Managing Across Borders

Achieving results in a cross-border environment

Cross-border management is the achievement of alignment between people and organizations. Most top managers would answer yes if asked whether they have achieved this alignment.

Now let us ask you. Does your organisation tick off the points below?

1. Do your products and services meet Japanese customer requirements?
2. Do you outperform your Japanese competitors in Japan?
3. Are your local Japanese strategy and requirements considered and successfully integrated in the global strategy (do you and your management feel respected and comfortable)?

If you cannot answer the above questions with a clear “Yes” this executive workshop will be of immense value for you. Trainers and coaches with years of operative responsibility in executive management positions have designed a 3-day programme that hones your skills for success with Japanese customers. This Management education and leadership programmes offers you applicable insights and effective tools to successfully manage across borders. Mentors and role models are hard to come by, thus managers often lack an understanding of what is really expected of them. This deficit makes it difficult to decide on the skills and tools managers require to complete the tasks at hand. This workshop is a major contribution to filling these gaps.

Based on the success of their workshop “Managing in the difficult position between Japanese Customers and Headquarters”, CBI and KAN Consulting have designed a three-day workshop for executive managers.
What You Take Away

Participants will take away proven insights and methods that allow them to break through the glass ceiling of cross-border management. We will provide tools focusing on two areas of effectiveness:

1) how to align all relevant stakeholders behind you in order to achieve success for the company; and
2) how to implement solutions across borders with operational restrictions.

It is not only about tools. Each manager, each situation is different. Our workshop will also provide guided reflection on your own situation and needs. Participants will be from different countries, industries and functions. We will ensure you get the most out of the experience and knowledge of the inspiring diversity in order to gain completely new perspectives on your own work and approaches.

Who should join?

- Managers, CxOs at the business-unit executive level, or CEOs or directors of mid-sized companies in Japan.
- Managers working within a global structure and having to manage across borders [across borders means across organizations, professions, areas, cultures and languages].
- Leaders whose success in cross-border management is vital for the company.
- Managers who want to extend their capabilities in a challenging environment facilitated by professionals.

Content

- How to find and define solutions for the success of your company and the benefit of your customers (what a foreigner thinks should be right is not always right).
- How to implement solutions across borders.
- Management: differences between managing across borders and national management functions.
- Leadership: differences when leading across borders; key impacting factors for successful leadership.
- Change management: principles and dynamics of change and leading through change across borders.
- Awareness: “What brought you to a cross-border position does not necessarily help you succeed in it!”
- Staying motivated when being caught between international demands and politics.
- Recognizing your own limits and limitations, and ways to successfully deal with them.
- How to understand the needs of other cultures (communication, conflicts, debates, etc.).

Knowledge – Leadership Skills – Tools – Inspiration – Hands-on Learning

Design for Sustainable Results

Pre-workshop
In order to get maximum benefit from the workshop, participants will receive essential reading material prior to the workshop, in preparation for the discussions.

3-day workshop
The workshop is designed to build on the capabilities of all the participants. Consultants with many years of operational cross-border management experience and facilitators who have been working for many years in the Japanese–European environment will give exactly the right amount of input to inspire exchange. Case studies and other hands-on methods will provide participants with the opportunity to discuss their own situation and develop solutions together with colleagues from other industries. Tools and methods will be introduced in lecture units but the real value will be gained through interactive exchange and learning elements.

Our promise
In order to assure real cross-border solutions, we will ensure that there will be an equal number of Japanese and non-Japanese participants. We will facilitate access to the full potential of this diversity.

Transfer
We are aiming for sustainable results. We will offer complementary follow-ups that will ensure that you monitor the implementation of what you have learnt.
**Dates: June 5th (Thu), 6th (Fri), 7th (Sat)**

Each day starts at 9.30 a.m. The first and second evening include dinner and the opportunity to get to know each other in a relaxed environment.

### Day 1: Setting the Basis / Discover

Two case studies will provide an overview of the main challenges in cross-border management. They will provide a framework and shared setting for the participants. The facilitated discussions will ensure you get the best of all ideas. We will take you beyond what you might consider the problems of cross-border management. The first lectures about cross-border management theory and the relevant tools will be held.

