

MK 326

In-class Exercise

Global Leadership

Online Zoom: February 17, 2022





24 Charts Of Leadership Styles Around The World

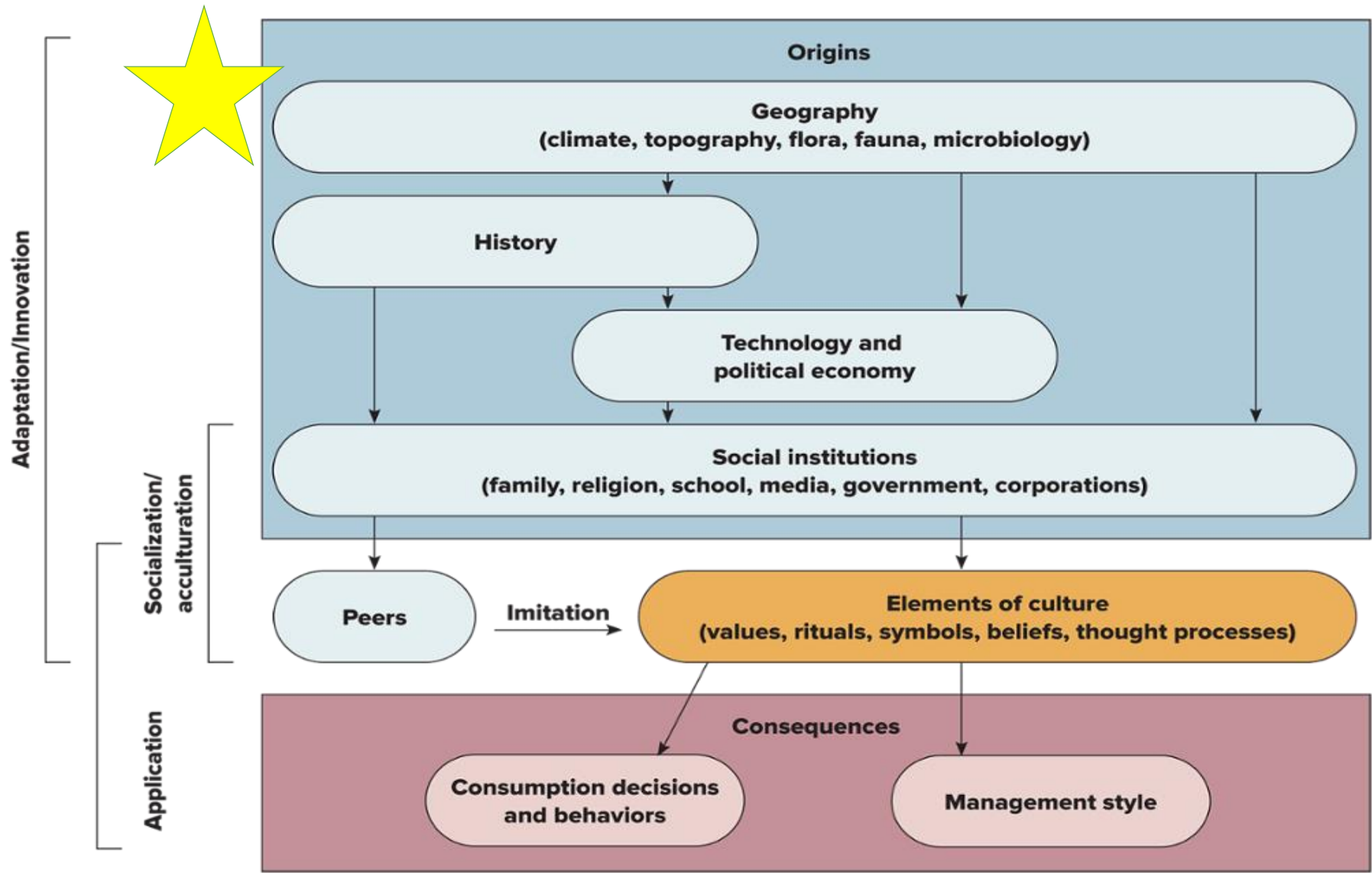
Jan 6, 2557 BE — British linguist Richard Lewis charts everything from structured individualism in the U.S. to ringi-sho consensus in Japan.



Richard Lewis Communications

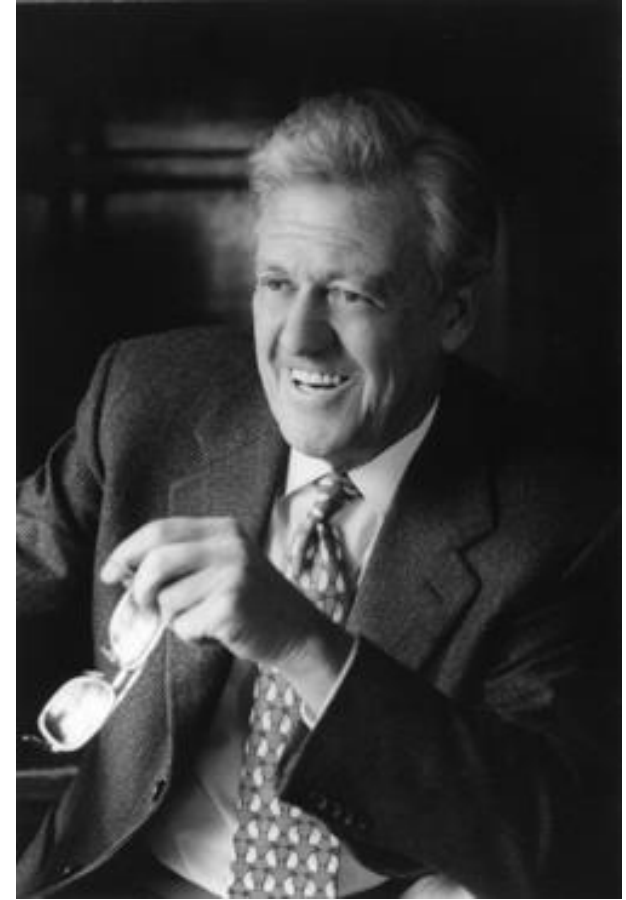
[Leadership Charts in 50 Countries \(businessinsider.com\)](https://www.businessinsider.com)

