

## Review

### Management

**Wenger, McDermott, Synder (2002)**  
Cultivating Communities of  
Practice

**Whitley (1999), Jacoby (2005)**  
Distinctive business systems; HR:  
divergence vs. convergence.

**Adler (2008) Synergy** by Cross-  
Cultural Management “Future  
leaders will have to learn how to  
manage cultural diversity”.

- Different working style (Javidan  
& Carl 2005)
- Differences in communication  
roles (Peltokorpi 2006)

### Geography

**Håkansson & Johanson (1993)**  
Managers’ work is embedded in a  
local and global web.

**Thrift (2000) “Fast subjects”** span  
global-city networks with  
knowledge-rich, epistemic  
business communities.

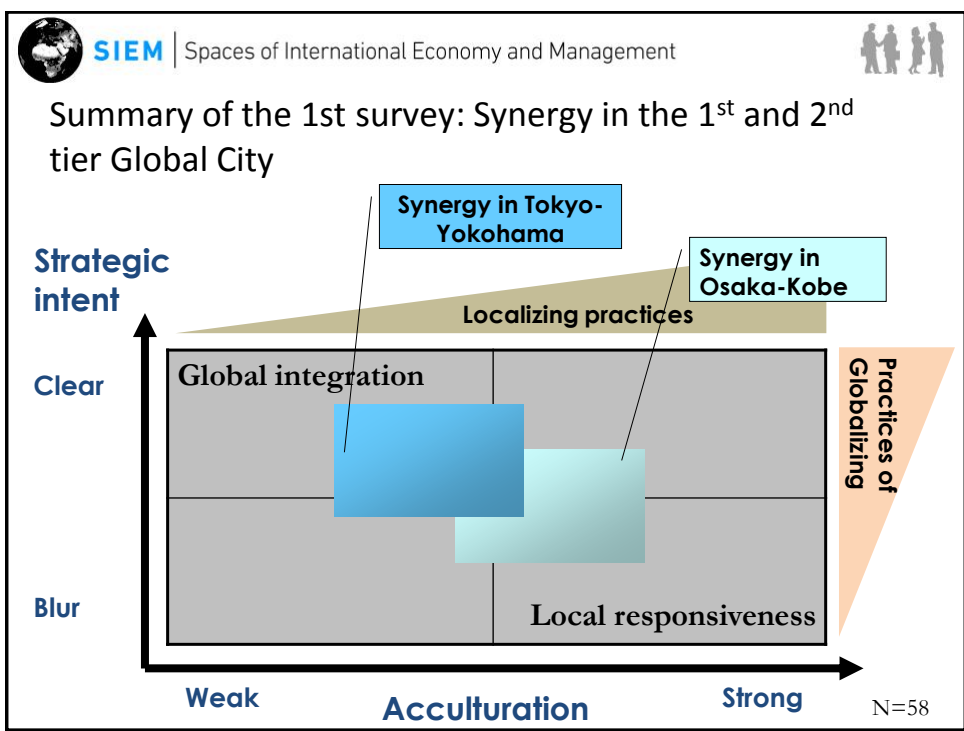
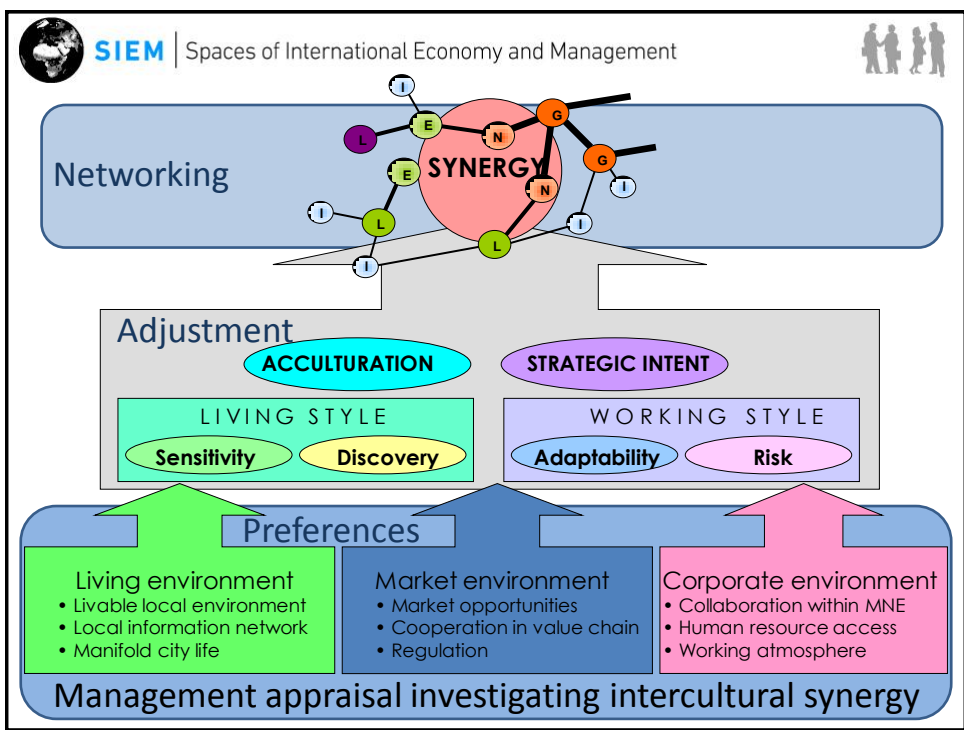
**Sassen (2001) *International  
managers*** have the .. lifestyle  
pattern .. in global cities.

