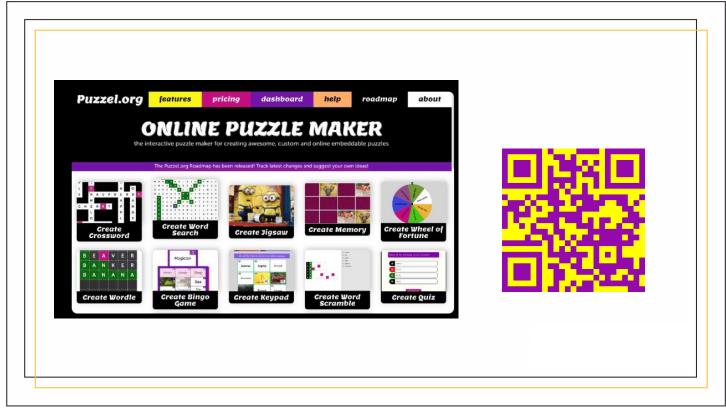
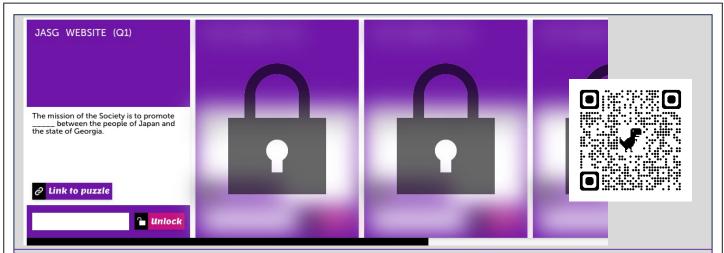
# Student Success Summit (Kennesaw State University 5-13-24)

Dr. Kathy Negrelli

Slide 8

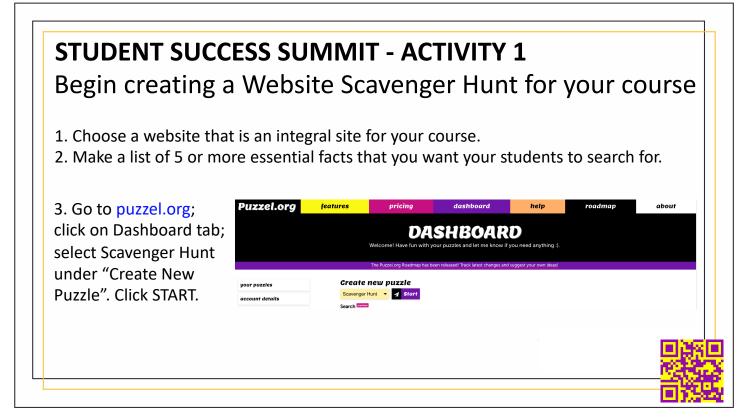


# Slide 10

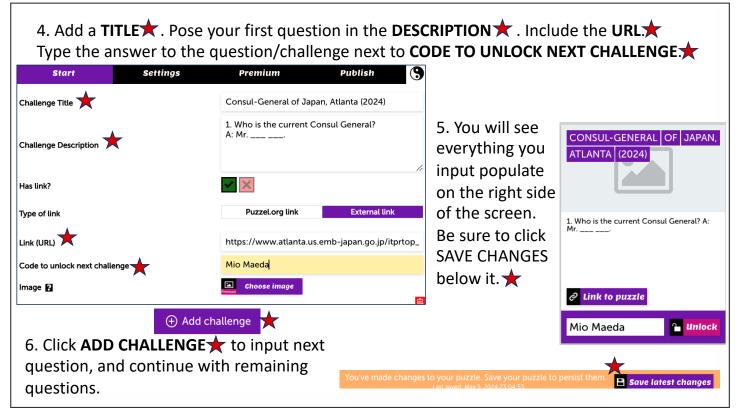


# **15 QUESTIONS**

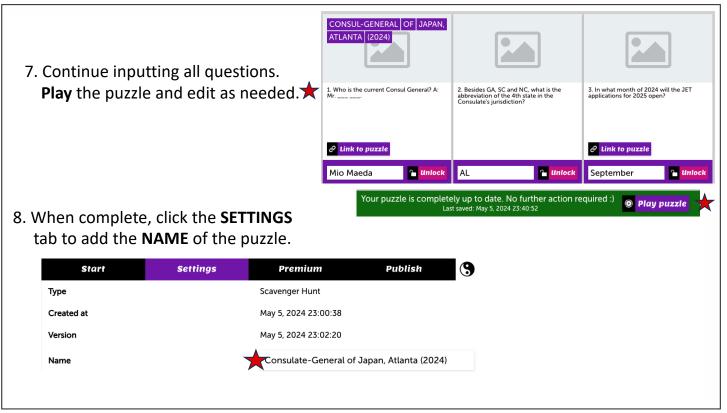
- 1. The mission of the JASG is to promote \_\_\_\_\_ between Japan & the people of GA.
- 2. JASG offers programs in the areas of business, culture, education, public affairs, and \_\_\_\_
- 3. In what year was the JASG established?
- 4. In 1976, the former GA Governor George Busbee, created the Southeast U.S.–Japan Association (abbreviated as \_\_\_\_\_-Japan) to promote trade, investment, understanding and friendship between Japan and the southeastern United States.



