

<b>Chapter 15</b>	<b>Collaboration and Communication</b>	<b>/</b>
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## 1. Qualities required in the global age – globalization and the necessity of cross-cultural understanding

Globalization contains two directions, ‘outbound’ (flow from inside to outside) and ‘inbound’ (flow from outside to inside). According to Health, Labor and Welfare Ministry data from the ‘Employment of Foreign Workers’ study (October, 2013), the number of foreign workers reached record high of 720,000, an increase of 5.1 percent on a year earlier. It should be expected that non-Japanese will apply for positions at the company that is your first choice. You must accept it as a matter of course that you will work with foreign workers, even in Japan. In addition, you may be assigned to make a business trip or dispatched to work overseas.

Our working environment is influenced by globalization. The following are typical situations:

- ① You may be sent to a Japanese company’s overseas branch or a production factory.
- ② You may work at a foreign company’s Japanese branch or factory as a locally hired employee.
- ③ A Japanese company hires foreign workers to work in Japan.

When working with people from overseas, it is necessary to respect each other and understand each other’s culture in various ways according to the relationship (superior/subordinate), work site (Japan/overseas) and the type of work.

## 2. ‘Cultural sensitivity’ required for cross-cultural understanding

To understand different cultures, consider the following:

- ① Understand your own culture (way of thinking, customs, human relations, etc.)
- ② Put yourself in the position of the other person (a foreigner).
- ③ Take interest in the history, culture, geography, etc. of the other person (a foreigner), and try to learn some of his/her native language.

The following is an excerpt from Erin Meyer’s ‘The Culture Map: Decoding how people think, lead, and get things done across cultures/ New York: PublicAffairs, [2014]:

‘As she is the senior person in the room, I wait for her to call on me. And, while I am waiting, I should show I am a good listener by keeping both my voice and my body quiet. In China, we often feel Westerners speak up so much in meetings that they do this to

show off, or they are poor listeners. Also, I have noticed that Chinese people leave a few more seconds of silence before jumping in than the West.'

This kind of situation sometimes happens during a meeting at a global company. Remarks and attitude during a meeting may depend on the individual personalities (positive, passive, etc.), but they are sometimes greatly influenced by the customs and manners of participants' countries. If we do not understand such things, we may misjudge the personalities of the other people.

In recent years, more people are disclosing LGBT identities. In Japan, 7.6 percent of the population is believed to be LGBT status. Measures to protect LGBT rights are being increasingly considered by business organizations such as companies, etc.



▲Nippon Universal Manner Kyokai's HP

<https://www.universal-manners.jp>

### 3. Followership

You may have heard of leadership, but what do you think 'followership' means?

Q1 : In a group, introduce your experiences as a leader or a follower when you were working part time or attending club activities.

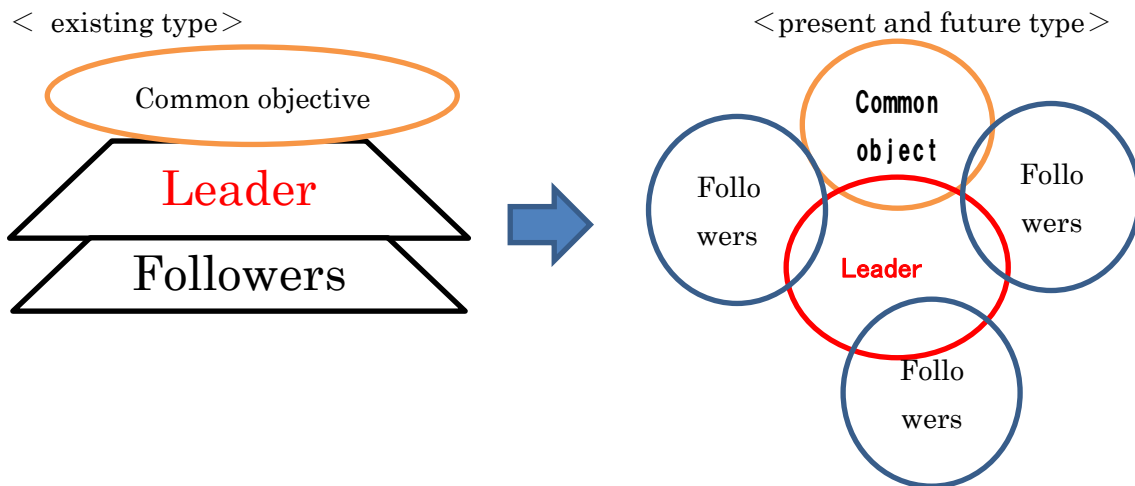
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Q2 : If you were a leader, what did you expect from followers? If you were a follower, what roles did you have?

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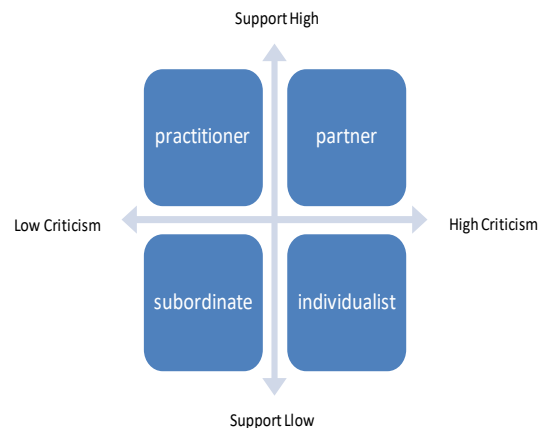
### 3.1 What is followership?