Result: Joint understanding of challenges and requirements towards managers

### Day 2: Explore / Develop

Day 2 is designed around the fact that people learn from experience. The in-depth exchange and knowledge from the case studies on day 1 open up opportunities to:

1) understand where things go wrong;
2) reflect on how failure can be avoided; and
3) understand how your behaviour influences complex dynamics.

This day is again a mixture of group work, discussions, lectures and up-to-date workshop techniques.

Result: Participants will have experienced and understood actual situations and learnt from them.

### Day 3: Consolidate / Apply / Take Away

On the first and second days participants analyze situations, and develop and study solutions and tools to meet the requirements of their job. The third day will provide additional knowledge. What usually happens back at the company is that people return to standard behaviour as soon as the normal pressure of operations makes it difficult to follow through on new insights and ideas. On this third day we will provide the framework and space to develop action plans and further tools to ensure that participants make their knowledge a part of their everyday routine to support effective solutions across borders.

As this is a workshop for higher level and experienced managers we will neither have a classroom setting nor lecture you. We will share our insights and specialist knowledge, and facilitate the acquisition and sharing of new perspectives in an environment of diversity. We will thus design our executive management workshop flexibly to react to your needs as they evolve during the event.

~ Fish cannot see water ~

As human beings we are culturally programmed to view the world from our own national perspectives. We are quite literally blind to how we are and why we react in certain ways. Fish cannot see water and only realize it’s there when it’s gone. When humans are put in management positions where they have to achieve objectives under pressure, such pressure causes them to instantly return to their usual behaviour. The more pressure people face, the more they withdraw into their basic programmes, culture, behaviours and values. Cultural expectations are normally experienced as subtle pressures but are very hard to rationalize. Rationalization is necessary to understand where you need to change your own approaches and perspectives in order to be effective, especially when emotion and values are involved.

A successful cross-border manager becomes aware of the water and how the environment in which we operate is one more factor to be managed. Culture is not an excuse for failure; it is a business factor, like finance, which has to be controlled. The facilitators of this workshop are specialists in making water visible to fish and in combining this awareness with practical advice for real business situations.
**Consultants and Facilitators**

**Chiaki Kataoka** has been working in roles across borders for more than 20 years. She grew into executive roles because of her incisive analysis of why people and organizations reach glass ceilings. Her vast experience is complemented with MBTI and Re-teaming licences. She has contributed to the success of many companies, particularly in moving the right people into the right positions.

**Markus Schaedlich** currently sits on the boards of five foreign companies in Japan. He has built plants in Japan, managed M&A processes and specializes in operative alignment between organizations across borders. He has together with his teams developed proven tools and methods for success. His clear and concrete language makes him an interesting discussion partner at an executive level.

**Dr. Tilo-Schmid-Sehl** gathered as former CEO of the Daimler Financial Services in Japan and as former Director Finance and Director Strategy at HQs broad crossborder experiences. In Africa-Asia-Pacific entities he successfully kept balance between central and decentral decision making in highly diverse cultures. Working for a global player a strong expertise to manage the political aspects of crossborder-management was required.

**Anne Niesen** is a highly experienced coach and facilitator. She specializes in international organizational change and team-building processes. Her ability to find the right methodology to involve leaders and managers in change processes or workshops is unique. Her questions are incisive since only by asking the right questions can participants find the right answers for themselves!

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**Further information**

**Location:** Tentative
(might be changed to another location in either Higashi-Shinjuku or Shiodome)

8th floor Pacific Century Place Marunouchi
1-11-1 Marunouchi, Chiyoko-ku,
Tokyo 100-6208
Telephon: +81(0)3-6860-8200

The workshop is targeted to have 10 Japanese and 10 non-Japanese participants.

The participation fee is 385,000 Yen per person. That for companies registering one Japanese and one non-Japanese participant is 320,000 Yen per person.

Fees include pre-workshop material, the three-day event, lunch, drinks and two dinners.

**Registration and questions:**
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