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)

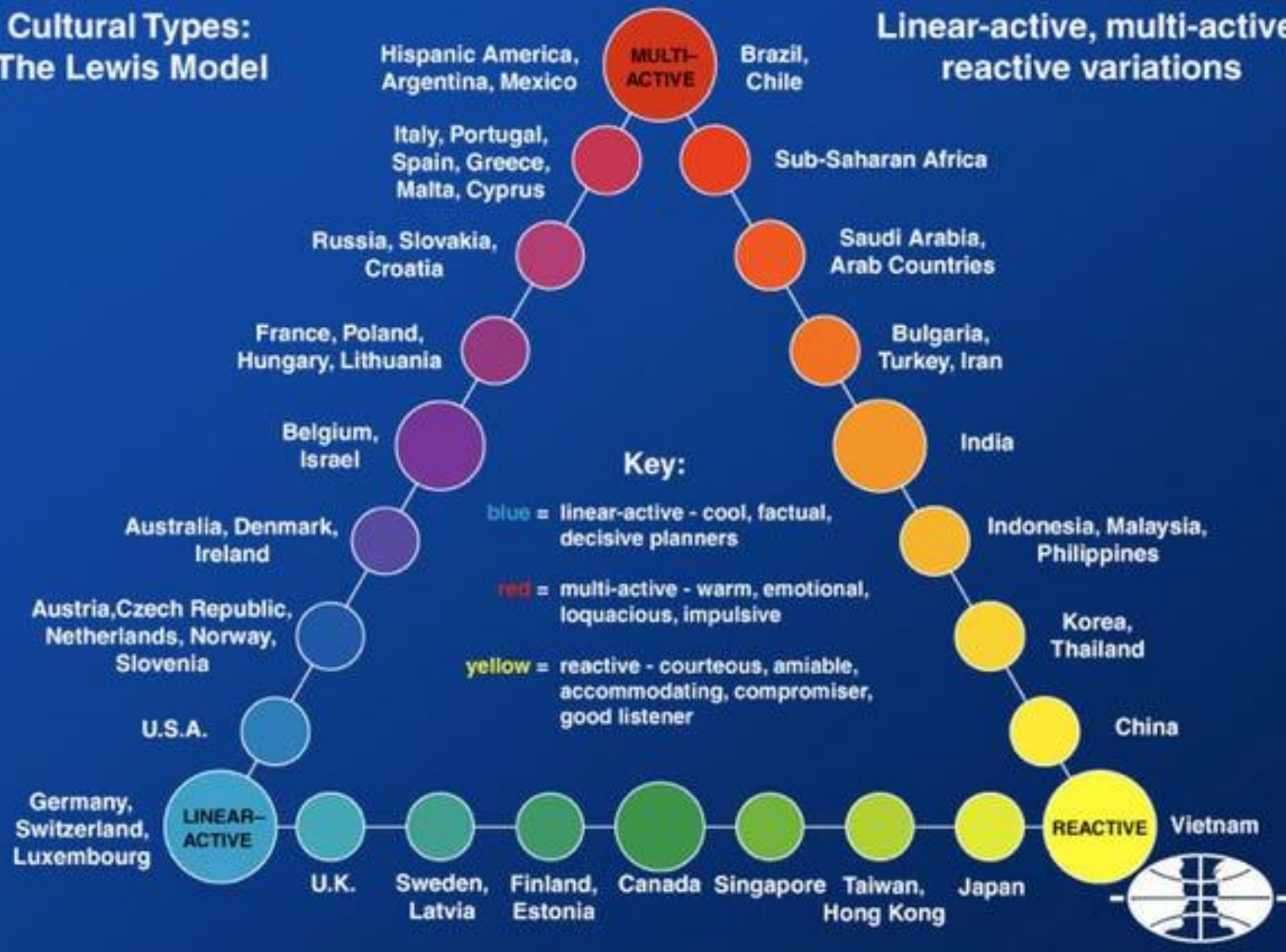


Richard Lewis
Communications

- 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

Linear-active, multi-active,
reactive variations

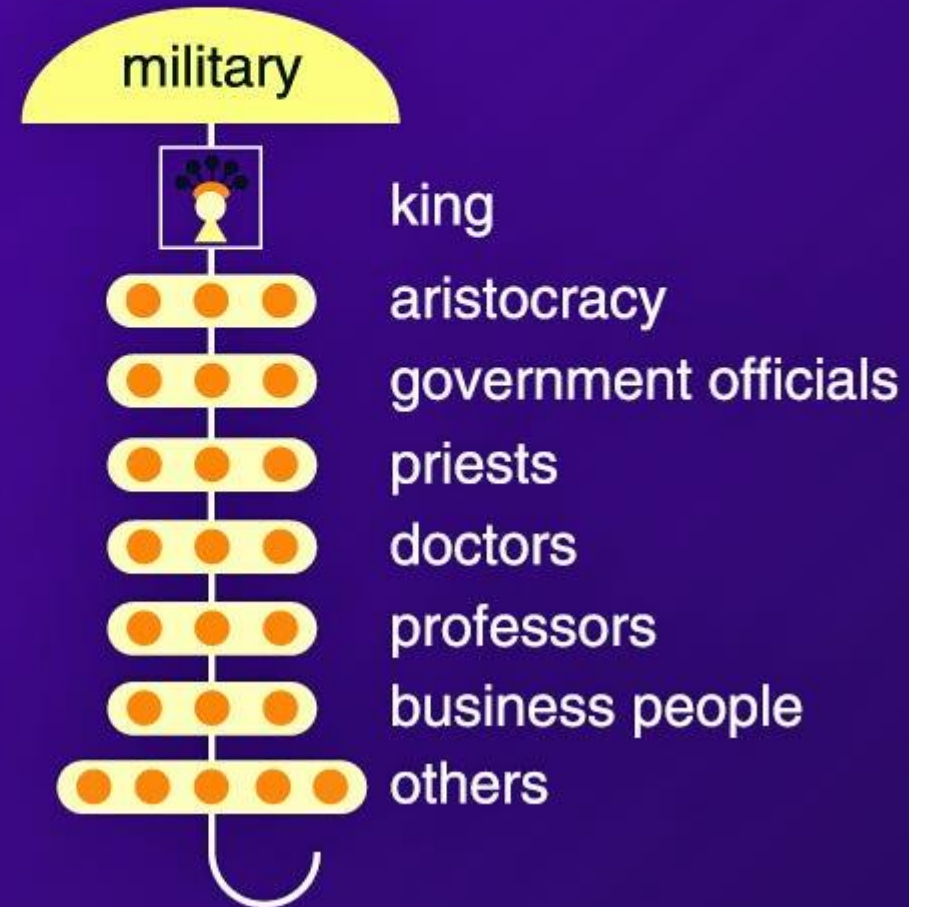


In Thailand, "the King's power emanates from the people; he is Head of State and of the armed forces, and upholder of Buddhism and all other religions."



