

MAKING A GOOD IMPRESSION



OVERVIEW OF MAKING A GOOD IMPRESSION

TOP TIPS

- Try to get a basic grasp of Japanese etiquette so that you understand what is expected of you.
- Understand the strict protocols regarding age and seniority.
- Be prepared. Arrive in Japan with gifts, a large supply of business cards and a carefully prepared presentation.
- Aim to impress. Stay at a good hotel and dress conservatively. Always act with modesty and humility.
- Do not be alarmed if the Japanese are silent for a time in meetings. Silence indicates thinking, listening, or formulating an answer. It is not considered rude.

INSIGHTS

Do your homework on Japanese etiquette, and the structure of the business world. It may take years to understand Japanese culture, but you should at least start with a basic understanding of what is expected of you. Society is governed by strict protocols and these must be respected, particularly understanding seniority, respecting age, enabling the Japanese to save face at all times and reading between the lines of what people say, which is not always what they mean.



Life Expectancy (2016 est.)



Total population: **85 years**

Male: **81.7 years**

Female: **88.5 years**

MAKING CONTACTS & SCHEDULING APPOINTMENTS

TOP TIPS

- Use a third party, or shokai-sha, to make an introduction.
- Understand the complex network into which you are entering. Japanese companies exist in an intricate web of relationships with other companies and breaking into this can be very difficult.
- Provide as much information as possible about yourself and your company so that the middle manager you may initially meet can recommend you to their superiors.
- Work on building trust with middle management. These lower ranking managers are responsible for the day-to-day business of a company and are highly influential with their superiors.

INSIGHTS

Japanese business people tend to value and prefer long-term relationships in all matters of business, from advertising firms to delivery men. Colleagues must take time and care to earn the trust of a firm's top management and mid-level staff.

Starting a new relationship with a company that is relatively unknown and untested is a difficult decision to make. Japanese companies exist in a network of



relationships with other companies. There will need to be a very good reason to disrupt the network. A lot of information will need to be provided, particularly to middle managers who will have to convince senior mangers.

Senior managers need to establish trust in your company; middle managers need to trust your competence. It is usually best to start by developing relationships with middle mangers. They are responsible for conducting day-to-day business and have a clear understanding of business details. They will develop the proposals that will be circulated in the consensual decision-making process. Relationships with Japanese companies also tend to start slowly. A small initial order from a Japanese company may - if implemented successfully - lead to a large amount of business.

It is difficult to penetrate the Japanese market without an introduction by a third party intermediary i.e. the representative of a bank, trading company or trade association. This third party, or shokai-sha, should serve as a contact between the Japanese and non-Japanese company in order to eliminate the disliked cold call or letter from an unfamiliar party. Through a long valued tradition, the Japanese will most often enter into business discussions with persons they know well and to be trustworthy. Your shokai-sha, literally meaning "the introducer", should be someone highly respected in the opinion of the company you wish to do business with. One can be hired easily through a law or consulting firm in the West.

If one does not choose to go through a shokai-sha, be prepared to endure a quite lengthy process of a formal introduction through each of a Japanese company's many bureaucratic levels - beginning with the Somu-Bu (General Affairs Department) or the Kokusai-Bu (International Affairs Department). This method is also less likely to produce a favourable result.

There is change in Japan, and some Japanese companies are becoming uncomfortable with third-party introductions. Companies have found that these introductions are not always made in their best interest and there are complicated social expectations and obligations. Cold calling can work if your proposal helps solve problems (not just offer opportunities), if the timing is right

(it won't entail the reversal of an already-made decision and cause political problems), if the potential clients thinks they can learn something about their competitors, and if it fits with their current business model.

Either make your first appointment via your shokai-sha, or telephone personally and reconfirm before you arrive. Merely sending a letter or an email may not generate a result.

BUSINESS ETIQUETTE

TOP TIPS

- Understand that many behaviours and gestures in Japanese society are contextual; they are determined entirely by the setting.
- Avoid extravagant gesturing; behave in a restrained manner
- Do not use excessive eye contact, which is considered rude.

