German Managers in Japanese Business

Organization and HR-Related Issues in Globalization

04.10.08   25 Jahre DAAD Programm „Sprache und Praxis in Japan"

DAAD

Kienbaum

Executive Search
Human Resource & Management Consulting

Kienbaum

Company Profile

Establishment	1945
Headquarters	Gummersbach, Germany
CEO	Jochen Kienbaum
Number of employees	700
Turnover	€ 117 mil (in 2007)
Business competence	Executive Search, HR and Management Consulting
Network	23 countries

Kienbaum Ⓚ

In Japan and Europe:
Transnational success

Kienbaum Executive Consultants

Japanese Corporate Business Group

Japanese Corporate Business

Kienbaum Japan

Headquarters Europe

Japanese subsidiaries

European subsidiaries

Headquarters Japan
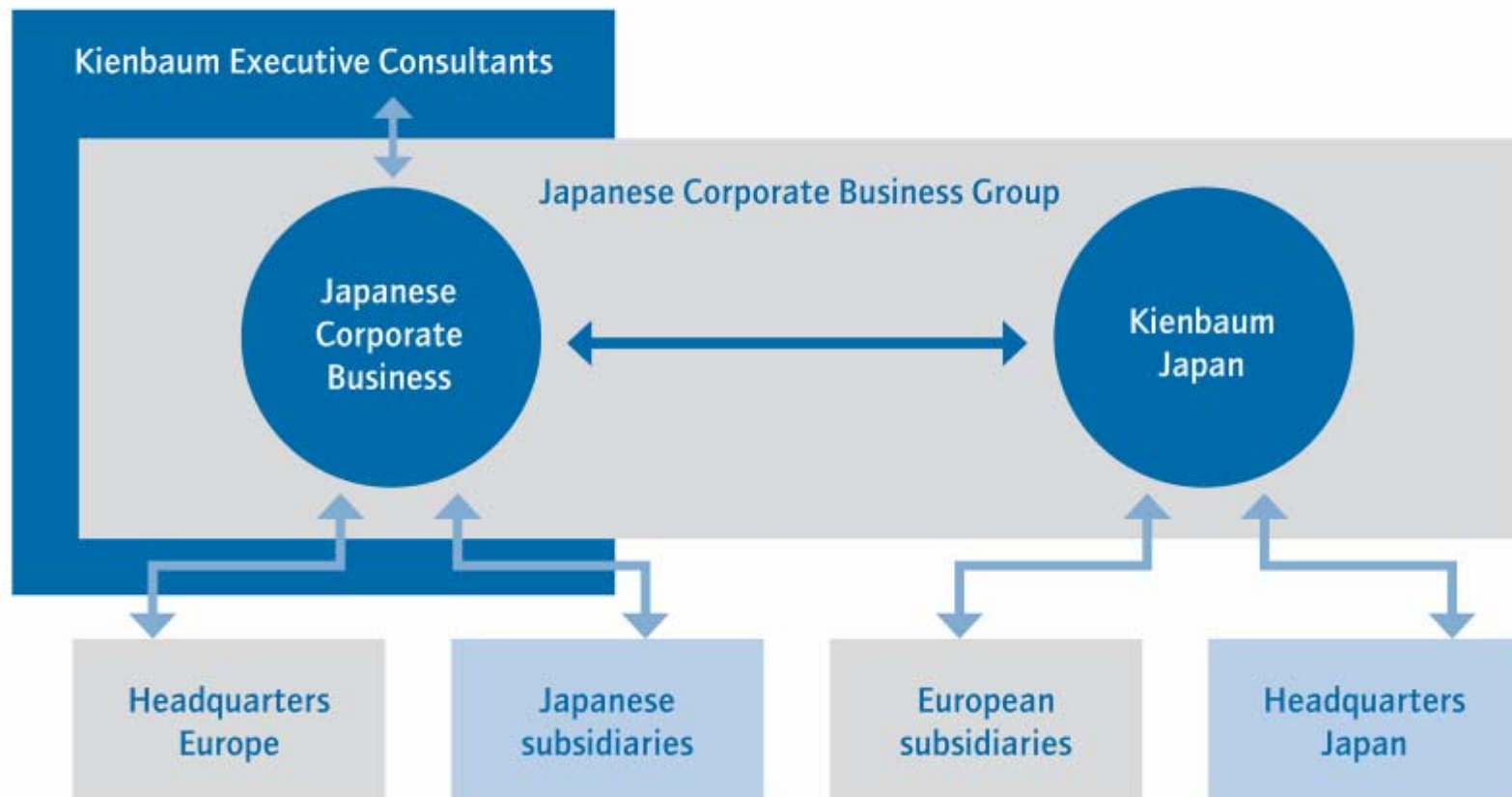
Organization and HR-Related Issues in Globalization