Leadership style

– Thailand –

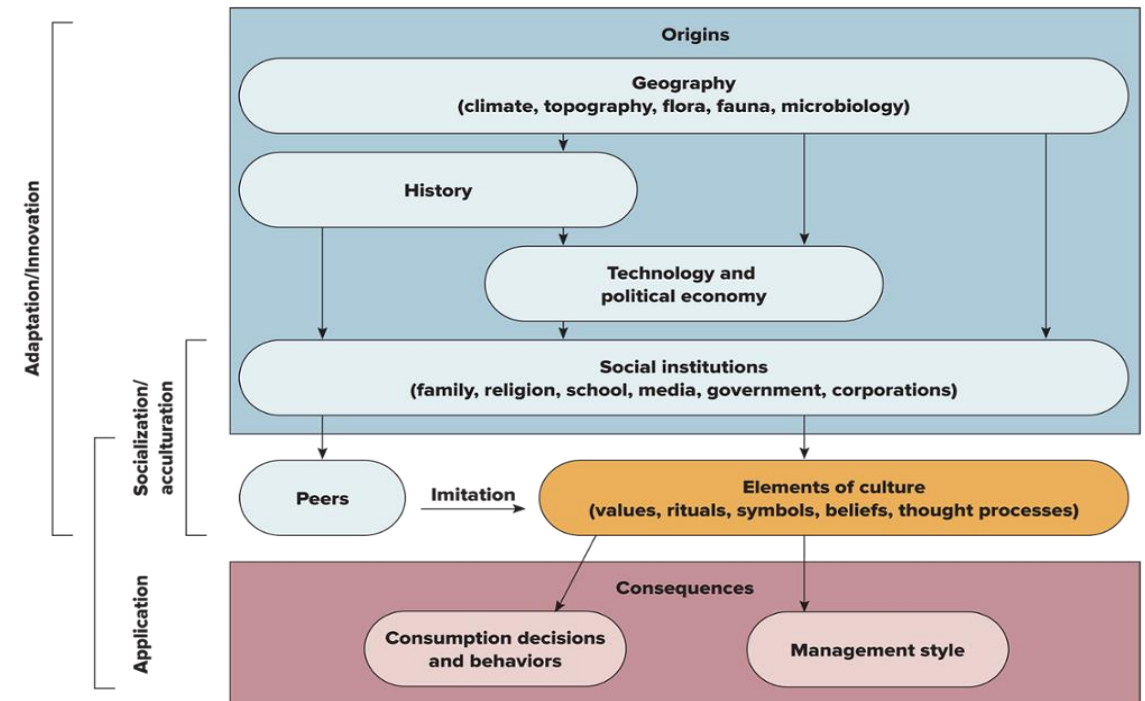


Leadership Styles Across the World

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! 😊

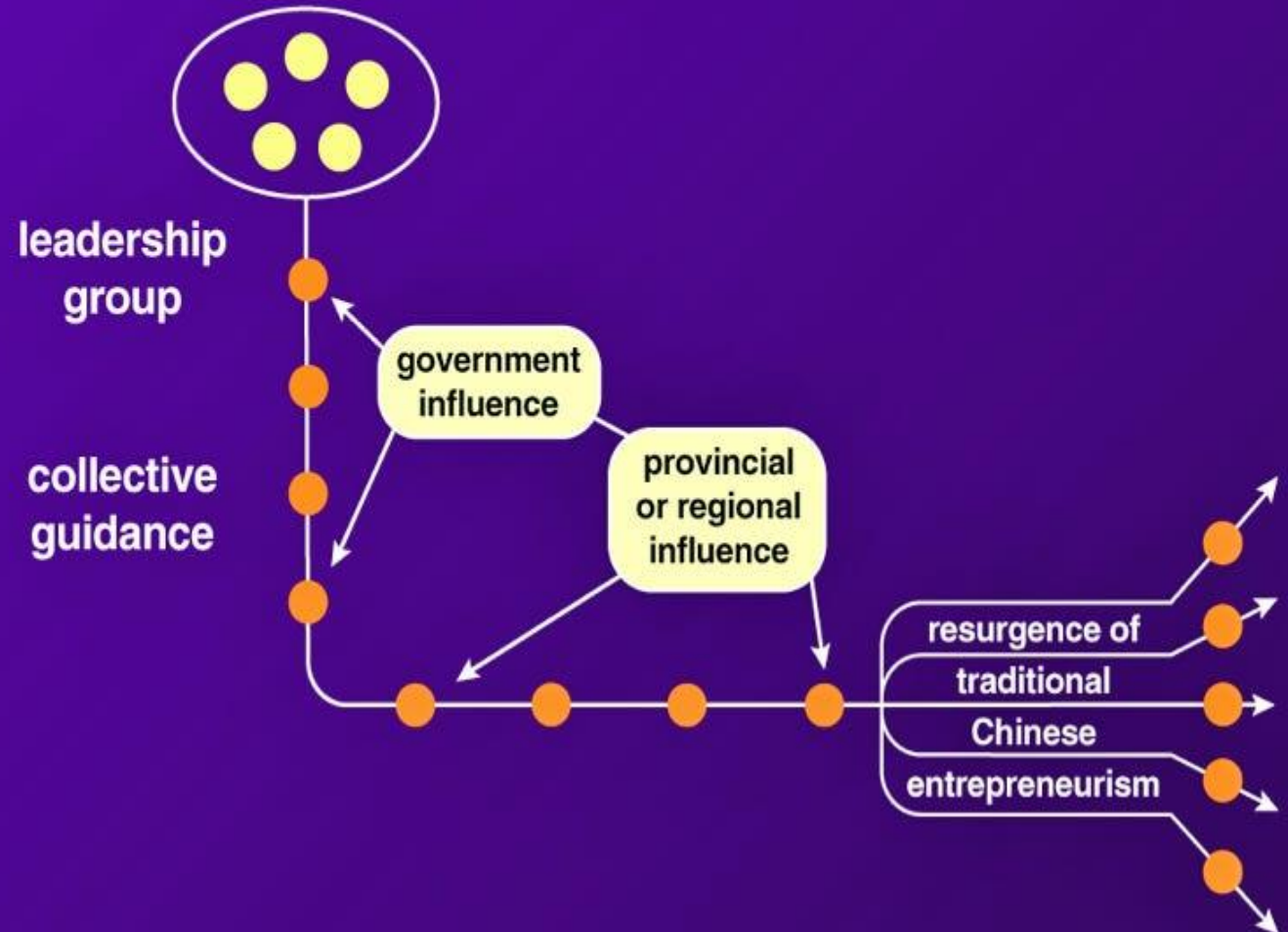


"Consensus is generally highly valued in China, but in companies controlled by the state, a leadership group will decide policy."



Leadership style

– China –



太空



Do's

Accept or present things with both hands

At a restaurant, let elders sit down first

Don't take the last pieces from a serving tray

Take off hats when entering temple

Learn their language