 Also, if your Japanese counterpart closes their eyes, it is a sign that they are concentrating, not sleeping.
- Learn to understand the implicit style of communication in Japan.
- Be prepared for non-business related talking at the beginning of a meeting. This is not trivial; it helps the Japanese get to know you and your business context.



INSIGHTS

This is one area in which you must do your homework, as all business transactions are governed by strict protocol. You must avoid embarrassing your hosts or yourself (except in the bar, where more relaxed behaviour is acceptable). Business cards, meeting arrangements, presentations, gift-giving and the process of negotiating are all governed by strict rules, and foreign visitors will get on far better if they make an effort to understand this.



TIME MANAGEMENT

TOP TIPS

- → Value punctuality. Being late can cause your Japanese counterpart embarrassment (loss of face), especially if they are superior to you.
- Take a long-term view. The Japanese like the idea of long-term sustainability over an instant profit.
- Take time to make a decision; this shows that you have thought through your plan carefully.
- Put in long hours. The Japanese will work hard to meet deadlines.
- Always allow more time than you think might be necessary to achieve your goals.

INSIGHTS

Japanese concepts of time are reflected in their saving habits. Japan maintains one of the highest saving rates in the industrialised world. The median savings rate per household is \$74,000 (US). The average savings per household is about \$123,000.

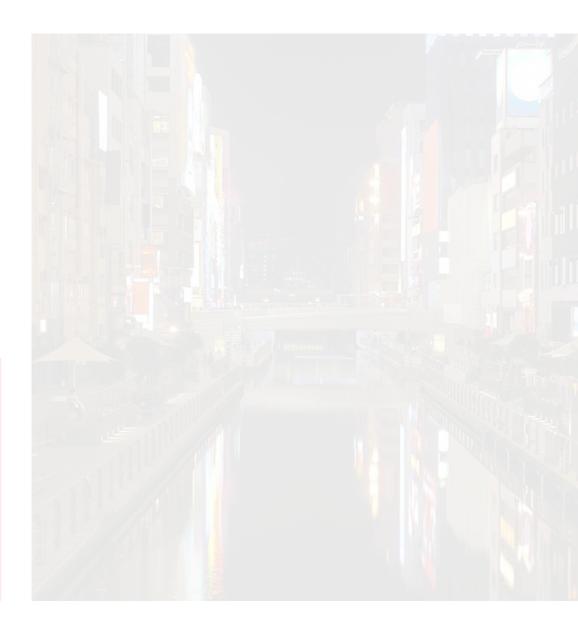
Such preparation for the future carries over to the mindset of Japanese business executives as well. Corporate presidents value the long-term sustainability of a company over the current profit margin. Shareholders are likewise patient and



have the same concern. Shareholders commonly support the efforts for surviva by the president in difficult times. Long-term planning is seen as thoughtful and considerate. Taking time to make a decision is likewise seen as a sign of wisdom and commitment to a well-articulated plan.

Punctuality is highly valued as being late can cause your Japanese counterpart to lose face, especially if he/she is your superior. Important meeting members are expected to be 5-7 minutes late. Ten minutes late, however, is inexcusable. It's best always to arrive on time as a sign of respect.







PREPARING FOR MEETINGS & PRESENTATIONS

BUSINESS MEETING CULTURE

TOP TIPS

- Send a list of attendees to your Japanese counterpart, stating their level of seniority, so that the Japanese can provide a team of similar rank.
- Distribute an agenda, in Japanese, stating what you would like to cover in the meeting.
- Arrive early. If you are the guest, sit on the seat furthest from the door. Your party should face the Japanese delegation across the table.
- Show respect and deference for the leader of the Japanese party but do not be surprised if they remain quiet; much of the talking will be done by subordinates.

INSIGHTS

Meetings, like every other aspect of Japanese culture, are governed by strict protocol which must be observed if the proposition is even to stand a chance

Planning a Meeting

It is considered inappropriate to bring more people to a meeting than was previously discussed. The Japanese like to equate their staff to that of the foreign team in order to ensure a balanced environment. Your team should be identical to the biographical list you sent prior to your arrival. If extenuating circumstances make this impossible, inform the Japanese team, or at least bring



the same number of people.

