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Lead 705/Case Study #5
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Increasing globalization of organizations makes it more important to learn about effective leadership in different cultures (Yukl, 2013). Leaders are increasingly confronted with the need to influence people from other cultures, and successful influence requires a good understanding of these cultures (Yukl,2019). Leaders must recognize how others view them and how their actions [are](#) interpreted. Entering [in](#)to the global market, companies have to learn to be sensitive to other cultures as well as [to](#) accept diversity wholeheartedly.

According to Yukl (2013), diversity can take many forms, including differences in race, ethnic identity, age, gender, education, physical appearance, socioeconomic level, and self-orientation. We see these concepts in the case study about Brian Cook and Chan-Ling. Brian is an American and Chan is Chinese. The first thing Brian should have been aware of is the difference in cultural values. According to Scandura (2019), the situation with Brian and Chan is understood; China is a high-context culture, and the United States is a low-context culture. Chan took the words that Brian said as literal critique. He took the words to heart and saw himself as not doing a well at this job. However, from Brian's perspective, his words were not a personal attack on Chan but towards the work performed. Each one lacked an understanding of the [other's](#) cultures.

To overcome the problem that Brian has created with Chan, first, he must meet with him and apologize. Brian should get to know Chan a better and encourage him to return to the position. One of the ways, he could win Chan back is by requiring the team to take diversity training. Diversity training will help create a better understanding of problems and help encourage an environment of tolerance and appreciation. –There are guidelines Brian [can](#) implement within his team to manage diversity. As a leader, Brian would lead by example of

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everything guidelines he implements. Some of the guidelines are: encouraging respect for individual differences, promoting understanding of different values, beliefs, and traditions, and explaining the benefits of diversity for the team and organization (Yukl, 2013). Brian should discourage discrimination.

Another way Brian can make some changes to improve the work environment is taking on the idea of the third culture. The third culture creates an interactive environment that allows two different cultures to work together mutually. Over time both parties have the potential to become more familiar with one another and interact comfortably. The third culture emerges in phases. In this scenario, phase one should be getting to know one another. Brian and Chan should begin to learn each other's cultures. Phase two, should be agreeing they agree that they must interact with one another because Chan is on Brian's team. Phase three should deal with any unresolved conflict, and both parties are comfortable with one another. In pPhase four, third culture should have developed, and both parties are interdependent.

References

Scandura, T. A. (2019). *Essentials of Organizational behavior: An evidence-based approach 2nd ed.* Thousand Oaks, CA: Sage.

Yukl, G. A. (2013) *Leadership in organizations* (8th ed.). Englewood Cliffs, NJ: Prentice-Hall.