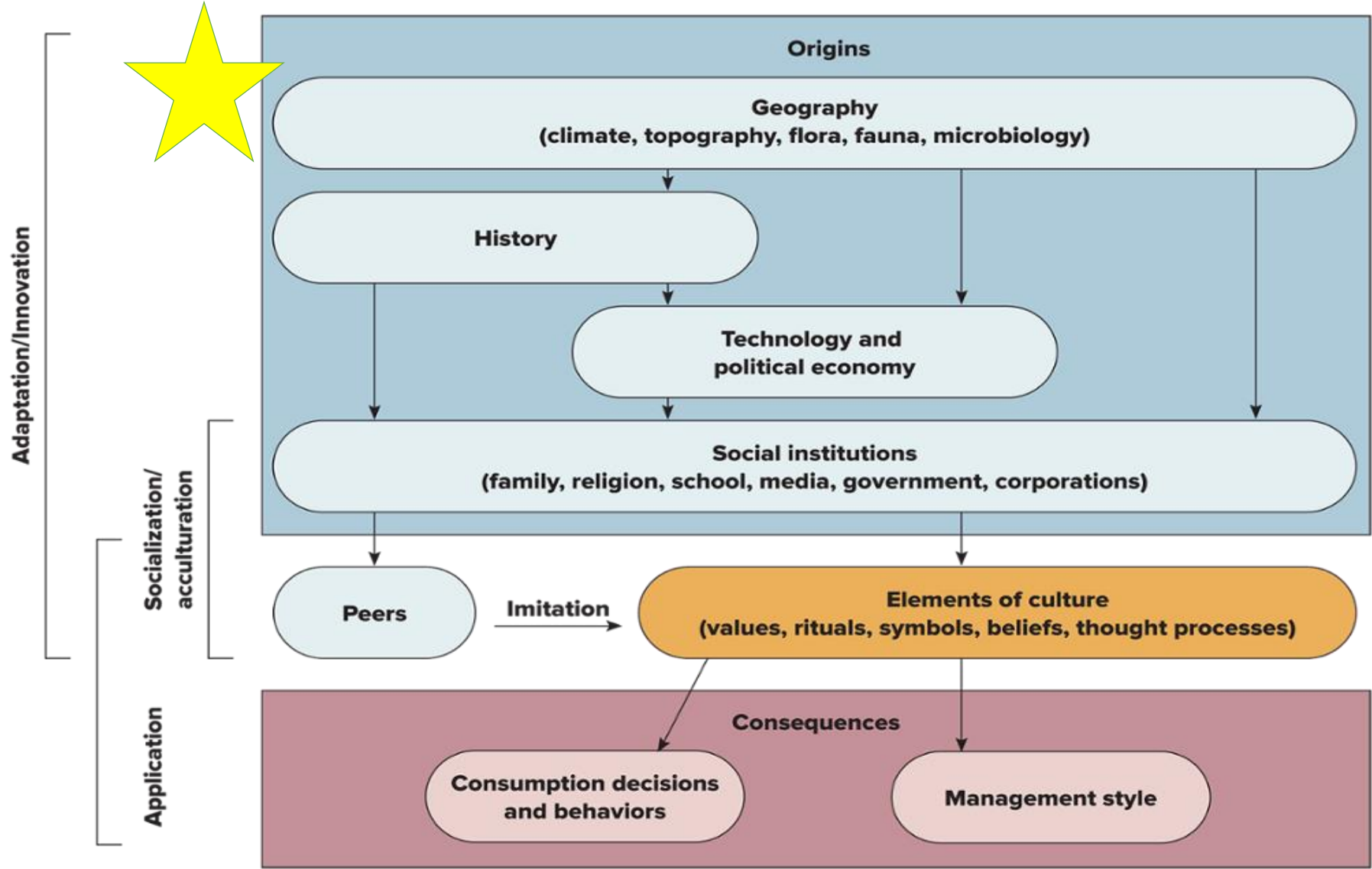
Jan 6, 2557 BE — British linguist Richard Lewis charts everything from structured individualism in the U.S. to ringi-sho consensus in Japan.



Richard Lewis Communications

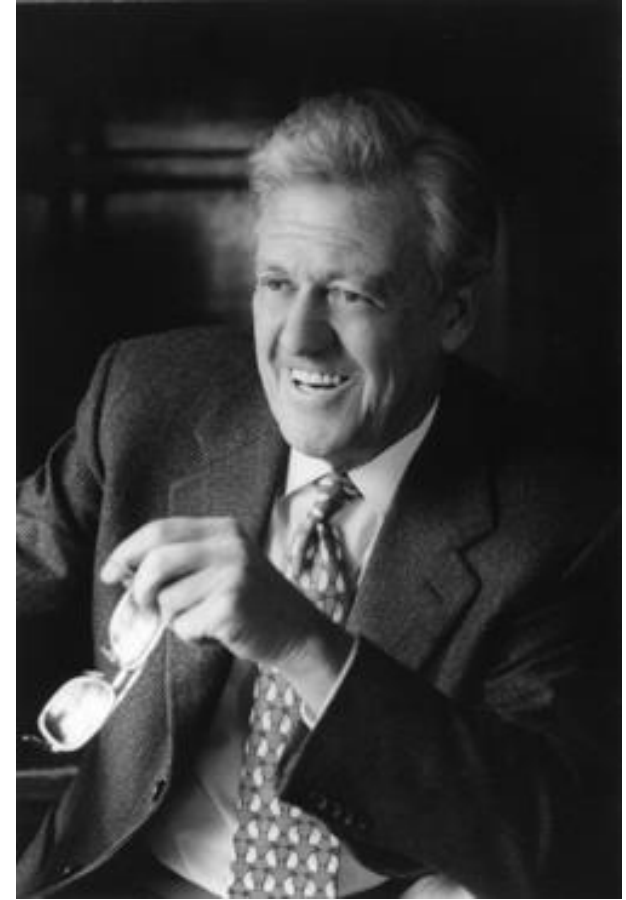
[Leadership Charts in 50 Countries \(businessinsider.com\)](https://www.businessinsider.com)

Exhibit 4.4 Origins, Elements, and Consequences of Culture



Key Takeaways

- Different cultures can have **radically different leadership styles**.
- **Understanding them is key to international success**, according to British linguist Richard Lewis, founder of consulting firm Richard Lewis Communications.
- The leadership style in China would not be effective in countries such as Holland and Spain.
- In Asian countries, for instance, leadership is portrayed as a circle, where consensus rule is valued and leaders are seen as benevolent.