Prior to the meeting itself, it is best to send your Japanese counterparts a hierarchical list with brief biographical information of your team. Also send any information (preferably translated into Japanese) that you intend to cover in the meeting. This helps them prepare a team comparable and well-matched to your own.

During a meeting

The Japanese team will generally arrive a few minutes early, you should do likewise. Punctuality is highly valued in Japanese business culture.

The suffix 'san' has the English meaning of Mr and Mrs. Mr. Kawase would become Kawase-san. Mr. Kawase-san would be redundant. It should be noted that a superior does not use this form of address to his subordinates. If the leader of a Japanese team is not using it, this does not mean you should not either. Remember 'san' cannot be used about yourself.

As a guest, you should sit on the seat furthest from the door (seat of honour). You may have expected a one-on-one meeting with your counterpart, but one-on-one meetings are rare. The practice is to have groups facing each other. Don't try to break up the ranks of the Japanese. The leader of the Japanese group must be shown great respect. The leader may do little talking in the meeting (talking will be done by assistants). Subordinates are likely to dominate planning discussions until it is time for a decision

During meetings, take extensive and clear notes giving a general outline of the decisions reached thus far. This is so you can periodically present them your Japanese counterpart and ensure both sides have a good understanding of one another. The Japanese are likely to make detailed notes (they want to maximise their time in the meeting and capture data). Do not criticise your own company in the presence of the Japanese. They will assume you lack integrity - you are your company. Don't introduce topics or information that will be a surprise.

Following a meeting

If you are waiting for a decision to be made by your Japanese colleagues, be prepared to adjust your timescales as consensus will have to be achieved among the Japanese. It is best to write a thank-you note for their consideration and hospitality while you await their response. Thank-you notes are highly valued in Japan and ensure cordial relations.

GDP Per Capita \$38,428



EFFECTIVE PRESENTATIONS

TOP TIPS

- Keep your presentation clear and logical, using straightforward language and providing plenty of backup material.
- Be clear about the product you are offering but do not boastful the Japanese do not like a hard sell.
- Take a long-term view in business.
- Provide written versions of your speech translated into Japanese as a sign of your commitment to an ongoing relationship.
- Allow time for questions but bear in mind that people may be reluctant to speak up if there is a danger of losing face.

INSIGHTS

The Japanese place a lot of emphasis on qualitative analysis. They do rely on numbers and measures but are relativley more distrustful of projections. Great precision is used to describe what has happened and what is happening now. Be calm and confident throughout your presentation.

Sentences should be short and uncomplicated. Any portions of your speech which can be understood without the help of a translator will please the Japanese team. Prepare written versions of all slides, overheads, and visual materials. This will demonstrate a commitment to trust and openness.

Audience Expectations

The Japanese are restrained in their gesturing and non-projecting in their speaking style. It is best to be calm and humble throughout your presentation. That does not mean the Japanese do not tolerate any attempts at persuasion. They will appreciate a speaker whose views are presented clearly, logically, and firmly.



BUSINESS ENTERTAINING

TOP TIPS

- Expect to entertain and be entertained and observe the protocols. For example, do not take somebody to a venue more expensive than the place they took you as they could lose face.
- Do not decline invitations and always reciprocate. Returning hospitality is a sign of mutual trust.
- Join in. Declining the food or failing to join your Japanese hosts in a toast is considered rude.
- Build stamina. The Japanese, men in particular, enjoy late night drinking sessions.

INSIGHTS

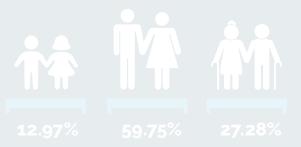
Entertaining is a vital part of building relationships with the Japanese

Initially, they will extend the invitation but it is important to reciprocate, and to manage that in such a way that your guests do not lose face (for example, by taking them somewhere more expensive than the place they took you).

It is important to accept all invitations and to extend plenty in return, as a sign of mutual trust. Declining an invitation is considered rude, as is accepting an invitation and then not eating the food. A business visit to Japan can be an exhausting one, as well as expensive.