» Recruitment of high performers

» Localization of overseas subsidiaries

» Encouragement of communication on a global level

» Continuity of management policy in overseas subsidiaries

» Appointment of talented employees regardless of nationality or race

» "Nourishment" of global executives

» Penetration of company vision and values

» Cross-boarder knowledge sharing

» Globalization of headquarters

Localization of Management

Intercultural Communication

Diversity Management

Global HR System

Organization and HR-Related Issues in Globalization

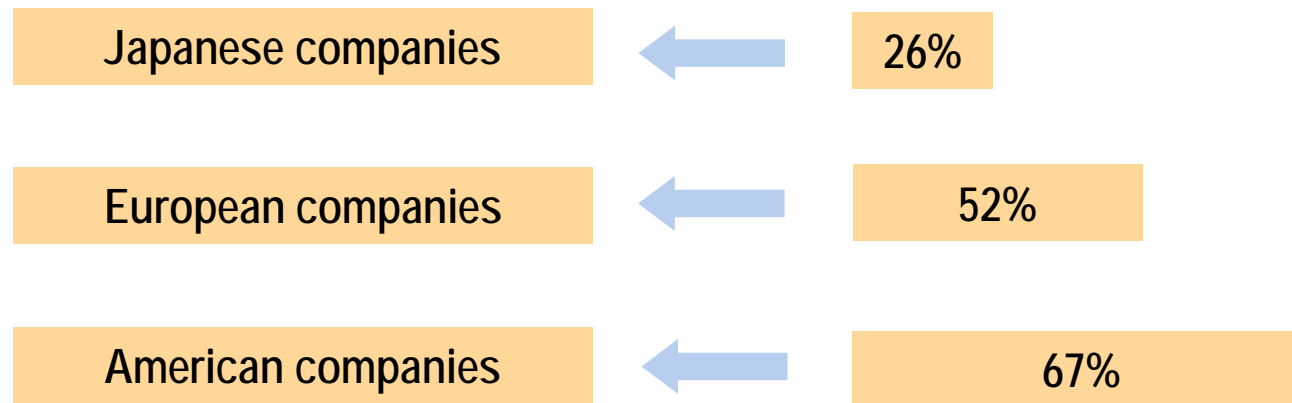» Localization of management

» Intercultural communication

» Complex information flow

» Interactive communication

» Lack of human resources with international business competence (Japan)

» Reduction of costs for expatriates

» Recruitment and retention of local high performers

» Changes of companies' activities in globalization

• Sales and Marketing / Production / R & D / Procurement / Supply Chain / IT Platform / Cash Management

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Localization of Management and Intercultural Communication

» Localization of top management in overseas subsidiaries

Japanese companies	←	26%
European companies	←	52%
American companies	←	67%

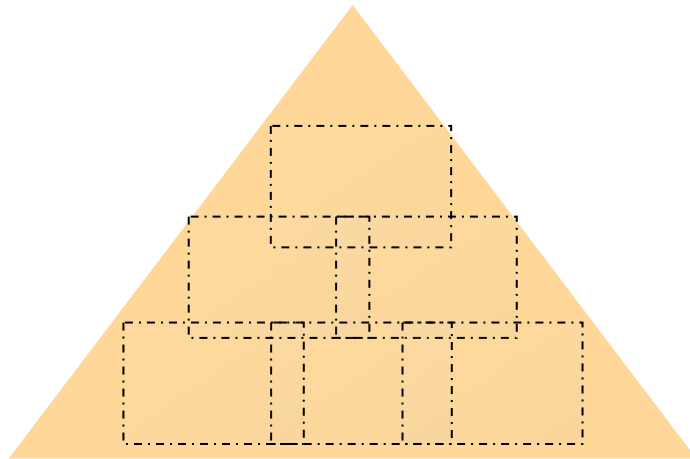Source: Toshika Tanaka "Faculty Development in Japanese Companies"

» Why is this so low in Japanese companies?

- Language barrier?

- Different principles or content of the organization?

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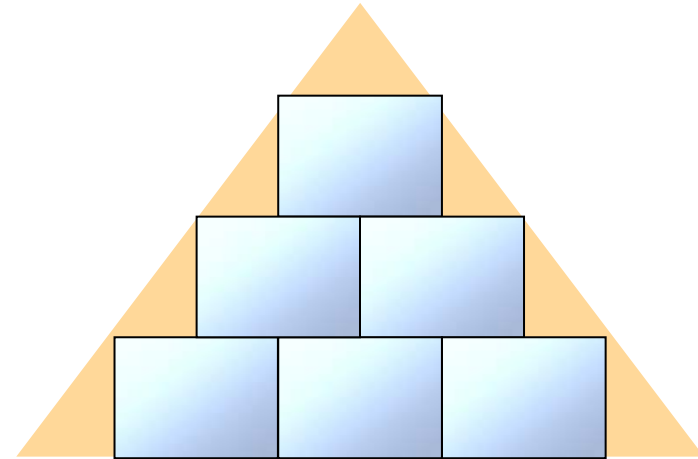# Localization of Management and Intercultural Communication

» 2 different organizational models

Organic Model

Mechanistic Model

» Tacit knowledge

» Indefinite functions, responsibilities

» High context

» Green area

» Explicit knowledge

» Clear functions, responsibilities

» Low context

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Localization of Management and Intercultural Communication

Hybrid Model

Bicultural

Leader

Global Corporate Culture

Global Corporate Values

Source: Kiichiro Hayashi " Intercultural Management "

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How a human being receives information

Eye	83,0 %
Ear	11,0 %
Sense of smell	3,5 %
Sense of touch	1,5 %
Taste	1,0 %
Total	100,0 %

Visualization

Curiosity

Vielen Dank für Ihre Aufmerksamkeit !