Richard Lewis
Communications

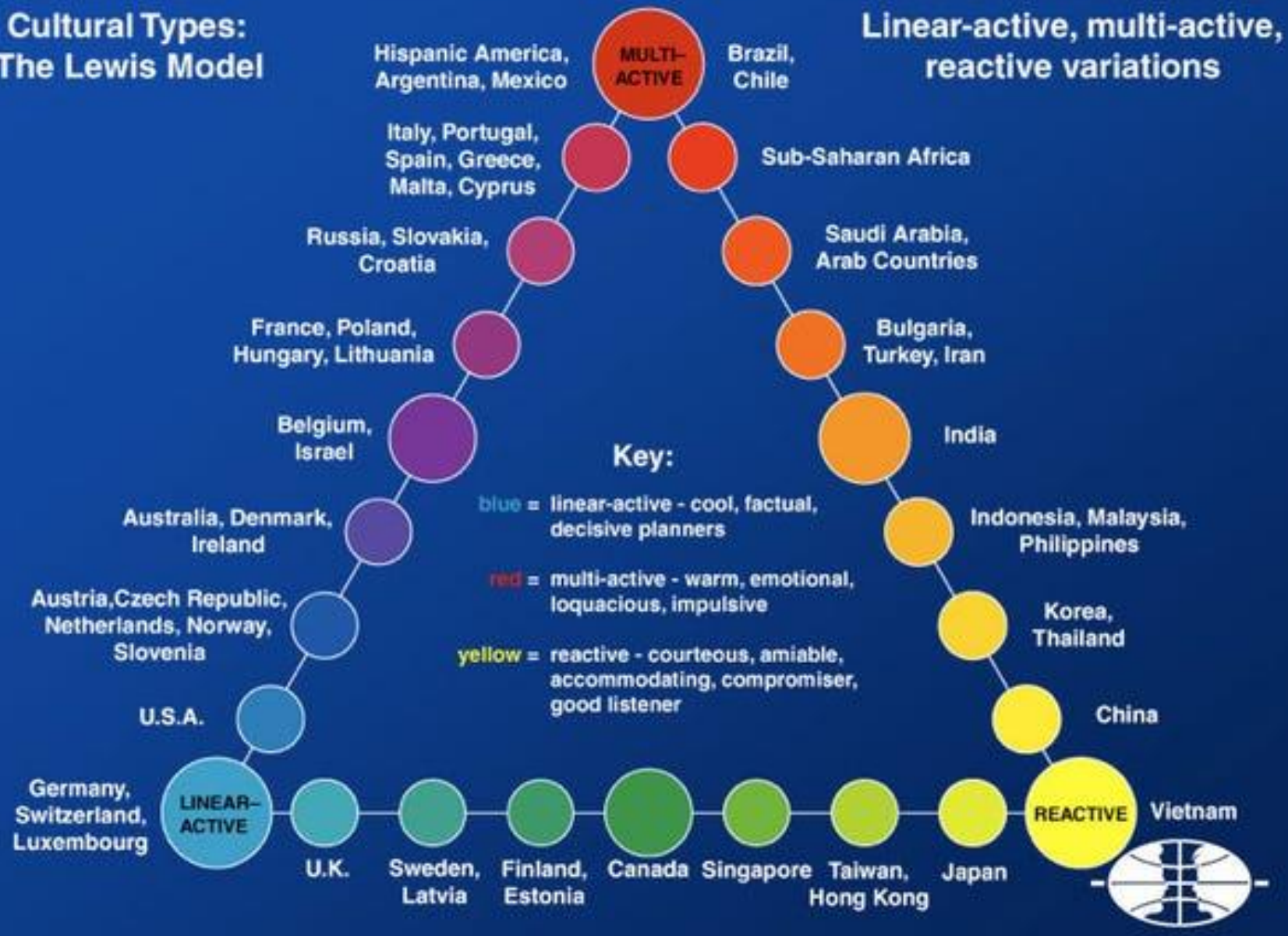
Key Takeaways (continued)



Richard Lewis
Communications

- In America (at least outside startup culture), leadership looks more pyramidal, with orders relayed from the top to the bottom and people at every level looking out for themselves.
- To learn more about these fascinating cultural norms, Lewis gave The Business Insider permission to publish the following leadership diagrams from "[Cross-Cultural Communication: A Visual Approach](#)," along with his commentary.

Cultural Types: The Lewis Model

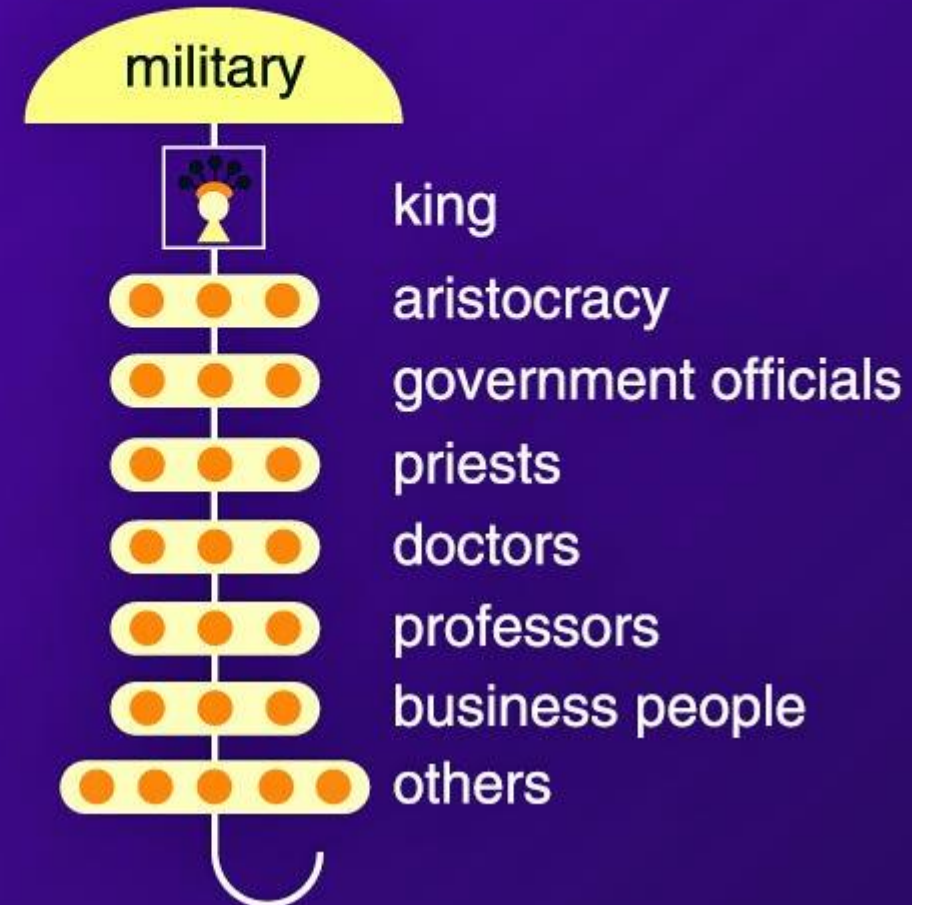


In Thailand, "the King's power emanates from the people; he is Head of State and of the armed forces, and upholder of Buddhism and all other religions."