Before accepting an information, familiarise yourself with what you're likely to be offered and the etiquette of dining and drinking.

Age range (2017 est.)





BUSINESS LUNCH & DINNER

Times of business entertainment are mostly enjoyed after work, rather than at lunch. If you keep refusing to join in the socialising after work, your Japanese colleagues may feel insulted. Many business encounters occur at dinner, followed by a karaoke bar. This non-workplace socialising is a chance for many Japanese workers to dispense with formal cultural habits and courtesies and exchange thoughts and ideas not suitable for the office environment. However once the group returns to the meeting room the next morning, everyone addresses each other formally and refrains from mentioning what was said or done the night before.

Most Japanese go to an akachochin (red lantern) after work. There are also cheaper drinking shops called nomiya. A bar may have a karaoke system. When the microphone arrives at your table, everyone will be expected to participate. It's a good idea to have a favourite song that you've practiced (the Japanese all do)

Beer will be served in small glasses and bottles left on the table. Don't fill your own glass. People serve each other, not themselves. But don't ask anyone to fill your glass for you.

The younger members tend to pour for the seniors, subordinates for their managers, sellers for buyers, women for men. Don't leave your glass empty unless you want some more.

Sake should be received with both hands. Expect many toasts to be made. It is important to join in toasts made to you; the word for 'cheers' is kampai ('empty cup'). If you don't drink, at least put the glass to your lips, and while it may seen hypocritical, it's better so say 'I cannot drink' rather than 'I don't drink'; this implies that you would like to join in but can't.

If a toast is raised to you, you should reciprocate with one of your own

Don't be surprised if your hosts and colleagues get really drunk. This is guite

acceptable, even in front of superiors



WORKING TOGETHER

OVERVIEW OF WORKING TOGETHER

TOP TIPS

- Build trust with your counterpart. This means socialising and taking time to develop a relationship.
- Use third parties to make introductions wherever possible
- Try to understand that as a foreigner, you will never fit completely into the hierarchy, although this need not be a barrier to business success.
- Think flexibly. The Japanese tend not to think in absolutes; they are most likely to appreciate both/ and solutions rather than either/ or.

INSIGHTS

Building Trust

Building a relationship with your Japanese counterpart, customer or supplier is essential. Despite the unusually rigid vertical structure of business in Japan, with different companies interrelated at all levels, personal contact is important and in order to have trust, you must socialise together over a period of time. It can also help to have a third party introduction to new customers or suppliers.

Negotiating

In Japanese society, the American-style contract is considered too detailed and legal in language. Such agreements suggest a lack of trust. For most Japanese,



resorting to litigation means a total loss of harmony - this is reflected in the relatively small numbers of lawyers per capita in Japan. Most contracts in Japan are subject to jijo henko, or a 'circumstances change' clause. This is used to amend or negate contractual agreements. They are commonly present in initial contracts and render them not legally binding - beware!

Be patient. The Japanese value long-term relationships. Forming a relationship can be a difficult decision in Japan. Japanese companies exist in a network of relationships with other companies - a keiretsu (an industrial grouping of companies with cross-ownership). A decision must be made about the potential impact of the new relationship on existing relationships.

Avoid disruptions and disagreements whenever possible; issues that arise can be dealt with at a lower level often while drinking after dinner. Trying to persuade on lower costs may not work. Maintaining and building market share will typically be more important than short-term profitability. No Japanese team will be ready to make decisions at the meeting; this will happen later.

Decision-making

Decisions are not often made by the highest-ranking executives, but simply under their leadership. In this system, decisions are approved by top management, but made under the leadership of the middle managers, and by all staff members involved in the project. Middle managers are very important sources of information for decisions. Only having relationships with senior management will not be productive.

A profitable decision can be attributed to good management and all employees involved are given good share of the bonus. Due to the decision-making process, failure can be dismissed as the fault of no particular person. Individual worship or blaming is rarely practiced in the Japanese firm. Even when an individual clearly makes a notable accomplishment, he/she is rarely seen boasting and would rather say his/her success was due to support of his/her colleagues and good luck.