Left some food on the plate after finished the meal

Culture

Voice ideas regardless of position

Uses chopsticks

Allowed to wear casual clothings to the office

Respect based on working experience

Refuse first before accepting

Never let someone else pay your bill

Don'ts

Don't discuss controversial topics ex. Taiwan

Put chopstick up right

Do not give gifts in business settings

Don't give clocks as a gift

Wear shoe indoor

Put feet on the desk

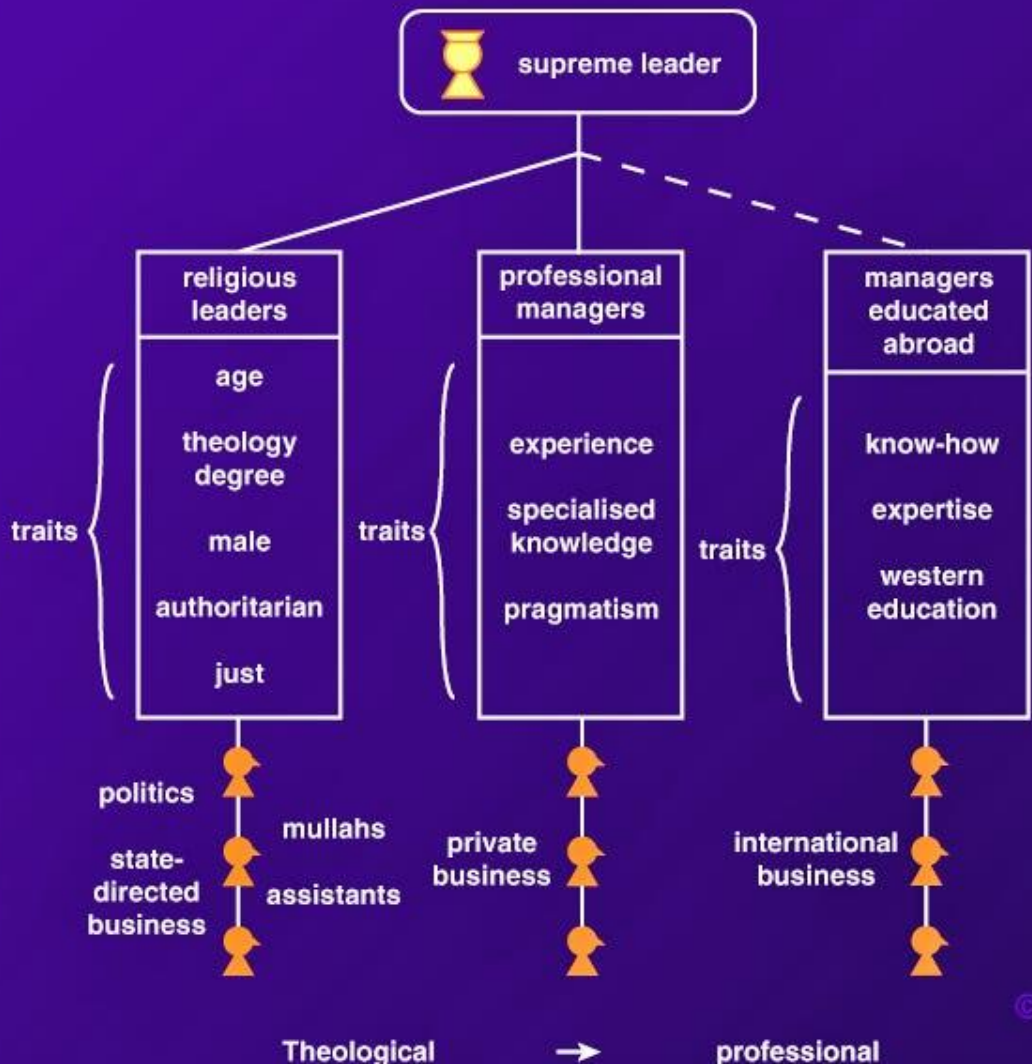


"Spiritual leadership is dominant" in Iran. Government leaders "must be a fully qualified theologian, selected by experts."