It is not subject to submission by the leader. A good followership is always accompanied by actions that support the leader for the "common objective" and sometimes give opinions. Look at the figure below and think about it.



### 3.2 Four types of followership

- ① Partner: always thinking of objectives; value their missions; develop human relations; build an equal relation with the power; support and complement the leader
- ② Implementer: dependable; cooperative; agree with the leader; respect authority; support and complement the leader
- ③ Individualist: opposing; candid; own thinking; irreverent; not afraid of the power; isolated
- ④ Subordinate: just existing; dependent; extra hand; fulfill minimal duties; neutral



## 4. Work style and career development

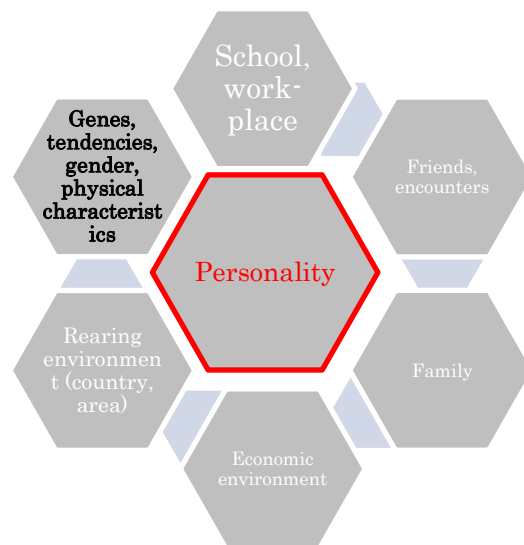
How would you design your career and life in the future? You should consider your personality when designing your career and life.

There are two major factors that influence your personality: inherited factors, such as gender, genes and physical characteristics; and environmental factors, such as rearing environment, country, customs, school, home and parent-child relationship.

## 4.1 Various factors that influence personality

Personality is formed through the complicated combination of the factors on the right.

According to an organizational psychologist called Chris Argyris, seven changes should take place in the personality of individuals if they are to develop into mature people.



### ▼Personality development by Argyris

Immature	Mature
passive	active
dependent	independent
limited types of behavior	range of behavior
erratic, shallow interest	deep and strong interest
short-term perspective	long-term perspective
subordinate position	equal or superordinate position
lack of self-awareness	self-aware and control of self

Through our work lives, we grow into maturity. Our personality develops by repeating success and failure, and reflecting ourselves.

Let's understand that it is important to continue skill development and personal empowerment throughout life.

## 4.2 Self-directed career development

-considering career planning by yourself-

Career development used to mean the management of employees' careers by companies. An American economist, J. C. Abegglen, pointed out that today, Japanese-style management, such as ① life-time employment, ② seniority and educational credentialism, and ③ company-based workers' union, has largely collapsed, and a career development program that can meet the direction and awareness of individual workers tends to be preferred. Companies are starting to create career development programs in which individual workers can choose from various options. Thus, you need

to consider your own career plan independently and positively. In other words, it is now possible for you to choose a career plan over which you have complete control and that can determine your path in life.

#### ◆Examples of careers

Years of work	Division, types of work	Acquired abilities	Self-development/ability development	Family environment
3 years	Secretary Division/ Secretary	Management, basic business practical business, coordination	Secretary qualification (1st)	
2 years	Promoted to the secretary for the chairperson	Negotiation, communication with overseas executives	English conversation, TOEIC 800	Married
1 years	Guiding waiting staff of a Japanese restaurant	Teaching local staff language expressions, attitude and how to serve dishes in Japanese restaurant	Moving to London due to the employment transfer of the husband	Moving to London
3 years	Transferred to the Japanese restaurant's London's branch	Marketing, negotiation	University to acquire London's branch MBA	

We are living in an unpredictable age. We only have 24 hours in a day. It's up to you whether you use that time efficiently. Be positive without worrying about how your plan is progressing.

Even if the environment changes, if you can enjoy your life within the change then you will most likely find contentment.

## 5. Manners in public situations

We always share 'place' and 'time' with somebody other than ourselves. In your future work environment, you will meet and interact with various people over the years. To achieve a successful work life, you need imagination and understanding when dealing with others.

## ♪ work ♪

◆ Relationships that each person consciously creates, not which somebody provides

Look at the different pairings in the following list and discuss the various factors necessary for each relationship to function effectively:

- ① Workers and the company
- ② Male workers and female workers
- ③ Single persons and married persons
- ④ Full-time workers and part-time workers
- ⑤ Young workers and middle-aged workers
- ⑥ Foreign workers and Japanese workers

Be aware that you will not always spend time together with the same people or the same group.

Let's try to become a member of society where we can comfortably live together with anybody, any time, and in any place.

### 【Post-learning task】

◆ In this chapter, we asked you to consider the symbiotic relationship between different positions. Take one of the examples ① to ⑥ again, and state your thoughts in about 300 characters based on the opinions you have exchanged, how you understand and how you think it is desirable to treat the other person.