TEAMWORK

TOP TIPS

- Make the most of the Japanese willingness to work in teams
 The cultural ideal for Japanese workers is to cooperate with
 one another rather than to work alone.
- Do not encourage competition inside a team as people prefer to work in harmony. Competition between teams, however, is normal.
- Make sure that every team has a clearly defined role. Individual roles, though, may be less specific.
- Allow every member of the team to make a contribution in internal meetings. Everybody who is likely to be affected by the consequences of a decision is expected to participate.
- Understand that team members expect to progress with seniority and age rather than purely on merit.

INSIGHTS

Use of teams

Given the importance of rice production in the past, and the scarcity of natural resources, Japan has always had a dependence on cooperative labour. Exemplified in the open physical layout of the Japanese workplace, their cultura ideal is to work happily together, rather than work efficiently alone, as it is in the



Teamwork provides the basic structure of the keiretsu, or conglomeration of companies. The strong relationship between buyer and seller is ubiquitous throughout the Japanese business world. The key is the extensive sharing of business information.

Consensus and teamwork are strengthened by many meetings and discussions on how to achieve goals set by management. Above all else, the Japanese do not want to let their group down. Competition within teams is not expected, although competition is the norm between teams.

Expectations of team members

Outside a meeting with the foreign team, a Japanese employee is expected to actively discuss the meeting's affairs and raise criticisms and concerns. Through the consensus-based decision making process of the Japanese firm, all staff members at all affected by the potential consequences of the decision are welcomed to contribute. Managers are expected to meet with the staff and create consensus for a certain policy. The big boss is not the decision maker of the team; he is simply moderator of the group discussion.

Competition within a team is not expected. The junior staff member feels no inclination to fight over status, because any differences in status come only from age, not competence. Thus, any argument between a staff member and their boss is usually without political factors, if done successfully. They can argue technical matters without risk of their positions. Competition is the norm between teams





LEADERSHIP STYLES

TOP TIPS

- Understand the role of Japanese business leader. They are able to play the political game and their primary responsibility is to keep up the morale of the group.
- Japanese leaders tend to be conformist rather than maverick or visionary.
- Do not be surprised if you never even meet the most senior executive of the company you are dealing with. Middle managers have considerable power and will often be the ones to speak at meetings and to convey the final decision.
- Recognize that Japanese leaders are expected to be unassuming rather than forceful. A main role is to create a harmonious environment in which the group can flourish.

INSIGHTS

Japanese business leaders are usually generalists who are also skilled in organisational politics. Their primary responsibility is group feeling or morale. The bad leader in Japan is one who negatively impacts the morale of the group (rather than one who simply makes bad decisions). A decision can be changed, but relationships are difficult to repair. Leaders are able to sense, embody and express the 'feeling' of their group. Maverick, visionary leaders are rare. It is often difficult to discern who within the Japanese negotiating team is the senior member for the top executive may never actually speak. Japanese team-

leaders often let their mid-level staff speak for them to demonstrate the team's consensus and total commitment.

Supervising and Delegating

Many jobs in Japan are vaguely defined and responsibilities can be diffused through the whole group. Managers do not hand out directives and give commands; bosses may imply what needs to be done. Expectations are rarely put in writing.

An employee learns what to do by modelling others, and by intensive training in group work, group problem solving, kaizen (continuous improvement) and consensus building.

Sharing Information

The common form of sharing information is the kairan (notices running around in a circle). This is a 'for your information' document. No decision is necessary. They usually contain a lot of information about the company. They are important to read because they contain information about what is going on in other departments.

Assignments tend to be ambiguous. Middle managers are expected to gather and exchange as much information as possible. Many Japanese offices are open plan. There is, therefore, a great deal of informal sharing of information among peers. The Japanese like to work in what they call 'a sea of information'. A distinction is made between insiders (uchi) and outsiders (soto). Accurate information is restricted to insiders. The possession of information is a significant difference between insiders and outsiders.