Leadership style

– Thailand –

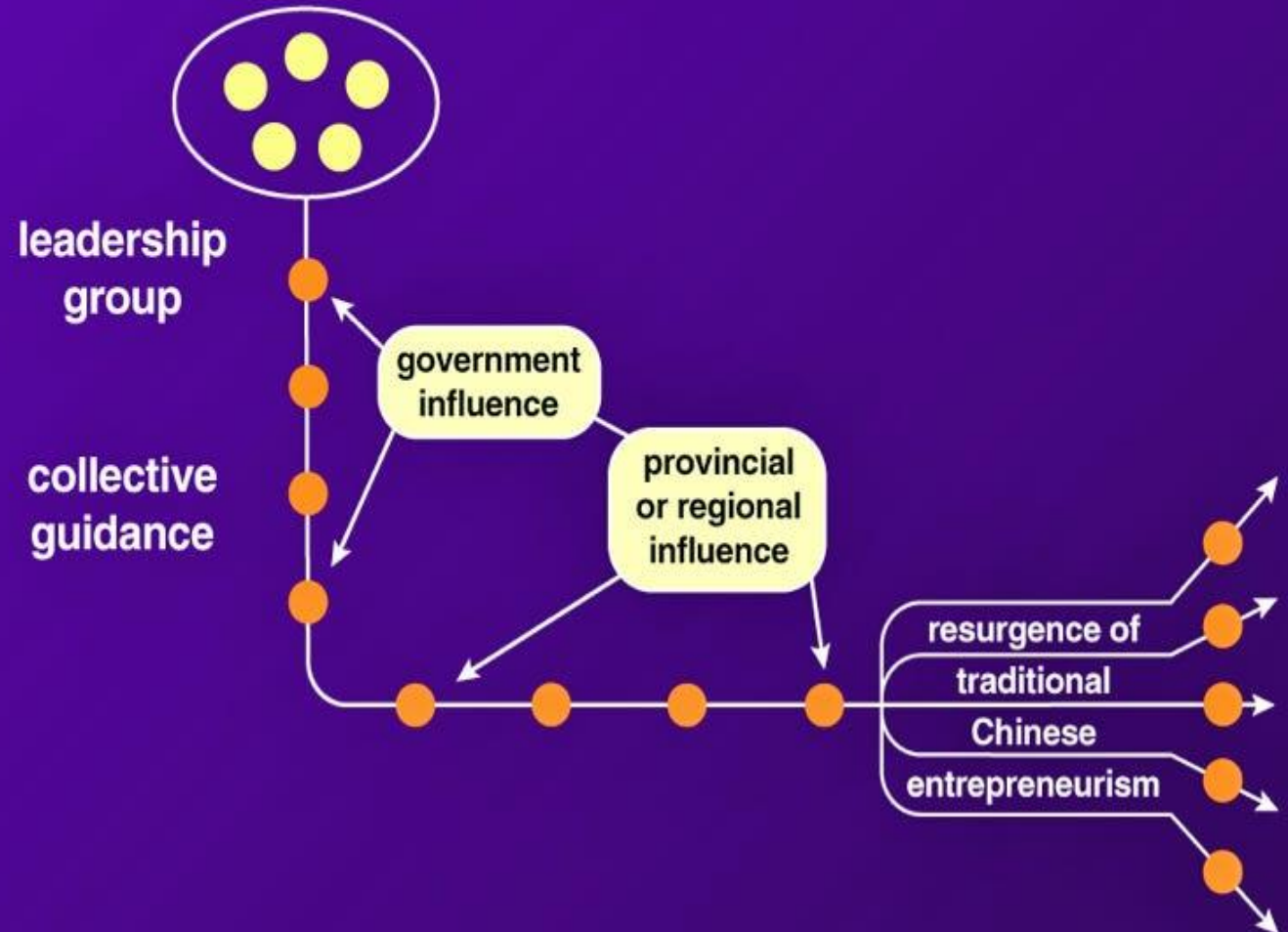


"Consensus is generally highly valued in China, but in companies controlled by the state, a leadership group will decide policy."



Leadership style

– China –

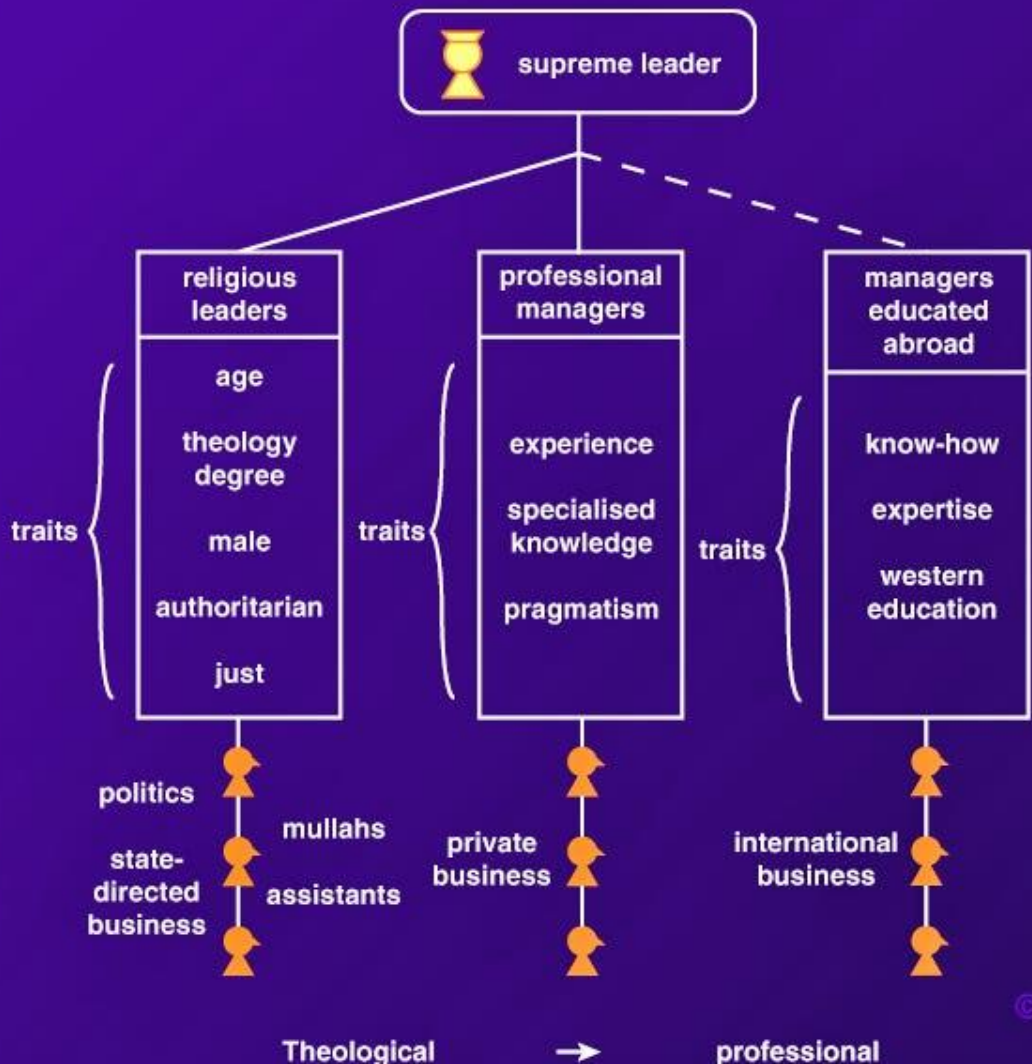


"Spiritual leadership is dominant" in Iran. Government leaders "must be a fully qualified theologian, selected by experts."



Leadership style

– Iran –

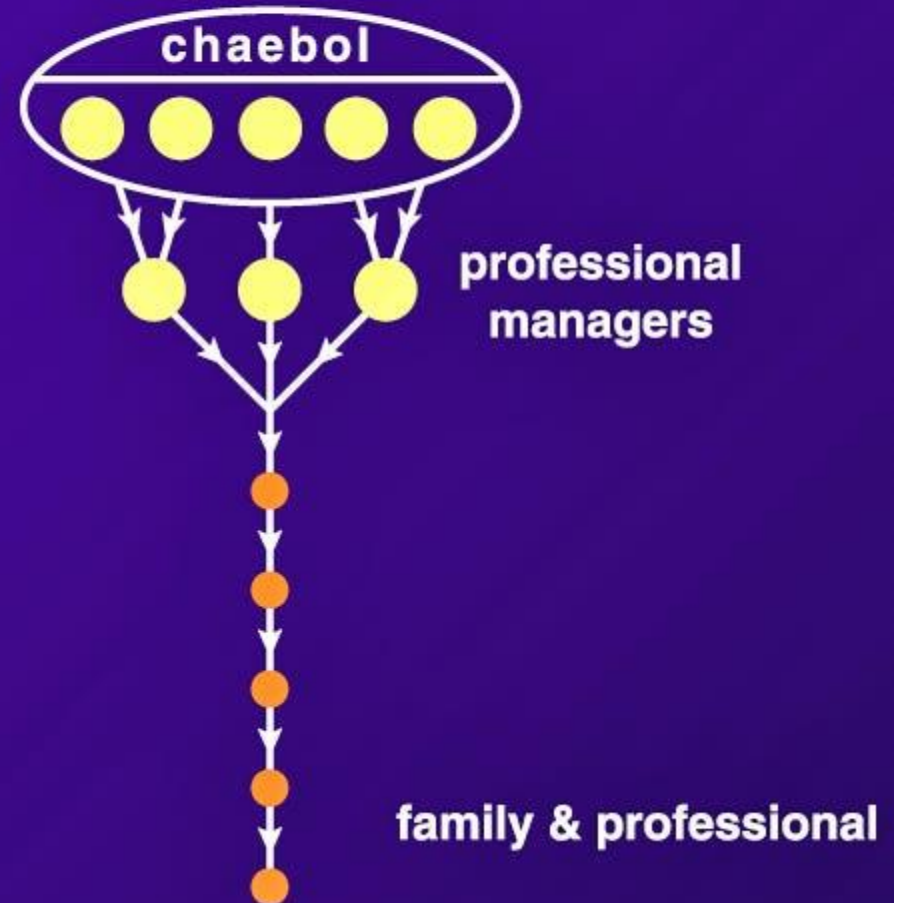


Korean "chaebols," or conglomerates, are typically family-owned. "Nepotism is rampant, with all sons, brothers, nephews, etc., holding key positions."