Leadership style

– Iran –





IRAN'S LEADERSHIP STYLES

✿ Factors of culture

- Religion plays an important role in Iran which is a Muslim country with Islamic culture, so employees expect their leaders to be honest, visionary, and generous.
- Seniority is another factor that has an impact on Iran's organization since they use the transformational style of leadership which requires leaders to be able to inspire, guide, and support the employees like their father.
- Education and specialization are required as Iranian people mostly respect people with high education.

✿ Challenges



- In Iran, meetings may be held exclusively for men or exclusively for women, as the genders occasionally socialize separately.
- Iranian's privacy should be respected while working in Iran.
- Asking questions that are too personal can offend them.

✿ Effectively work

- The leader must be honest to everyone.
- Be punctual on everything.
- Use low-pressure tactics to increase productivity.
- Create a good learning environment.

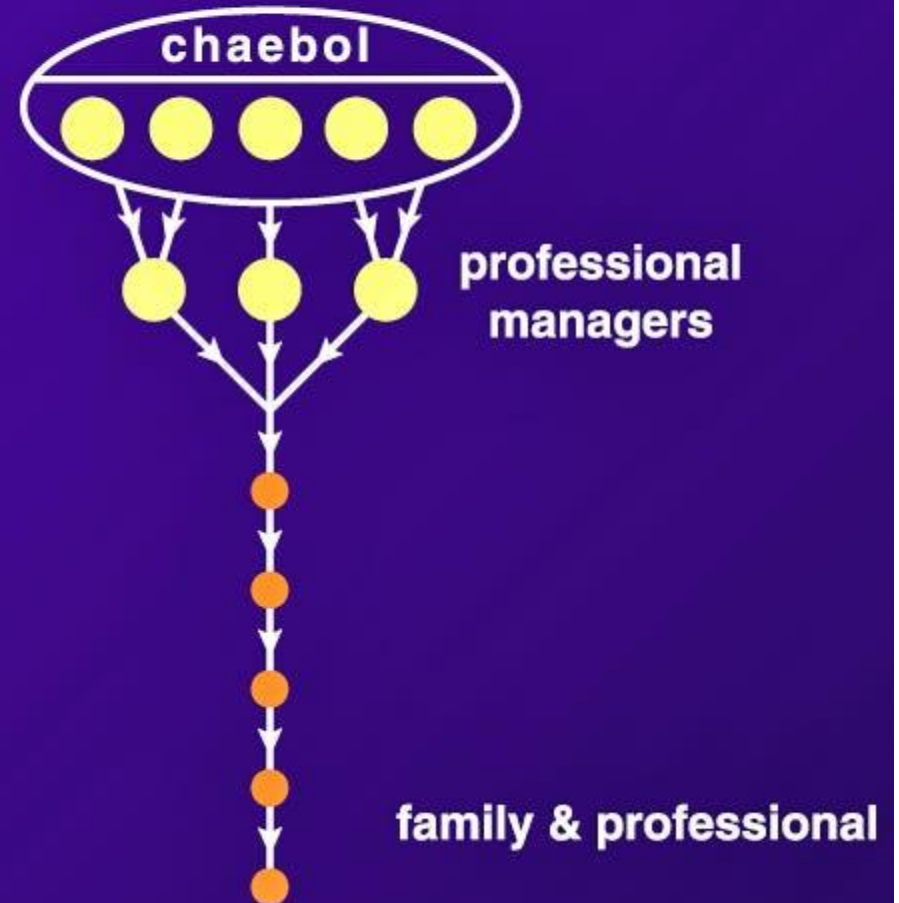


Korean "chaebols," or conglomerates, are typically family-owned. "Nepotism is rampant, with all sons, brothers, nephews, etc., holding key positions."



Leadership style

– Korea –



KOREA



3 FACTORS OF CULTURE CONTRIBUTE TO LEADERSHIP

- Korean accent is strong, aggressive, and fully emotional
- Heavily relationship-oriented behaviors
- Plays a critical role in motivating employees through a positive group affect with attendant high energy



CHALLENGES

- Working under different working environments and habits
- Working under pressure and strict supervisor could limit expressions of employee



EFFECTIVELY WORKING

- Adaptation in the working environment
- Direct communication with the appropriate style of working and getting along

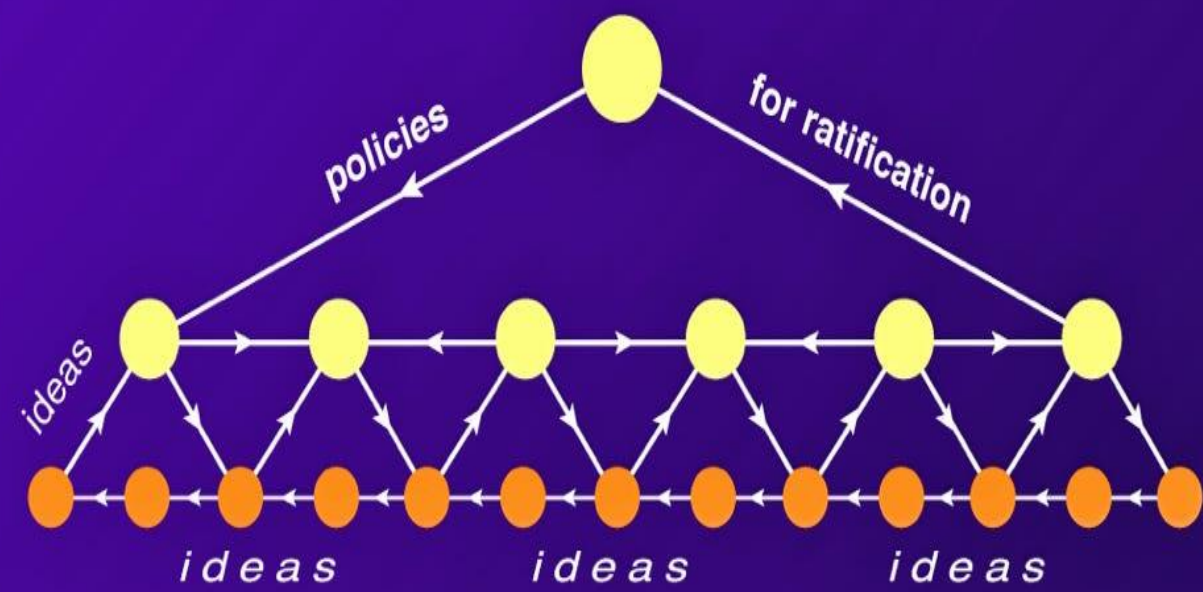


In Japan, "ideas often originate on the factory floor or with other lower-level sources. Suggestions, ideas, and inventions make their way up the company hierarchy by a process of collecting signatures among workers and middle managers."