FEEDBACK & COACHING

- → Embrace the Japanese mentoring system, which is seen as a great positive and carries on throughout an employee's working life. A key feature of the Japanese system is the senpai (mentor) kohai (junior) relationship.
- Understand the mentality that results can sometimes be secondary to following the right process with the right attitude
- Understand that individuals are constantly being evaluated, even if they are not aware of this. Extra responsibility or pay increases may be an indication of a person's unspoken achievement

INSIGHTS

Two very important attributes are at the centre of evaluations in Japan: attitude or spirit; and meeting the expectations of others. Results are often secondary to following the right process with the right spirit. Results are somewhat out of the employee's hands. A Japanese saying captures this viewpoint: 'Do whatever I can and wait for heaven to decide.' Execution must be in line with the defined process. Those who get results are not necessarily honoured; it is important to win the right way. Failure to get results is secondary to tackling the problem with the right spirit. Many Japanese heroes are tragic, but they failed in a noble way.

Coaching

A key feature of the Japanese system is the senpai (mentor) - kohai (junior) in relationship. The most important aims of this relationship are to train the kohai how to work with seniors, develop acute sensitivity to the relationships in the

company, and how to do business effectively inside the firm. The junior does no learn how to do these things by following "to do" checklists or sets of principles

The key learning method in Japanese business is imitation - observing how a role model behaves and following their actions. The kohai comes to learn the right thing to do (process) in a specific context. A senpai-kohai relationship can begin even before the kohai joins the firm - during the recruitment process. Company alumni are used to contact and meet potential recruits. A senpai can be anyone who is senior to the candidate or employee (usually by several years). The candidate will also be assigned a senpai roommate in the company dormitory.





OVERVIEW OF MANAGING RELATIONSHIPS

TOP TIPS

- Manage relationships in the accepted way, adopting a system of mentoring, evaluation and structured delivery of feedback.
- Be very careful when delivering feedback as saying anything negative can cause a loss of face.
- Although it is important to search for a solution in a meeting, it must not be done at the expense of disturbing the harmony. Individuals will be reluctant to offer strong opinions that might cause some form of confrontation.

INSIGHTS

Like all aspects of Japanese culture, there is a formal way in which relationships are managed, from the widely-accepted mentoring system to evaluation and giving feedback. Saving face plays a big part in this, and communication may often be roundabout and indirect to avoid anybody's loss of face, which makes giving feedback a challenge, particularly if you have something negative to say.

Successful managing of relationships is very important, as one's ability to get on with others is key to getting results. The right spirit and sense of harmony is more important than the result itself in many cases. Many of the Japanese management practices are, however, very useful and positive, for example, the highly developed mentoring system

MOTIVATING OTHERS

TOP TIPS

- Learn what motivates your Japanese team. Generally speaking, this is a desire to fulfil the expectations of others.
- Award job titles with care as they can be great motivators.
- ▶ Learn to place an emphasis on process rather than outcome as this protects people from taking the blame for mistakes.

INSIGHTS

The primary motivation of the Japanese is avoidance of social embarrassment by fulfilling the expectations of others. The system of slow promotion and seniority helps prevent older employees working for younger bosses. Job titles are important and great motivators. Many companies have layers of hierarchical positions to keep employees who won't make it to the very top motivated. The desire to avoid embarrassment can be seen in the Japanese pre-emptive apology. Before making a presentation, the Japanese will apologise for their lack of skill and preparation. This helps reduce the possibility that the presenter will fail to meet audience expectations. The Japanese will also apologise before giving a gift. The emphasis on process rather than outcomes also protects managers from looking foolish. If the correct process was followed, the manage is protected from personal blame. A stress on relatively long-term goals also deflects the possibility of failure and embarrassment.



MANAGING CONFLICT & DISAGREEMENTS

TOP TIPS

- Your primary goal should be to maintain harmony and avoid conflict. Maintain a group focus and try to anticipate problems and needs
- The Japanese will look at new data or experiences in relation to what has happened in the past when solving a problem.
- Do not be surprised by the seemingly circular approach to problem-solving. It is also important to approach the problem from different angles and see the big picture.
- Remember that your Japanese counterpart may simply say what they think you would like to hear in order to save face.
- When resolving conflict, try to facilitate a group discussion, ideally away from the workplace in a more relaxed environment. The aim is for compromise and conciliation.