Leadership style

– Korea –

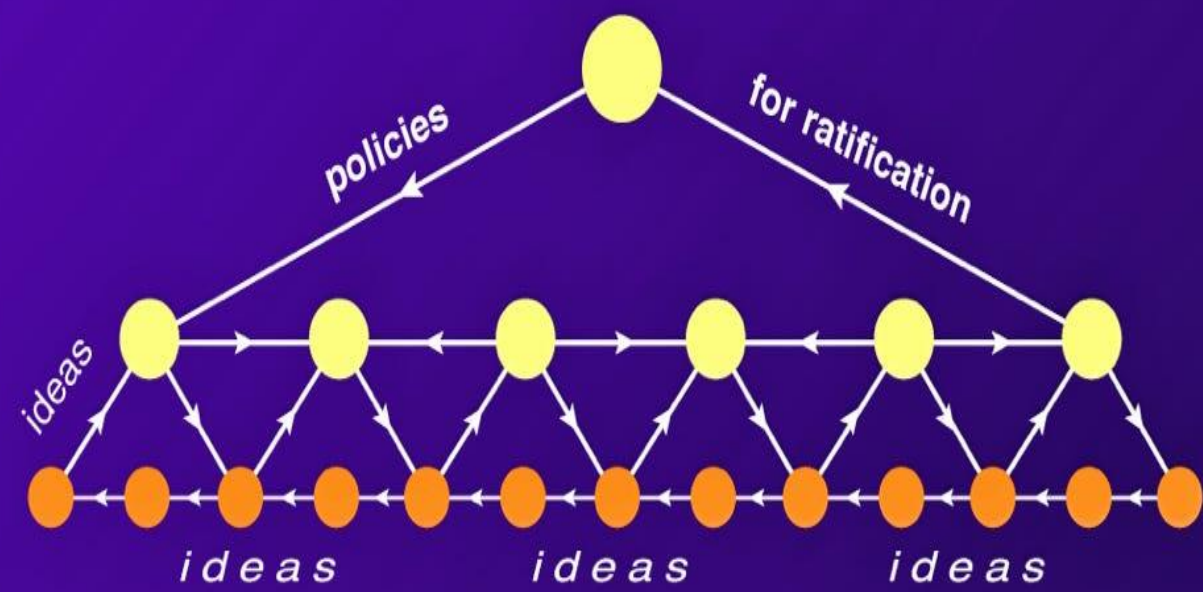


In Japan, "ideas often originate on the factory floor or with other lower-level sources. Suggestions, ideas, and inventions make their way up the company hierarchy by a process of collecting signatures among workers and middle managers."



Leadership style

– Japan –



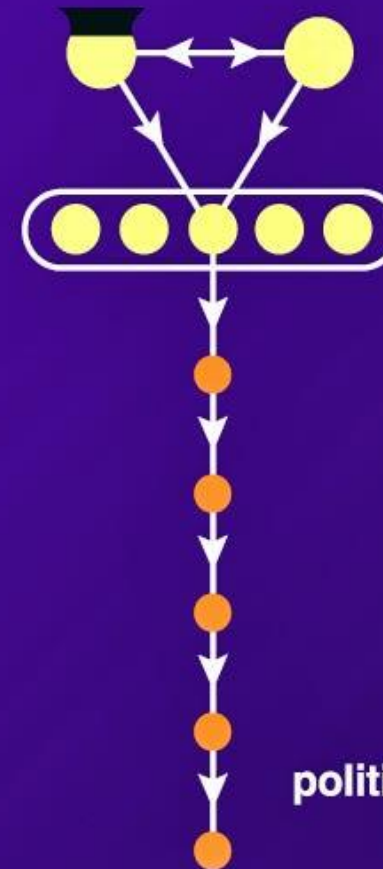
ringi-sei consensus

Brazilian managers "normally rule in an autocratic manner," but they often strive to be encouraging and cheerful with subordinates.



Leadership style

– Brazil –



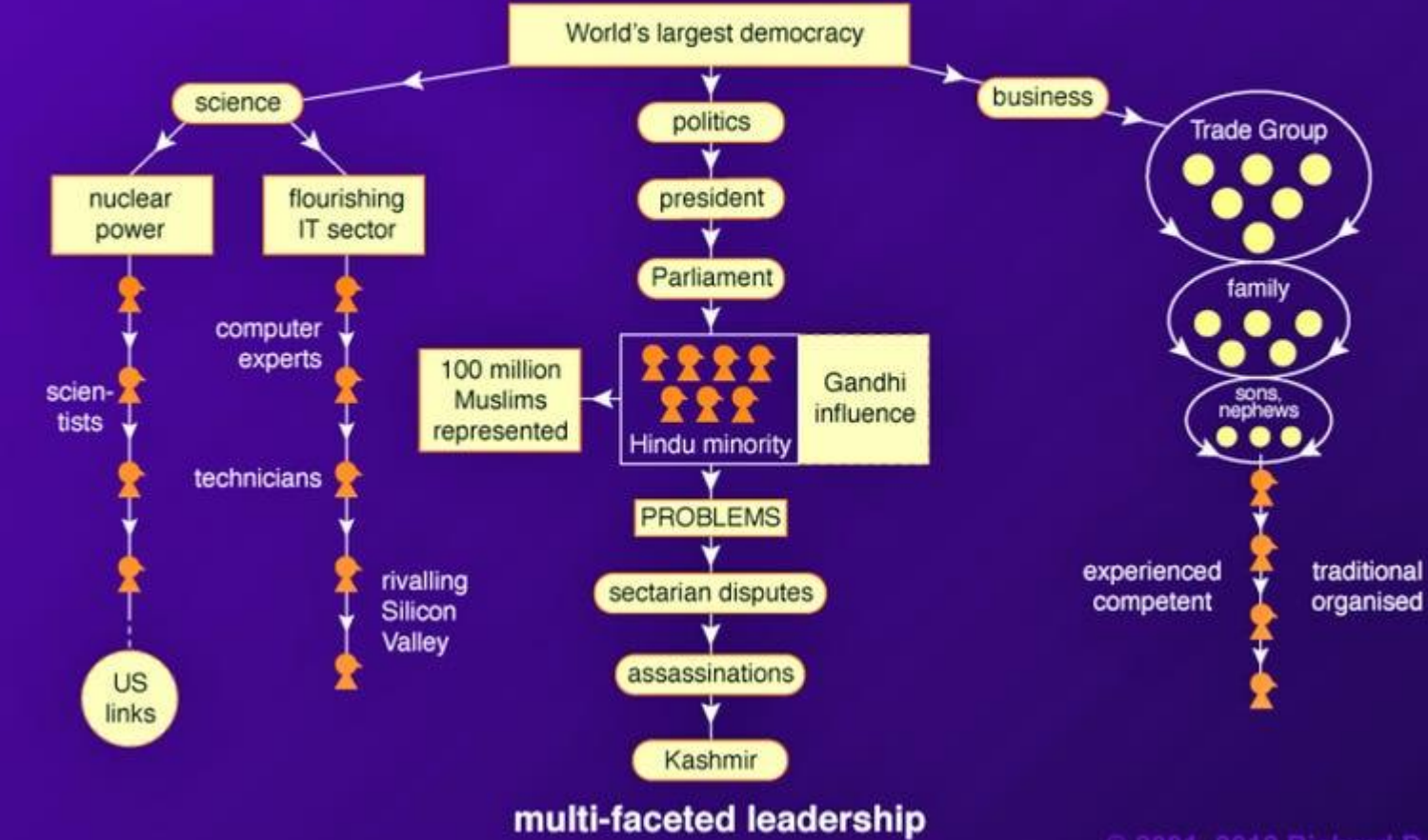
"Nepotism is rife in traditional Indian companies. Family members hold key positions and work in close unison."



