



LTS Training and Consulting

Working with the Japanese

Background

This seminar is designed for British people, who are expecting to have regular contact with Japanese colleagues and customers, including short stays of 3 – 4 weeks in Japan. The objectives of the seminar are to raise awareness of factors involved in working successfully with the Japanese, and to develop a strategy to work effectively with Japanese partners. To cover most of the topics in the course outline below will take at least two days, but the seminar content can be tailored to meet the specific objectives, needs, time constraints and budget of the client.

Outline Programme

This will include some or all of the following topics:

What is culture?

- What's important when working with other people
- Japanese perceptions of the British
- British perceptions of the Japanese
- What do we mean by culture?
- British and Japanese values compared
- Frameworks for interpreting cultural difference - key cultural variables

Understanding Japanese Society

- The Japanese at home and abroad
- An historical perspective
- A geopolitical perspective
- Economic issues
- Japan and the UK – a comparison of key lifestyle issues

The Japanese Business World

- The keiretsu system
- Japanese company management structure
- Who's who in a Japanese organisation
- Decision making in Japanese companies
- Nemawashi – doing the groundwork

The Japanese at Work

- How Japanese? How international? Criteria for analysing your Japanese partner
- Business protocols – from first meeting to advanced negotiations
- Understanding tatemae and honne – Japanese modes of communication
- Key business concepts

Language and Communication

- Introduction to the basics of Japanese
- The writing system - three scripts: hiragana, katagana and kanji
- Understanding levels of formality and different forms of speech according to status, age, gender, etc.
- Verbal and non-verbal communication

Japanese Business Scenarios

- Understanding how culture affects business practices. Problem solving using case studies
- Creating cultural synergy
- Developing a work strategy for Japan

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LTS agent:

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EXAMPLES OF INTERCULTURAL TRAINING PROJECTS

- Won competitive bid with the SkyTeam airline alliance (Air France, Delta, Alitalia, Czech Airlines, Korean Air and Aeromexico) to develop & deliver series of workshops on *Working effectively in global teams* to managers from the different airlines who participate in alliance working groups. Also run trainer training workshop for SkyTeam trainers, going through a certification programme.
- Two-day workshop for managers of NN Europe from Italy, Ireland, Germany and the Netherlands on *Working effectively across cultures*.
- Two-day seminars on *Intercultural management* for managers from ABB Switzerland as part of an internal management development programme.
- Two-day seminars, *Working successfully across cultures*, for managers from Amersham Health, Norway
- One-day seminars, *Cross-cultural Teamworking – US and UK*, for managers from GlaxoSmithKline in the US and the UK.
- Designed / delivered pre-departure *intercultural workshops* to Japanese management team at *Pioneer Electronics* to enable them to establish strong supplier partnerships for Yorkshire plant
- *International Management Assessment* sessions carried out for Saint Gobain in Paris. Participants came from France, UK, Belgium and the US.
- A two-day seminar on *Working across cultures* for administration assistants in 15 different Swedish companies.
- Numerous *intercultural awareness* workshops for Japanese transferees from various *Kobe Steel* plants to America, Africa and South East Asia for technology transfer purposes
- A series of half-day seminars on *Working across cultures* for managers from different parts of Siemens, as part of a one week management programme.
- Needs assessment and follow-up training seminars for managers from a subsidiary of Johnson & Johnson in Florida, USA. The focus was on *Working effectively with Irish colleagues*.
- Over 25 seminars on *Cross-cultural effectiveness* for international teams of software engineers from Lucent Technologies in the UK, France, Germany, Ireland, India and China.
- For *Siemens-Asahi* developed & delivered *cross-cultural programme* adapted to Siemens' own "Customs and Customers - The Cultural Synergy Challenge" programme for Japanese researchers and design engineers transferring to various locations in Europe as part of international exchange
- Annual seminars on *Working across cultures* for graduate recruits from the UK, Sweden and Finland in the corporate induction programme of Avesta Polarit.
- Seminar on *Working with British colleagues* for members of tax & finance division of CGU France.
- A series of relocation briefing seminars for LTS employees relocating to Frankfurt for one or more years to work on a training project with one of our German clients.
- Relocation seminars for employees of Amersham Health and Amersham Biosciences with a focus on the UK, the US, Norway, Sweden, Ireland and China. These seminars have been delivered in the UK, Ireland, Sweden, Norway, Denmark, Japan and China. Carried out in conjunction with Sterling Corporate Relocation.
- Development and delivery of a number of 1-week *intensive intercultural management* workshops for executives from a variety of departments at *Yamanouchi Pharmaceuticals* in Japan. Also specialised training to Licensing Group for negotiations of international license agreements.
- Relocation seminars for managers and family members of MNBA, Rohm & Haas, Conoco, Johnson & Johnson, Enterprise Ireland, Monster Cable, Fisher Investments Europe and Deutsche Bank. The focus was mainly on the UK, but also Denmark, US, Japan and Ireland.
- Workshop in Western manners and customs for business social events co-developed with Japanese etiquette specialist for *Management Association of Japan*.