INSIGHTS

Avoiding Conflict

It is best to approach 'problems' as challenges. Because of the danger of loss of face, there may be a great deal of evasion and denial. Value is placed on anticipating problems and needs. The strong group focus - and context-dependent behaviour - in Japan leads them toward particular and specific solutions rather than the abstract and the universal. The Japanese will look at

new data or experiences in relation to what has happened in the past. They are going to look for something similar, rather than treat it as a new phenomenon. This style of thinking is also reinforced by the rote learning emphasis in Japanese schools.

To Western minds, the Japanese approach to problem solving can seem circular rather than linear. The West tends to break things down into a series of steps with lengthy descriptions on how to put them together. The Japanese approach is more holistic. The sensei (mentor), for example, rarely explains what he his doing in great detail. The kohai (junior) is expected to learn by example and behave like the whole model being presented.

Because it is impolite to criticise a person, contentious issues often go unmentioned. In Japan, truth is dependent on circumstances and obligations to other people rather than a single objective reality. When conflicted, many Japanese will simply say what they believe the listener would like to hear. Sincerity is defined more in the process of ensuring harmony (wa) and goodwil irrespective of the truth - not in its honesty or openness of intent.

Handling disagreement

Avoid disruptions and disagreement whenever possible. Whenever problems arise, do not push or pressure the Japanese to decide one way or another on the spot. Any issues that emerge can be resolved in explicit and direct conversation between lower-level members of the teams over an after-dinner drink when the conversation can be more candid. No Japanese team will be ready to make any decisions at the meeting. Their decisions will be made over time and with complete consensus.

Because the Japanese seek harmonious situations and are generally uncomfortable with contentious situations, most Japanese value compromise and conciliation. This value should be recognised by all who wish to do business with the Japanese. Not recognising this cultural aspect and pushing the Japanese team too aggressively runs the risk of sending them away entirely, rather than negotiating a compromise.



MANAGING SUPPLIERS & CUSTOMERS

TOP TIPS

- Remember that the Japanese do not normally buy on price. The relationship, your position in the network and factors like the stability of the market all take priority.
- Japanese companies are unlikely to switch to a new supplier unless their current arrangement is genuinely not working.
- Build relationships with both customers and suppliers and put focus on after-sales service. The Japanese consumer is sophisticated and demanding.

INSIGHTS

Many suppliers make the mistake of trying to persuade the Japanese through offering lower cost goods and services, or the leading edge technology (economic arguments). The Japanese may be interested, but unless an existing process is obviously not working it will be perpetuated. For example, if a relationship with an existing supplier is working, it will continue even if it entails somewhat higher costs. Continuity, predictability and stability are also of great value to the Japanese. Maintaining and building market share often takes precedence over profitability.





COUNTRY PROFILE

Impersonal. Lets get down to business

JAPAN COUNTRY MAP

Say what you mean, and mean what you say

Me before we

Make change happen New is good

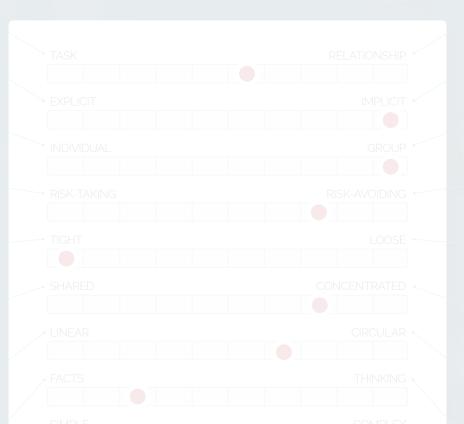
Be punctual. Time is money

Distribute power and authority in the group

Analytical. Step by step process

Emphasis on data and concrete experiences

Focus on essentials with little contex



Personal. Can I trust You? Are you loyal?

Meaning inferred from what is and what is not said.

We before me

Avoid change. Stress continuity

Go with the flow. Things wil happen in own time.

Focus power and authority on specific people

Explore perspectives in unstructured way

Emphasis on reasoning, concepts and logic

Focus on detailed, contextual understanding





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