Leadership style



– India –

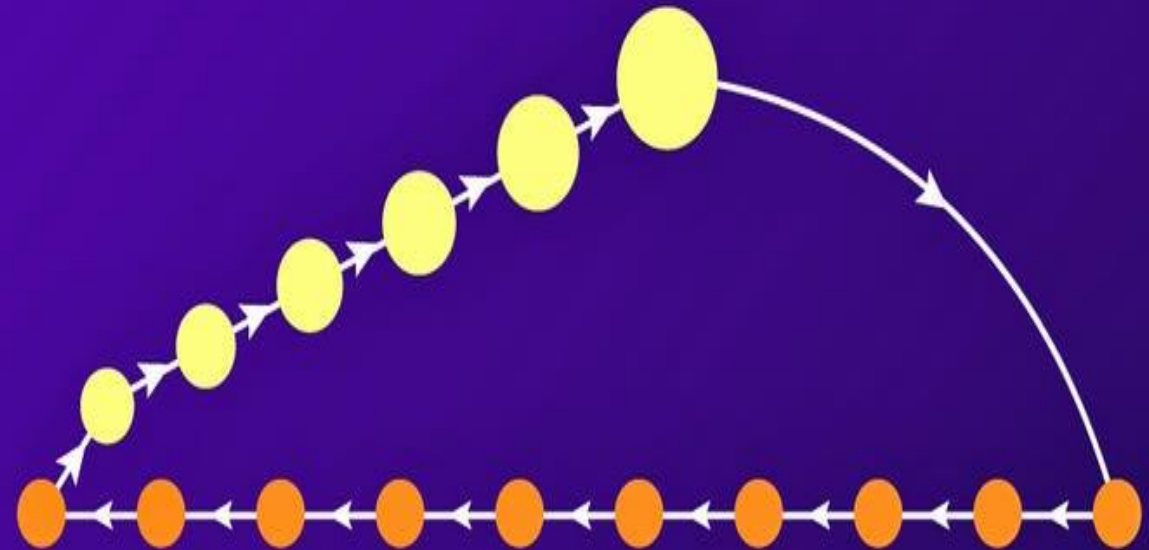


"Leadership in the Netherlands is based on merit, competence, and achievement. Managers are vigorous and decisive, but consensus is mandatory, as there are many key players in the decision-making process."



Leadership style

– Netherlands –



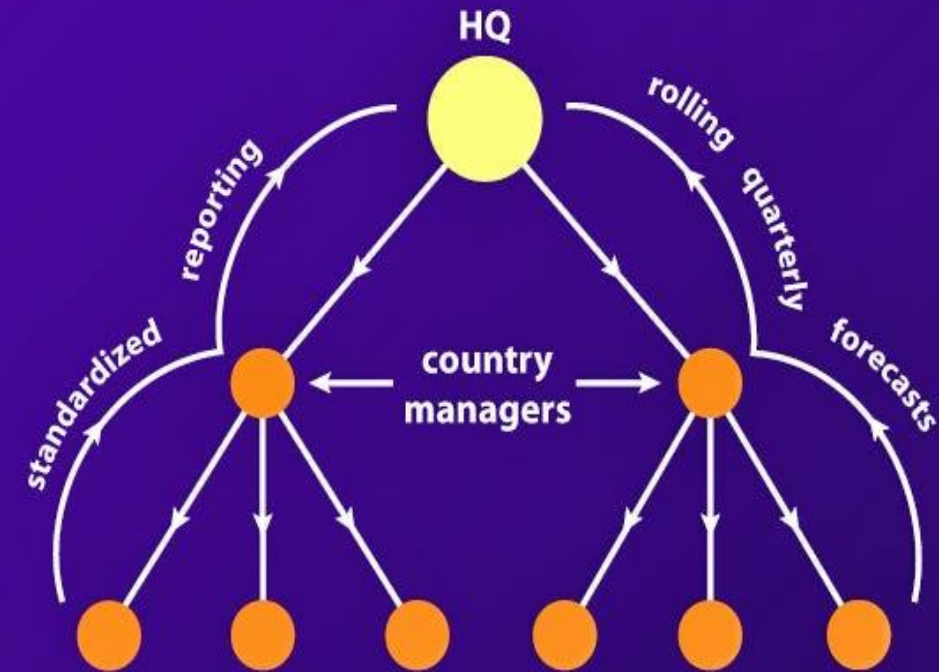
meritocratic, debating

American managers are "assertive, aggressive, goal and action oriented, confident, vigorous, optimistic, and ready for change. They are capable of teamwork and corporate spirit, but they value individual freedom. Their first interest is furthering their own career."