Leadership style

– Japan –



ringi-sei consensus

LEADERSHIP IN JAPAN

CULTURES

- **Seniority**
 - The Seniority culture of Japan is happen at workplace when low ranking employee have an idea to present, they have to send it to middle ranking employee and then middle rank employee will send to their boss. This has to do this step, if not, it will look low rank employee go over middle rank employee's head.
- **Nationalism**
 - Many Japanese are proud of their own culture. So, sometime it not common for them to fully understand other culture and sometime it leads to many barrier such as language barrier.
- **Punctuality**
 - Punctuality is one of the important habits to be a leader as being a good role model for their teams.



CHALLENGES &

HOW COULD DO EFFECTIVELY WORK

1. Long Working Hours

Japan is known throughout the world as a hardworking country. This is contrast with Thailand that working style are more chilling. So, to make effectively work, we have to change much to be more serious and hardworking.

2. Indirect Communication

Japanese people are known to be some of the most polite and respectful people you will ever work with. They want to keep relationships as smooth and as unblemished as possible so they will sometimes tell you white lies instead of the bitter and much-needed truth. So, to make effectively work, we should make an ice breaking at first time we work with Japanese people to know each other and tell them that we are open and they can straightly talk to us.

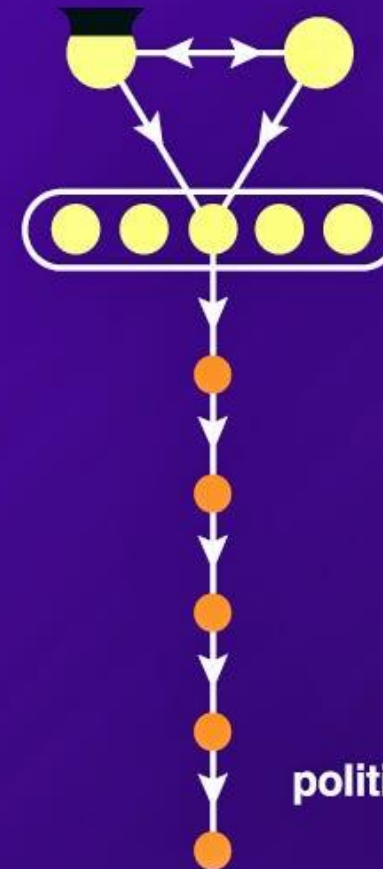


Brazilian managers "normally rule in an autocratic manner," but they often strive to be encouraging and cheerful with subordinates.



Leadership style

– Brazil –





LEADERSHIP STYLES OF BRAZIL



FACTORS OF CULTURE THAT CONTRIBUTE TO LEADERSHIP STYLE



01



03



AS A THAI MANAGER
HOW DO YOU THINK YOU
COULD EFFECTIVELY
WORK WITH BRAZIL



- MEN ARE USUALLY ALLOWED MORE FREEDOM THAN WOMEN.
REASON : THE THOUGHT PROCESSES WILL BE DIFFERENT FROM OTHER COUNTRIES



- BRAZIL PEOPLE HAVE HIGH NEED TO AVOID UNCERTAINTIES.
REASON : THEY BELIEVE THAT FAILURE IS UNEXCEPTIONAL IN THE SOCIETY SO THE CULTURE WANT TO ENCOURAGE THEIR PEOPLE



- RELATIONSHIP WITH THEIR FAMILY ALSO SEEN AS VERY IMPORTANT FOR THE BRAZILIAN, THAT'S WHY IT'S COMMON IN BRAZIL TO HIRE PEOPLE FROM THE SAME FAMILY TO BE THEIR SUBORDINATES OR PARTNERS.
REASON : THEY WANT TO MAKE SURE THAT THEIR WORKING LIFE WON'T INTERRUPT THEIR FAMILY TIME

02



AS A THAI MANAGER WHAT CHALLENGES WILL YOU FACE WHEN WORKING FOR BRAZIL



- BRAZIL ALSO HAS MORE FLEXIBLE TIME, IT'S NORMAL IN BRAZIL TO BE FEW MINUTES LATE IN A MEETING. SOMETIMES IT'S CONSIDERED AS DISRESPECT IF PEOPLE ARRIVING EARLY IN A MEETING.



- THE MANAGER WILL LIKELY TO CONTROLLING THE EMPLOYEES AND TEND TO KEEP THE LINE BETWEEN EMPLOYEE AND BOSS CLEAR, BUT STILL MAINTAIN THE FRIENDLY ATMOSPHERE SO IF YOU WORK WITH BRAZIL'S COMPANY YOU NEED TO RESPECT AND FOLLOW THE INSTRUCTION OF THE BOSS



- THE OFFICIAL LANGUAGE OF BRAZIL IS PORTUGUESE. SO, IF THAI MANAGER ISN'T PREPARE ENOUGH ABOUT THEIR LANGUAGE, THEY WILL STRUGGLE TO LISTEN OR SPEAK TO BRAZILIAN COLLEAGUES.
- INTERRUPTIONS ARE A SIGN OF INTEREST ON THE SUBJECT IN BRAZILIAN CULTURE BUT FOR THAI PEOPLE IT MEANS NOT RESPECTFUL SO. THAI PEOPLE WILL HAVE A HARD TIME ADAPT TO THE CULTURE OF THE BRAZIL