**Jones (2012):** Concept of *corporate  
globability*: transformation of  
global managerial practices

## Definition: ***Hybrid manager***

defined as a manager with strong  
acculturation, adequate cultural  
knowledge able to involve in the  
innovative managerial processes!

- Advanced host country language skills
- Cultural knowledge and experiences
  - 1<sup>st</sup> class information from culturally fluent  
partner/supporter
  - Involvement in decision making process of  
the local subsidiary
  - Ability to contribute with qualitative  
improvements and innovations



## Material and methodology

### Analytical framework

Actor-centered approach

### Quantitative analyses

1. Adjustment
2. Preferences
3. Networking

### Interviews

- a. 25 EBC managers
- b. 27 Japanese managers

### Sample

- a. Foreign executive managers listed in the directory of the European Business Council in Japan (EBC) (N=230).
- b. Japanese executive managers listed in the Toyo Keisai database (N=330+33=363)


### Reply of questionnaire

- a. 60 (26%); Cases valid for analyses: 56(24%)
- b. 98 (27 %); Cases valid for analysis: 94(26%)


## Working hypothesis

Different to the normal expatriate manager, the *Hybrid* managers are performing better because

1. they are aiming for changes that have got the support of their local staff members.
2. of their preference to adapt to local managerial practices.
3. they are contributing to the foreign business community.
4. they feel more integrated in the local business community.
5. their partner is understanding and supportive of their work-life overseas.
6. They are actively involved in the decision making of the overseas subsidiary.
7. they succeed in creating cross-cultural synergy in their recent workplace.
8. they prefer to engage in localizing and local networking practices.
9. they prefer a livable living environment balancing their work/life preferences.
10. they do have access to a host national as a adviser for workplace problems.



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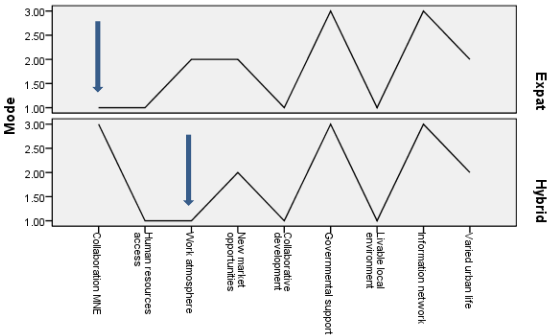
### European managers' preferences in Japan

Hybrid manager has a strong preference for work harmony meanwhile the Expat seek the cooperation in the MNE network.