Leadership style

– USA –



upper/middle managers make individual decisions

STRUCTURED INDIVIDUALISM



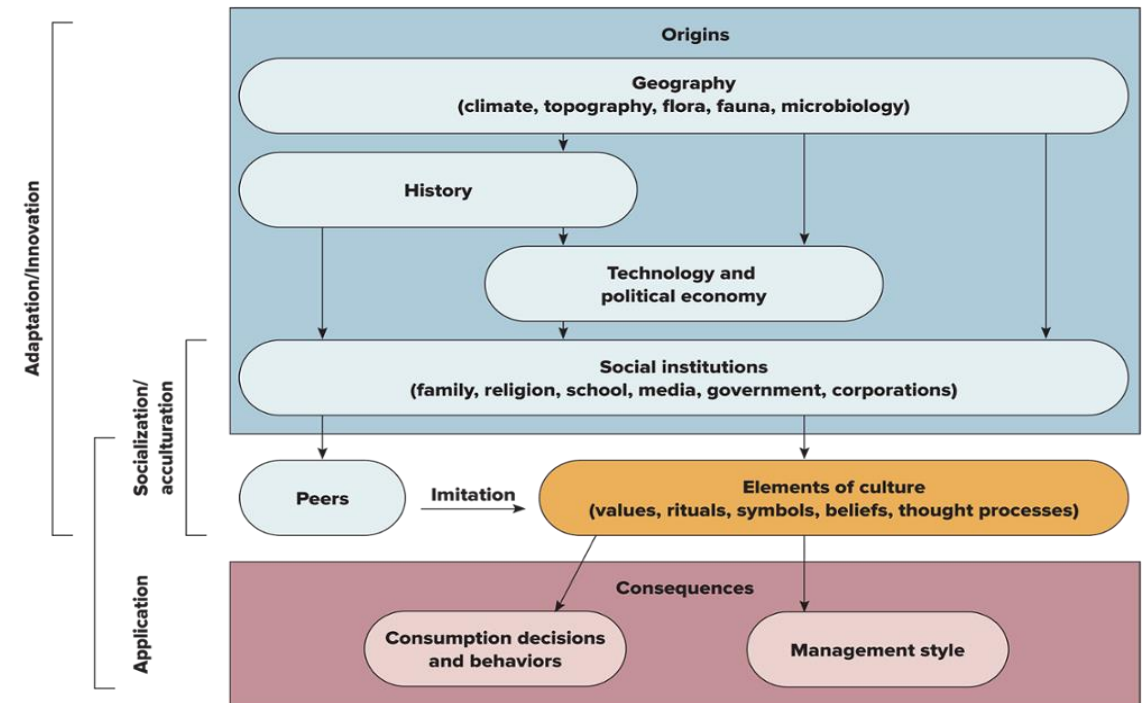
Leadership Styles Across the World

In-class exercise



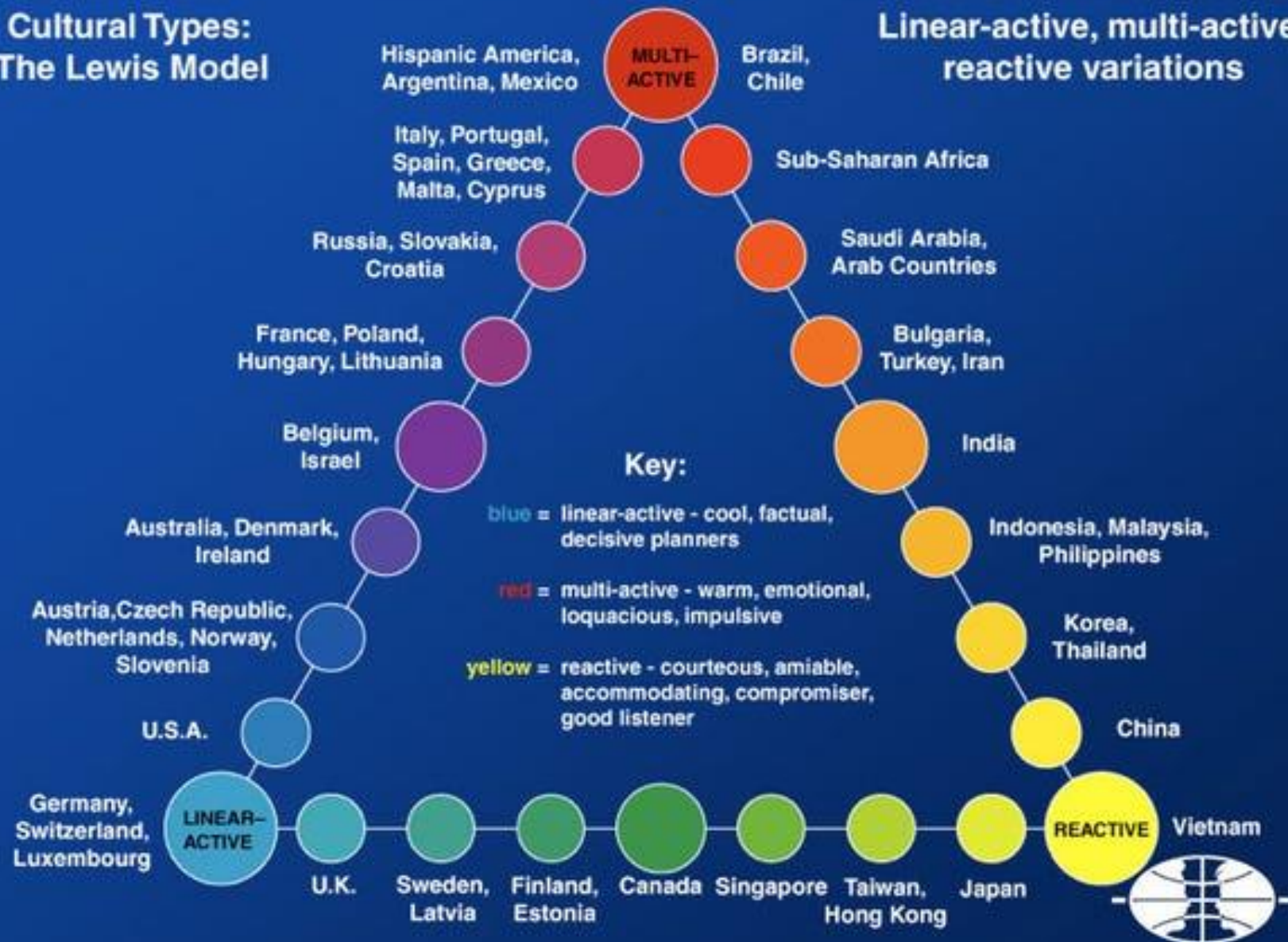
1. List down what **3 Factors of Culture** do you think contribute to the leadership style in your host country with short reasoning..
2. As a Thai Manager what **challenges** will you face when working for your host country?
3. As a Thai Manager how do you think you could **effectively work** with your host country ?

- CEOs Please submit one ppt slide at end of session...
- Have fun! ☺



Cultural Types: The Lewis Model

Linear-active, multi-active,
reactive variations

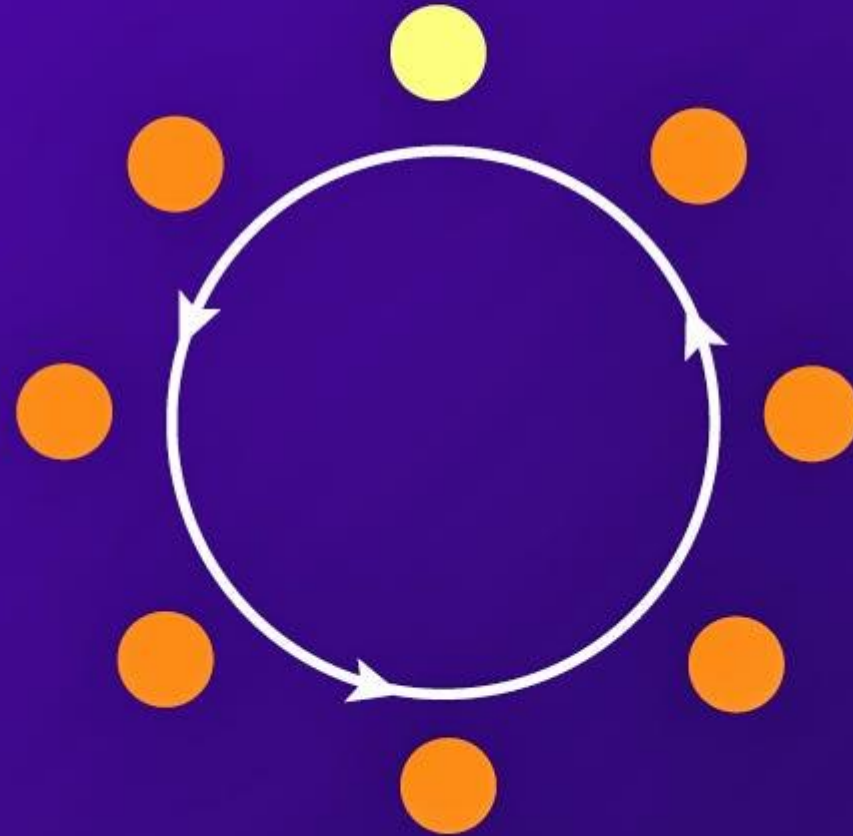


Swedish management is decentralized and democratic. The rationale is that better-informed employees are more motivated and perform better. The drawback is that decisions can be delayed.