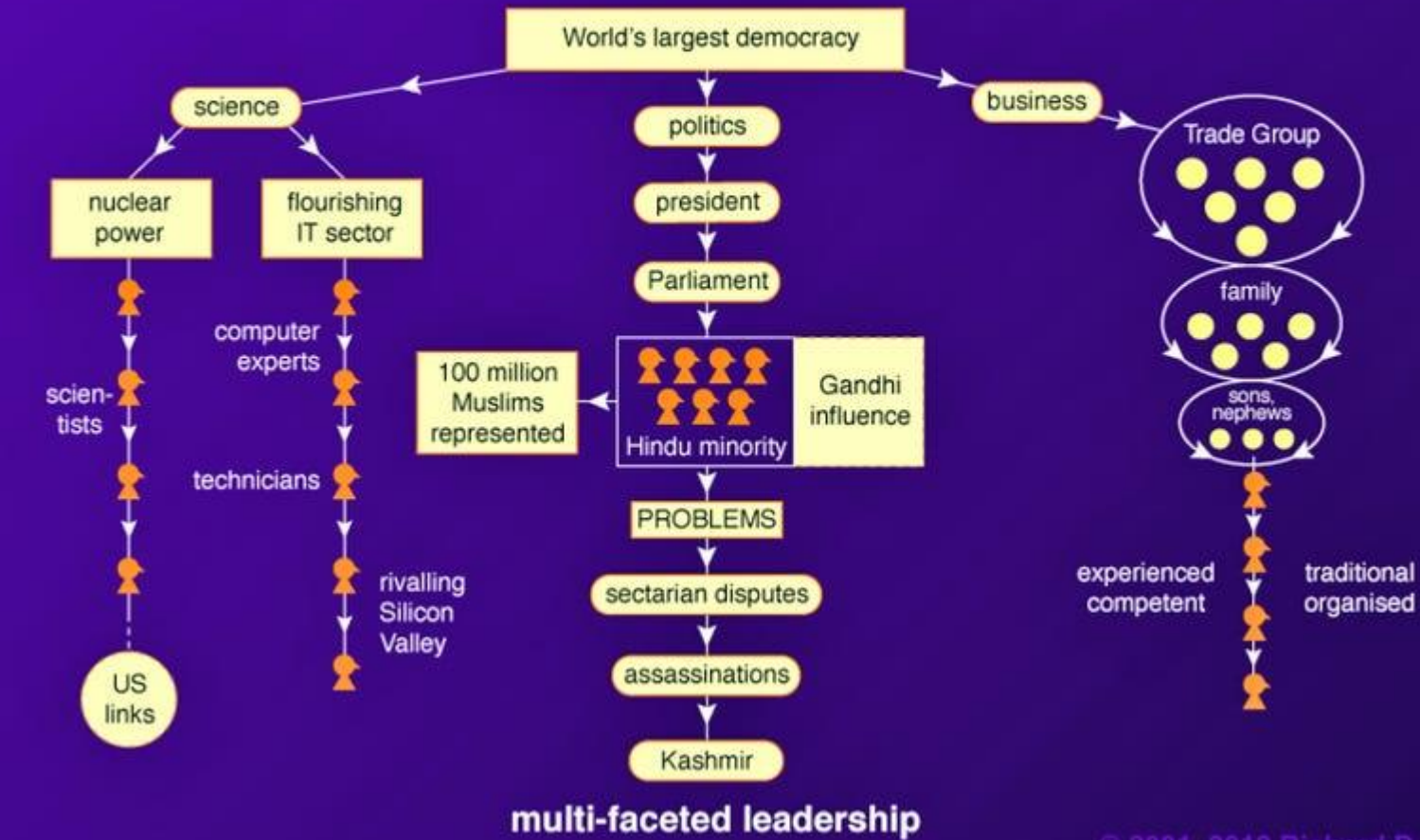
"Nepotism is rife in traditional Indian companies. Family members hold key positions and work in close unison."



Leadership style



– India –





INDIA

3 Factors of Culture

1) Learn to commute compromisely

-Traditional Indians do care about saying 'no', instead of saying 'no' they frequently find a way to reject softly and gently

2) Respect difference and respect authority

- Open your mind as much as you can, try to receive a new culture that you have not met before and respect it. And, you should respect your co-workers not only the ideas but also the behaviors

3)The Role of Hierachy in Indian Business

- Most of the Indians employees do care about ranking in organization. So, managers should do care about the higher rank employees in terms of business conference and negotiation.

Challenges for Thai's Managers

1) Indians have a strongly religious belief.

2)The language barrier

3) Poor teamwork

- The team might have poor communication or face trouble working

4) Gender inequality

5) Nepotism [Bias] is common in Indian companies. Personal relationships and networking is really important.

6)Different working style Thai and india

How to effectively work

1) Gather as much information before making decision to avoid risk.

2) Endure to work under derpressure.

3) Show a genuine interest in your Indian teammates.

4) Prepare more time when work with Indian since they usually blur work and personal time

5) Be flexible with your working time.



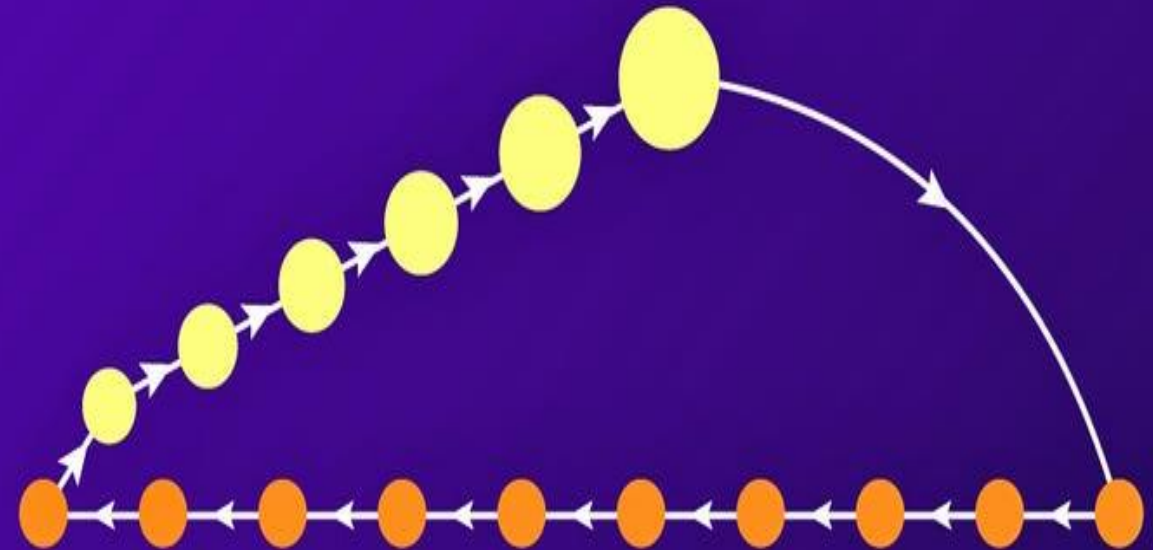
- Majority of employees in Indian request to include transportation time in their working hours.