Expat managers in Japan are engaged in globalizing practices such as collaboration within the MNE network.

Hybrid emphasizes localizing practices such as creating a good atmosphere.


**European managers in Japan**



Category	Expat Mode	Hybrid Mode
Collaboration MNE	1.00	3.00
Human resources access	1.00	1.00
Work atmosphere	2.00	1.00
New market opportunities	2.00	2.00
Collaborative development	1.00	1.00
Governmental support	3.00	3.00
Livable local environment	1.00	1.00
Information network	3.00	3.00
Safe urban life	2.00	2.00



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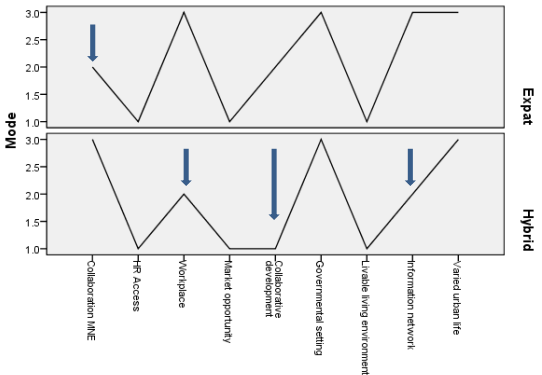


### Japanese managers' preferences in Germany


Japanese *Expat* managers are engaged in globalizing practices seeking for new market opportunities. Japanese managers emphasize not strongly on the cooperation in the MNE network.

The Japanese *Hybrid* manager has a preference for workplace harmony. He engages in local networking practices seeking the collaboration with the customers and suppliers.


**Japanese manager in Germany**



Category	Expat Mode	Hybrid Mode
Collaboration MNE	2.00	3.00
HR Access	1.00	1.00
Workplace	3.00	2.00
Market opportunity	1.00	1.00
Collaborative development	2.00	1.00
Governmental setting	3.00	3.00
Livable living environment	1.00	1.00
Information network	3.00	2.00
Safe urban life	3.00	3.00



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## Discussion

**European Hybrid manager** adapts more to the local and is actively involved in the decision making of the local subsidiary.


Synergy is created through intercultural competence and the support of a cultural fluent adviser in the living environment.

Localizing practices are important with focus on workplace harmony.


**Japanese Hybrid manager** follows an adjustment strategy of integration.

Synergy creation depends on a supportive partnership but he seeks consultancy within the company.

The hybrid is engaged in local networking practices such as collaboration with the customers and suppliers.



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## Global and local practices – expat or hybrid synergy

	Deductive strategy	Co-development	Inductive strategy
Recruitment	Representative expatriate manager	Hybrid manager	Host country manager
Knowledge	global practices	global & local practices	local practices
Power & control	central /spatially centralizing	symmetrical /spatially interactive	decentral /spatially diffuse

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**Implications**

**Corporations should**



- assign hybrid managers trained and embedded in the high context cultures, meanwhile expats with high intercultural intelligence can be sent to low context cultures anytime.

**Local government should**

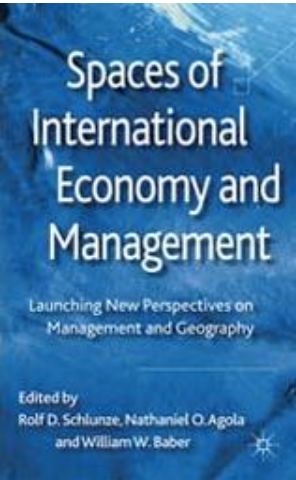
- identify and develop a hybrid community and build for international social capital.

**International organizations should**

- should identify and promote champions of synergy nurturing the community of global talent.

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**References**



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