Leadership style

– Sweden –



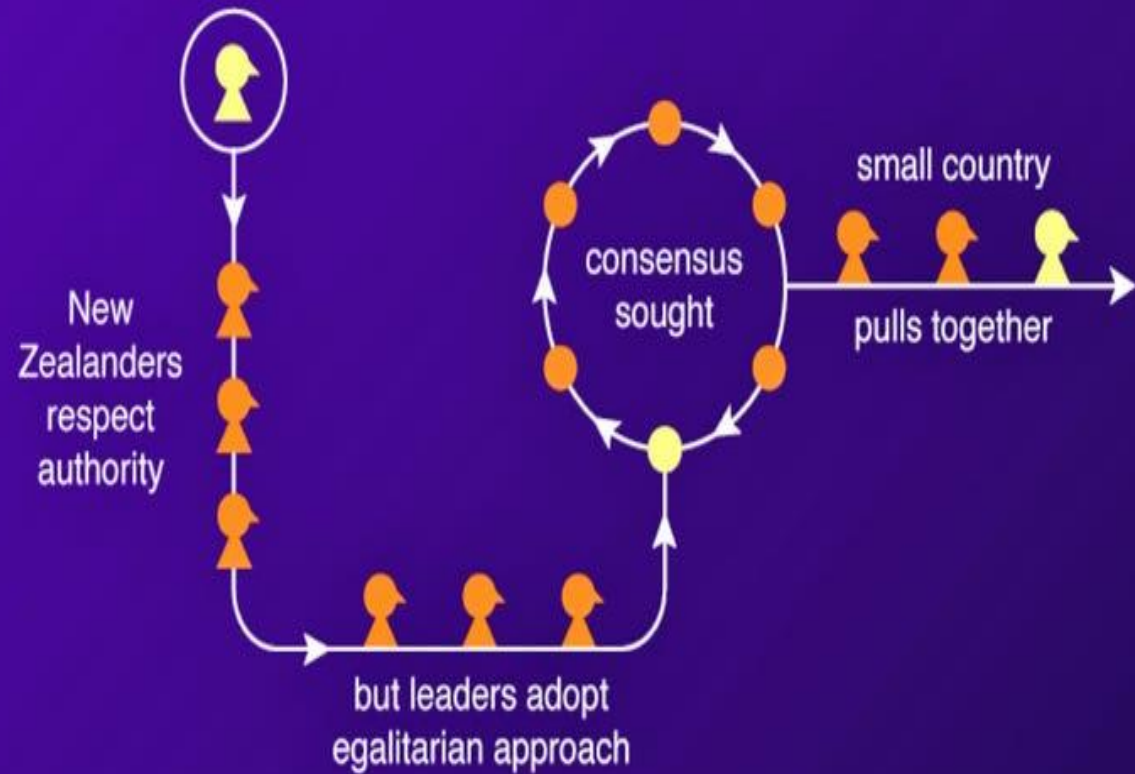
primus inter pares

"Most New Zealanders are brought up to respect authority, and managers have a relatively easy task as long as they function in a calm, egalitarian, and reasoning manner."



Leadership style

– New Zealand –

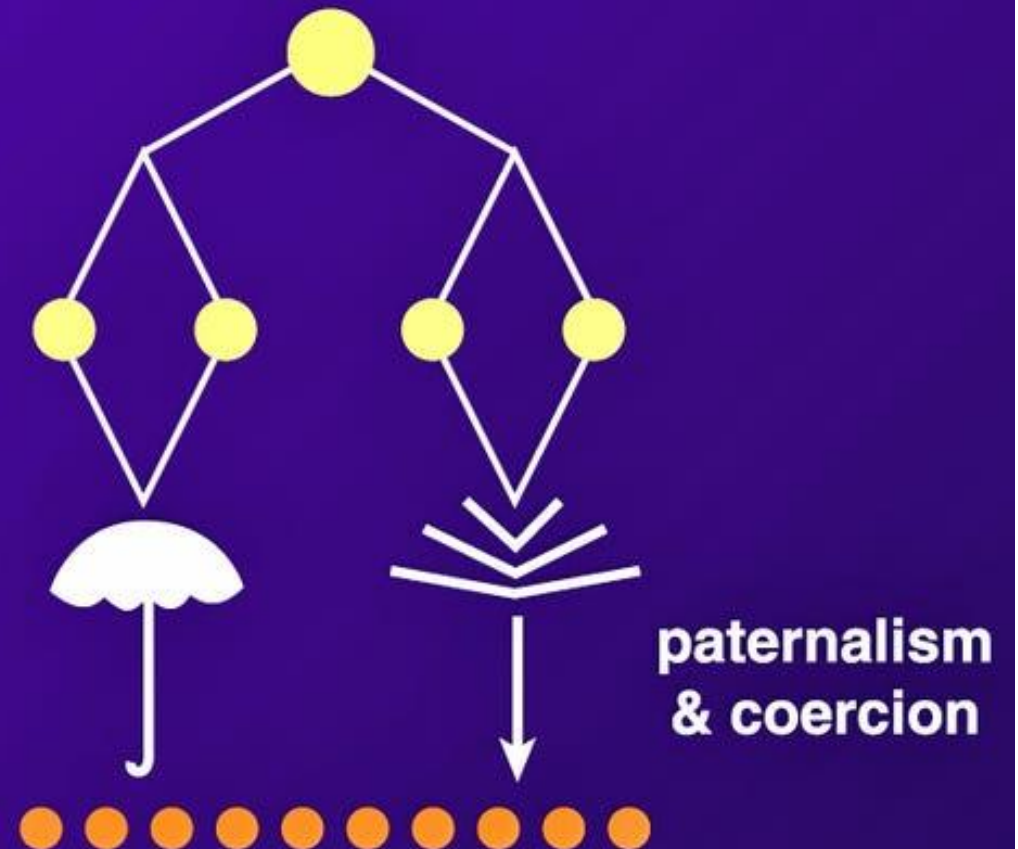


Catholic; his shrewdness and skills in business are not allowed to intrude upon this basic goodness," and "his subordinates obey him without question."



Leadership style

– Mexico –

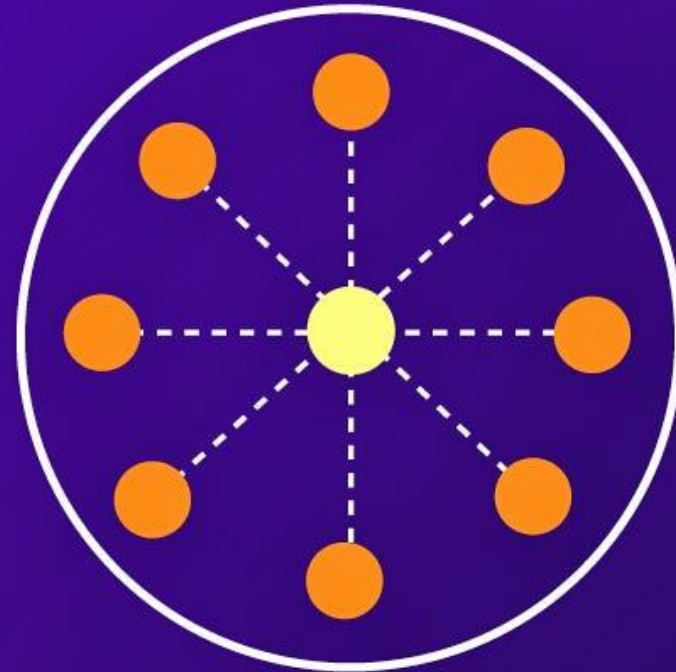


"In democratic Norway, the boss is very much in the center of things, and staff enjoy access to him or her most of the time."