"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

Netherlands

1. Netherlands and Romania used to be the same country. But eventually they separated. There was a development in agriculture which makes the economy grow and develops Netherlands.

Dutch people have a limited body language. They prefer to express with their eyes. Doing visual contact with the people they are talking. This is because they do not usually show their emotions when it comes to being in casual meetings or conversations

One of the most popular greetings in the Netherlands for both men and women is the handshake. For example: they do not hug or kiss their parents unless it is a special date or moment. All this because they are very closed and conservative with their beliefs that have come from generation to generation.



2. In Thailand, when you look at someone straight in the face, people will imply that you don't have manners. However, in the Netherlands, looking someone in the face is normalized and shows that you are ready to communicate. They use their eyes to communicate more than their body language.



3. Firstly, when you work in another country, you should understand the culture of that country. You should also respect your co workers and people who work for you. Netherlands takes equality very seriously. Dutch people also like humble workers who doesn't boast about their qualities and abilities. They prefer to work with honest and generous people.

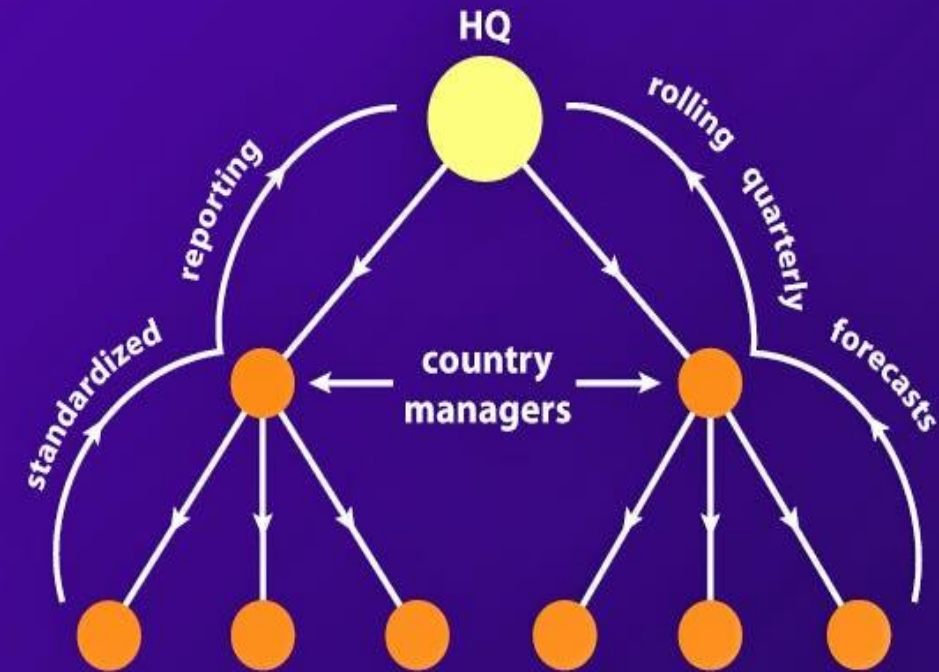


American managers are "assertive, aggressive, goal and action oriented, confident, vigorous, optimistic, and ready for change. They are capable of teamwork and corporate spirit, but they value individual freedom. Their first interest is furthering their own career."



Leadership style

– USA –



upper/middle managers make individual decisions

STRUCTURED INDIVIDUALISM





USA LEADERSHIP STYLES

3 FACTORS OF CULTURE THAT CONTRIBUTE TO THE LEADERSHIP STYLE .

self-sufficient individual

Everyone is their own person, not a representative of a family, community, or any other group.

Address disputes with someone directly and privately.

Talk about the problem only in the specific context that it has occurred to avoid making it seem like a criticism of their character.

Overlook factor

People are likely to overlook factors like company loyalty for technical competence and excellence in employees.



AS A THAI MANAGER WHAT CHALLENGES WILL FACE WHEN WORKING FOR USA COUNTRY.

Communication Challenges

Because speaking different languages makes communication more difficult

Positioning Challenge

From different leadership styles, it makes working harder at a certain level

Skill development and professional growth challenges

Working with new people and working with other country making the development faster

AS A THAI MANAGER, HOW DO YOU THINK YOU COULD EFFECTIVELY WORK WITH USA .

In our opinion to work in the Individualism structure, we need to be an assertive , optimistic and have a exact goal. Because the American are capable for teamwork and corporate sprit. Their first interest in their life is to achieve their own careers.

Key Takeaways:

- Global management combines **knowledge of business, culture, history and social practices** to help companies find their niches in the international business community and successfully work with other cultures.



Attributes of a Good International manager

1. An International manager must be able to **cope with cognitive complexity and be able to understand issues** from a variety of complicated perspectives;
2. He **should have cultural empathy**, a sense of humility and the power of active listening. Because of their unfamiliarity with different cultural settings international managers cannot be as competent or confident in a foreign environment;
3. A good manager **should have emotional energy** and be capable of adding depth and quality to interactions through their emotional self-awareness, emotional resilience, ability to accept risk and **be able to rely on the support of the family**;
4. A good International manager **should demonstrate psychological maturity** by having the curiosity to learn, an orientation to time and a fundamental personal morality that will enable them to **cope with the diversity of demands** made on them.



