It is necessary and Important to do the Cross-Cultural Training

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1. The necessity of doing the cross-cultural training

It is not enough to just make frequent communications among staff in the cross-cultural environment, the training especially before being on the post is still necessary for the staff to do their job effectively and efficiently. I will make my discussion from the following two respects:

Generally speaking, the cross-cultural training can strengthen the employees’ abilities of their reflection and adaptation regarding the different cultural tradition so as to prompt the mutual understanding, whoever you are, the expatriates from the parent country, and the expatriates from a third country or the local employees.

From the specific aspects, it can reduce the cultural conflict possibly faced by the expatriates so as to help them adapt themselves to the local environment quickly and exert their normal functions. For the local employees, it could advocate them to get a better understanding of the business concepts and the habits of the parent company. For the entire company, it could maintain the stable personal relationships in the organization, ensure the information flow unblocked and the high efficiency of the process of making the final decisions, and strengthen the teamwork spirit and the cohesive force of the whole company.

2. The main content of the cross-cultural training

First, the understanding of the local culture and the culture of the parent company

The above objective could be achieved through the next methods: the normal one is to hold the lectures on specific topics timely for certain groups in the company, such as the social ranks system in Japan, The interpretation of “harmony” in Chinese culture, from which the employees may get an indirect basic knowledge on the new culture. Besides the above, the documentary films are also shown to the public, which is more interesting and alive so as to keep a much deeper impression for the certain employees.

Another effective way for them is to create certain environment in one large room, which the local people or the people from the parent company are quite familiar with, then to invite the corresponding persons to play a short dialogue in the native language to the employees with different culture, through which, we could obtain the strong feeling on the distinct difference between different culture when facing the same event. For example, there is nearly no obvious difference of the words used when one employee speaks to his colleague and his superior on the same work plan next week, however, in Japan, the situation is totally different,
Regarding the different ranks of the above listeners in the company, the forms of the pronouns, the verbs are entirely different during their talks.

The most effective and welcomed way is to make the research in the local place, which will spend the money and the time in the biggest number. For example, the parent company in Japan can invite the certain number of excellent employees in China once or twice every year to have a journey in some representative places of Japan, such as the headquarter, the capital and some other destinations which could represent the local culture of the four main islands, Honshu, Shikoku, Kitakyushu and Hokkaido.

Second, the cross-cultural training must consist of the training on employees’ sensitive reflection and adaptation when facing the new culture, the training on how to do effective cross-cultural communication and deal with the sudden cross-cultural conflict and the training on the local language: the mandarin, all of which are specially designed for the expatriates from the parent country who is in an important leader position in China, and also suitable for the local employees.

3. **Drawing the successful experience of Haier for reference**

Haier, as one flag who has done successfully in the process of its internationalization among so many enterprises in China, is worthy to do some research on the field of the cross-cultural training.

In order to let more and more people accept the value of Haier in the world, its unique way is to make the foreigners become the person of Haier, then make the person of Haier help Haier achieve the goal of internationalization, one interesting method which is the invention of the CEO of Haier, Zhang Ruimin, is that it holds the annual meeting for all of the global managers and the meetings for the regional managers several times every year, where full communication is made until the common cultural recognition is achieved finally.

From Feb.11th to 13th in 2001, the first annual meeting for all of the global managers was held in Qingdao of China by Haier Group, whose mission were dynamism, development and innovation. It was said that Haier got the order with total value of half billion dollars, and the second meeting was held in New York the next year.

The annual meeting for all of the global managers can be considered as the cultural training meeting for the managers, whose biggest feather is that the training is mutual, that is to say, the culture of Haier influences every abroad manager of Haier, meanwhile they also brings the experience and information for Haier which is still lacking experience on the internationalization.
Let’s take a much closer investigation on the first annual meeting, where over thirty leaders of the career department, accompanied with their excellent assistants, were showing their specific latest products and technology and invited the managers all over the world to make the judgment. Some of the present with different races and languages were watching the new samples; the others did their research with all of their attention without hearing the sounds on order or bargaining. Through this kind of communication, the relationship between Haier and its managers abroad is no longer the simple relation of buying and selling, but the relation of joint development. Finally, the common sense is achieved by all of the global managers that is to let the company culture of Haier mixed with all kinds of culture in any part of the world so as to make more and more people accept the company culture of Haier as well as the products in a much larger market space.