Leadership style

– Norway –



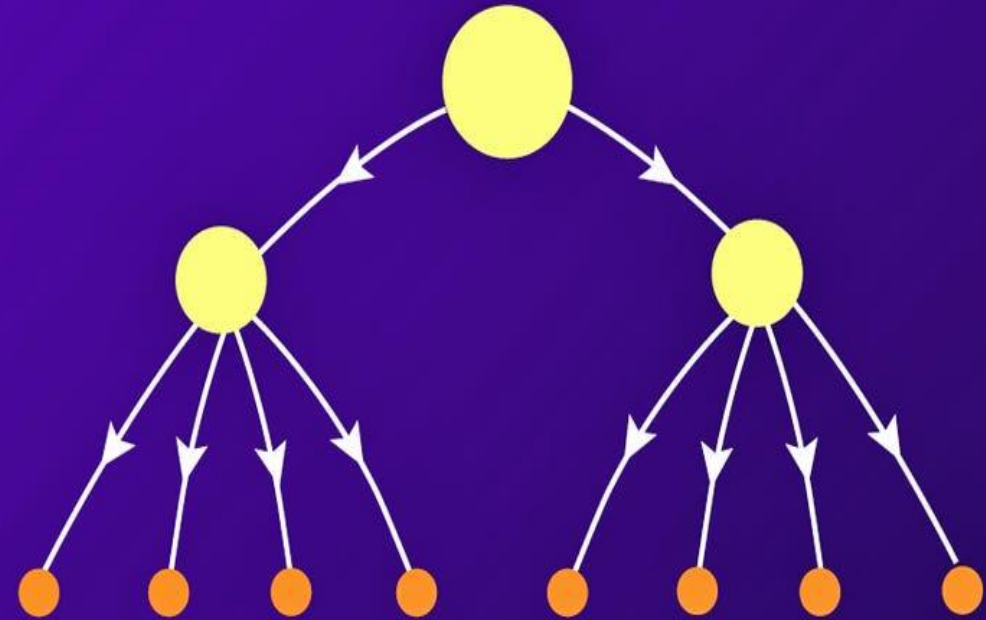
boss, but friendly

In Egypt, "dictators, the Islamic church, and the military jostle for influence. Business leaders draw on great experience and try, not always successfully, to avoid politics."



Leadership style

– Egypt –



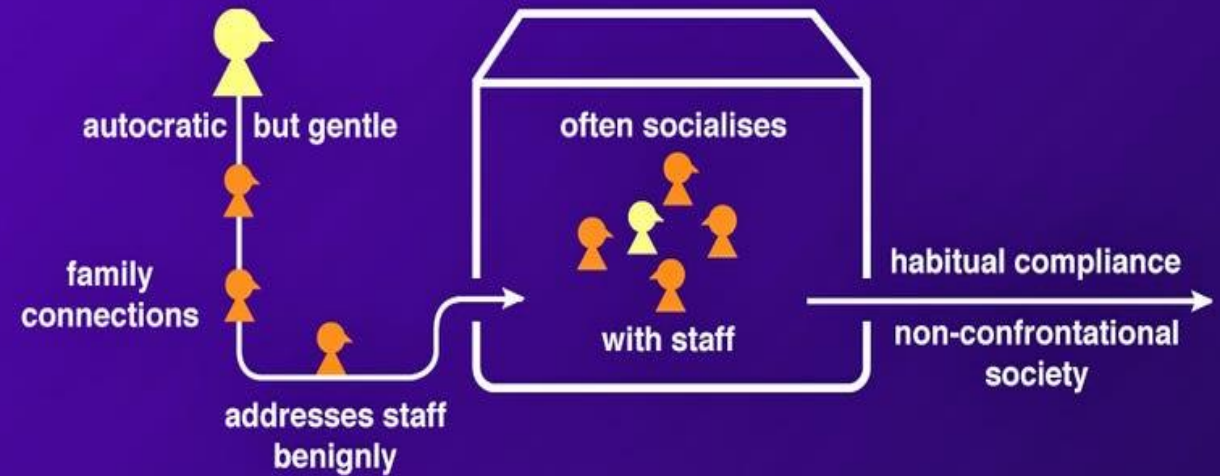
nepotism

Portuguese "business leaders and many political figures come from the leading families," and "staff are generally obedient and deferential."



Leadership style

– Portugal –

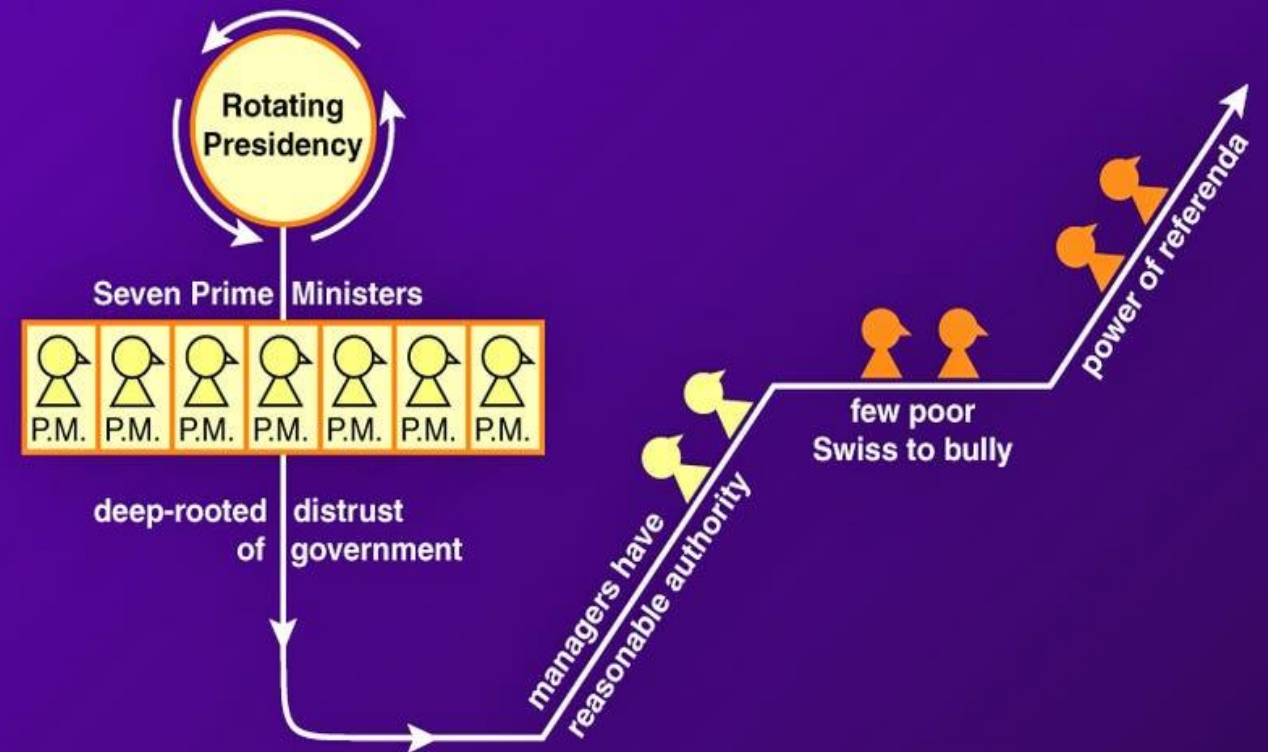


Switzerland, and the system of rule resembles the American in its intricate array of checks and balances."



Leadership style

– Switzerland –



A wide-angle photograph of the Golden Bridge in Vietnam. The bridge is a long, curved walkway with a wooden deck and green metal railings, supported by two massive, weathered stone hands that appear to be holding it. The hands are covered in moss and lichen, giving them an ancient, natural look. The bridge is surrounded by dense, vibrant green tropical forest. In the background, rolling mountains are visible under a clear blue sky. Numerous people are walking across the bridge, providing a sense of scale. The overall scene is bright and scenic.

– Vietnam –



