

Transitions Asia: Managing Across Cultures

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Background-People

Wong Lung: CEO of Guanghe Clothes Manufacturing (Guanghe Province, China)

Chee Lung: CEO of Interim management firm, Transitions Asia

Hei: COO of Guanghe Manufacturing

Alan Wong: Wong Lung's son, future CEO

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Background

- Wong in need of Interim Management to implement change
- Chee decides an American, John Stiles is right fit
- 3 months later Chee finds out " a few people in his management are threatening to quit" because of John Stiles
- Why? How should Chee deal with this?

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1. Power Distance (PDI)

- How power in different cultures is distributed unequally
- Either low or high.
- In this case, PDI is very .

2. Individualism versus Collectivism (IDV)

- Whether the self-image is “I” or “we”.
- In this case, the culture is very collectivistic.
- Family business

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3. Masculinity versus Femininity (MAS)

- How large the gender role is in a society.
- Masculinity

4. Uncertainty Avoidance (UAI)

- The extent to which a culture avoids uncertainty
- Either strong or weak
- Strong UAI

5. Short -and Long-Term Orientation (LTO)

- Whether the focus is based in the present or in the future.
- The typical Asian culture is medium/long term orientated.

Decision Making Style

- Confucian Hierarchy Structure
- Autocratic Decision Making

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Competencies of Effective Leaders – Wong

- Drive
- Knowledge of the
Business



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Stiles's Roles



- Position: Interim manager
- Role: Leader
 - Motivates
 - Does the Right Things

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