#### Slide 12



#### Slide 13



#### Slide 14

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		1. Who is the current Consul General? A:

# **Cultural Assimilators / Culture Capsules**

What are they?

-- a type of programmed instruction with research dating back to the 1950's

-- intercultural/experiential training tools designed and used to facilitate an individual or sojourner's ability to understand and function in a different cultural context

-- scenarios that depict intercultural interactions between an individual and a host country national that cause cultural misunderstandings between them

# How do they work?

-- after reading the scenario, the reader is asked about the cause of the misunderstanding and is given a number of alternatives that include a view from the host culture and others that are usually less appropriate

-- the reader chooses the option believed most suitable and subsequently receives feedback following each selection, irrespective of its accuracy

# **Developing Cultural Assimilators**

-- list up **themes** (unconfirmed expectations, attitudes, behavior, values, etc) and critical incidents within them that are identified as important for individuals to be sensitive to -- create realistic cultural scenarios that reflect everyday situations in the target culture, incorporating cultural nuances and subtleties

-- provide the reader with constructive feedback on his/her response to the scenario, highlighting areas of cultural proficiency and areas for improvement

# References

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# Student Success Summit (5-13-24) Activity 2 (Cultural Assimilators) Kathy Negrelli





A company in Japan held a meeting of section chiefs in order to decide on a change in models for their product. The head of the planning section who was responsible for this plan, was sure the new model was a big improvement over the old one, and therefore quite confident in his presentation at the meeting. However, the other section chiefs reacted megatively to his plan. The design section chief criticized the new design because he and the planning section head did not get along well. Then the chief of the finance section said it was too soon to change the model due to financial reasons. (Actually, there were no financial issues, but the supervisor of the chief of the finance section was against the plan, so the chief had to come up with a plausible reason).

#### \*

Two other section heads supported the new model, but five others remained noncommittal. As a result, they had to turn down the plan, because of the supposed financial issues. Although the planning section head usually expressed his ideas clearly and strongly, he sensed that he should not insist on an agreement at this time; otherwise, he might lose a second chance to present it. So, he decided to postpone the proposed model change.

\* QUESTION: What were the dynamics going on that caused this discussion and ultimate decision?



It is not likely that one person (in this case, the finance section chief) would take it upon himself to do something that would influence the decision of the group. In reaching decisions in Japan, the consensus of a group as well as consideration of the relationships with everyone involved is of utmost importance. This answer is therefore not correct.



\*

Go back and try again.

#### 3 @

4

#### ANSWERS

A: The finance section chief believed that there would be financial strains on the company if this newer model proposal went through. Therefore, he inflated the "financial issues" in the hopes that the proposal would not go through, and therefore save the company from potential future financial stress.

B: Because the head of the planning section was a bit younger and considered "junior" to many of the other section chiefs, the others felt he was came across as arrogant and overconfident, which is frowned upon in Japanese society.

C: Japanese businessmen and companies in general are very slow to adopt "new and improved" models of products due to their fondness of older, traditional things, so the fact that the meeting resulted in a postponement of the model change is not at all unusual or uncommon.

D. It was not a good idea to make this proposal to the entire group. Instead, the head of the planning section would have done better if he had worked behind the scenes and talked with each person individually.

#### You chose "B".

This is not correct. While overconfidence is indeed frowned upon in Japanese society, the benefits of the newer, improved model might have outweighed the disdain of the planning section chief's overconfidence. Therefore, this is not the correct reason for the outcome of the proposal to adopt or implement a new model.

Go back and try again.



# You chose "D".

You are correct! Maneuvering behind the scenes is very important for the Japanese before proceeding with most changes and decisions. This practice is called **nemawashi**, which originally was used as a gardening term meaning "to dig around the root of a tree a year or two before transplanting it", but nowadays, it generally means to lay groundwork unobtrusively in advance. Japanese prefer to reach a solution as amicably as possible, and there is a tendency to compromise with others by laying the groundwork. As a rule, it is necessary to have a consensus before reaching decisions in Japan. (There is no "decision by majority" that is seen in the US.) It is very hard to decide on something in Japan when there is no unanimity, and consideration of relationships with cowarkers plays a big role in the success or failure of important projects.





Link to Powerpoint. Download and view in Presentation Mode.

Negrelli #1 nemawashi.pptx