

THREE PHASES TO SUCCESSFUL CROSS-CULTURAL COLLABORATION

| Phase | (1) UNDERSTANDING | (2) NAVIGATING | (3) CREATING |
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| Objective | Understanding the subtleties of the Japanese business context – the main differences. | Proactively navigating the differences in business approach. | Creating common cognitive ground – a shared understanding, strategy and code of conduct for the collaboration. |
| Starting point | <ul style="list-style-type: none"> • “We want to be more sensitive to the culture to get the most out of the partnership”. • “We need to know how to interact with Japanese team members?”. • “We want to understand the main differences and avoid conflict”. | <ul style="list-style-type: none"> • “We need techniques and tactics for smoother and more effective communication”. • “How do we push for answers and decisions?” • “How do we make sure action is taken and that we arrive at our targets?” | <ul style="list-style-type: none"> • “How do we forge a good partnership?” • “We need to create effective ways to work towards jointly achieving goals and reaching decisions”. • “How do we make sure our strategies are understood and actively worked with?” |
| Tool box | <ul style="list-style-type: none"> • General seminars on Japanese business culture and indigenous management concepts. • Customized workshops based on pre-survey. • Baseline and gap analyses to determine what needs to be done to arrive at the desired future state. | <ul style="list-style-type: none"> • Specialized workshops (e.g. decision making processes, communication, negotiation, relationship building etc). • Facilitated in-house working groups to proactively deal with specific management issues, processes or objectives. • Benchmarking of individual and/or group profiles against the subtleties of the Japanese business context. | <ul style="list-style-type: none"> • 場 (<i>ba</i>)-creation workshop (a renown Japanese management approach to facilitate collaboration and knowledge sharing). • 1:1 consultancy and mentoring sessions • Consulting (e.g. readiness assessment and tools for reconciliation). • Advisory board activities. |
| Outcome | <ul style="list-style-type: none"> • General understanding of the main differences (national/business culture). • Enhanced understanding of own experiences and partner reactions. • Less frustrations and better platform for developing the partnership. | <ul style="list-style-type: none"> • Stronger impact on development, communication, decision-making, negotiation and strategies. • Organizational competence/knowledge gaps are effectively closed. • Better navigation skills. | <ul style="list-style-type: none"> • Strong and co-created strategy. • Reconciliation of fundamental organizational differences. • Dynamic knowledge co-creation and new sources of competitive advantage. |