



China's increased appetite for inspiring leaders and dedicated managers

In the creative energy almost palpable everywhere in China, young talents are eager to move up the company ladder very quickly, but most of the local universities do not seem to equip them with the necessary tools to develop their soft skills. Management books galore to be found in main city bookstores are often translated from western editions. The drive for success is paramount. Western companies express that they would like to have Chinese managers taking more initiatives, which is not in line with their conditioning from early age to rote learning and respect for hierarchy in a country where harmony is one of the utmost values.

A seasoned Turkish general manager was stunned upon his arrival to China (Shanghai), six years ago, on how his new managers and employees behaved. "I had to check everything and they asked me to be involved in every single detail of every project. It was just not possible for me to concentrate on strategy".

Once, as he was arriving to the Beijing airport for a trip to Europe, he discovered he did not have the appropriate visa on his passport and could not board the plane. "I used to fully rely on my secretary and not to bother with such petty details". "But I realized I hadn't told my new assistant everything she needed to do so she did not even check if I had the appropriate visa and only concentrated on buying an airline ticket". The Turkish GM who wishes to remain anonymous continued: "I had to teach all my managers how to become more independent and had to empower them. And within a year, with half the staff of our competitors our company became twice as profitable!".

To move up the hierarchy ladder, managers in China mostly need well-placed connections as well as professional expertise but not necessarily extended leadership competence. Telling a hungry yet promising young manager to wait for promotion requires tact and savoir-faire. Disappointing the staff would only contribute to the permanent talent turnover western companies face in China. So how to develop Chinese managers into full-fledged leaders?

A 40-year old Chinese general manager originating from Suzhou –a city 120 kilometers away from Shanghai–kept his 30-year old manager in check. "You are not ready yet to become production director. You need another two years to fully master the present position, only then will I consider moving you up because you have the talent for it." It requires superior management and communication skills but also deep trust between the manager and his/her boss to take such a stance. The GM closely followed his young "protégé" and kept his promise to take him to the next step on due course.

According to a highly experienced Chinese regional head in a blue chip French company in Shanghai, the key for a boss to successfully develop leadership skills among managers is to exude charisma, enthuse, and engage one's staff. Managers need to concentrate not only on financial and technical aspects but also on human performance.

They also need to detect the potential of their team members and help them to transform it into talent and mastered competences. They have to model the way and walk the talk. China with its past track-record of leading innovations (ranging from gun powder and tea to compass), its bountiful historic leaders, and the crave of its people for learning, Chinese managers' potential just needs to be activated in an articulated, well-constructed way geared by the top management and human resources. Growing people to grow business!

Sylvie Tournier



Why is 100 Ways willing to contribute to the development of managers in China and the rest of Asia?

When we met in June 2012 on the deck of Edouard Stacke's –founder of 100 Ways– boat on the Seine River in Boulogne-Billancourt (Paris), we discovered how much each of us was deeply connected to the Chinese culture and highly attracted to Asia despite very different life paths. We understood that we had complementary skills and experiences that would be a perfect match for the Chinese market.

We went three times to China since then. There, we had fruitful exchanges with numerous key local managers and experts, which confirmed our vision that there is an immense need in China for managers and leaders to develop both their managerial and leadership skills. We have thus been building a solid project in that direction... within the scope of the Chinese culture, values, and norms. Our aim is to adapt to the Chinese mindset the world best management practices and to integrate in our method the roots of Chinese wisdom.

We already translated into Chinese the bases of our “Manager-Coach” method and launched a training program with Dragonfly Group consultants, our partner in China specializing in HR consultancy and executive search. We shared our vision with decision-makers in a conference last July in Shanghai organized by Dragonfly Group. Over twenty CEOs and HR managers of French and international companies in China attended the event.



Our ambition today is to develop other partnerships and corporate customers in China as well as in the rest of Asia with companies committed to develop performance management. Edouard has spent the last 25 years working with major companies throughout the world on this topic to generate positive change. Our next step is to edit Edouard's book, *Coaching for Winning Teams*, in Chinese and make it available in the Middle Kingdom.

We will be back to China early 2014. Let us know your interests and thoughts in the mean time.

Sylvie Tournier & Edouard Stacke



Sylvie Tournier, in charge of Asia Business Development at 100 Ways, is founder of SMT Crossroads Communication and China specialist. As a coach and trainer, she guides managers on how to improve their communication and management skills across cultures, mainly with Chinese nationals. She led multicultural teams in China from 2005-2008 and has worked in her field with over 30 nationalities.

sylvie@cross-roads-communication.com
+33 6 09 55 78 60



Edouard Stacke, Partner 100 Ways, Psychosociologist, international consultant and Coach, Former Professor in Montreal & Paris V Universities. Author and lecturer, he coaches Executive Committees in their process of improvement. He trains managers and teams toward performance. He was the first to introduce outdoor team coaching in France in 1985.

edouard.stacke@100ways.net
+33 6 80 42 11 49

100 Ways
121 rue d'Aguesseau
92100 Boulogne-Billancourt (France)
info@100ways.net - www.100ways.net

