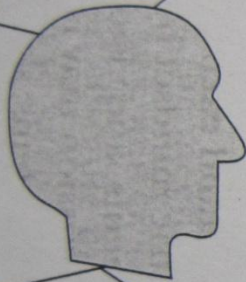


Cultural Mindsets in Association with Globalization

**Transcultural Roundtable
World Future 2011
July 8-10, 2011, Vancouver**

**Shoji Mitarai, Ph.D.
Chair of Japan Institute of Negotiation
mitarai@sapporo-u.ac.jp**



Political Condition

End of 38-year Liberal Democratic Party Rule
Scandals
Shadow of World War II
Reluctant leadership

Society

Group
Homogeneous
Vertical
Regulations and rules
Long-term-oriented
Rapid change to aging society

JAPANESE MINDSET

- *Kata* (Form)
- *Wa* (Harmony)
- *Enryo* (Reserved)



- *Honne/Tatemae*
- *Ba* (Space)
- *Bun* (Role)
- Society

- *Mu* (Nothingness, Other-centered)
- *Uchi-Soto* (Insider-Outsider)
- *Ma* (Space, timing, silence)

Education

Systematic
Standardized Ministry of Education
Structured
“Examination Hell”
College is for playing

History

Mythological origin
The Emperor
Influence of China and Korea
225 years of isolation (*Edo* period)
Modernization (*Meiji* period)
World War II—Starting over
Bubble economy
Heisei period

Religious Influence

Religious but not dogmatic
Shinto: No dogma, Animism
Buddhism: Many different sects
Confucianism: Tradition
Christianity (0.7%)

Small country
Island

Limited flat space (20%)

Severe natural conditions
(earthquakes, volcano, typhoons,
rain and snow, drought)

124 million in 377,737 km²

Pop. density 328.3/km²

Geography

Life Style

Crowded
Group activities
“Salary-man society”
Culture and tradition
“High Pressure-Cooker Society”
“The nail that sticks up will be hammered down”

Hiragana (Japanese phonetic)

Katakana (Japanese phonetic)

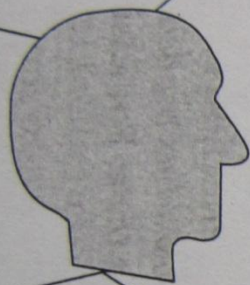
Kanji (Chinese characters)

Different levels of politeness

Indirect and reserved

Family-name basis

Language



Political Condition

International vs. domestic
Role of the president
Democratic
Republican

**U.S.
Mindset**

- Assertiveness
- Individualism



- Freedom
- Risk taking
- Optimism

- Independence
- Pioneer spirit
- Openness

American dream
"Do it yourself"
Country of options

Life Style

Society

"Change is progress"
"Melting Pot"/"Salad Bowl"
Equality
Mobility

Education

Achievement-oriented
Ask "Why?"
"Speak out"

Direct
Informal
First-name
Regional
Language

History

Native Americans
Discovery
Colonization
Revolution
Civil War
Expansion
Industrialization
Superpower

Separation of
church and state

Religious Influence

Protestant
Catholic
Jewish

Big country

Wide-open

Rich resources

Frontier

248.8 million in 9,372,614 km²

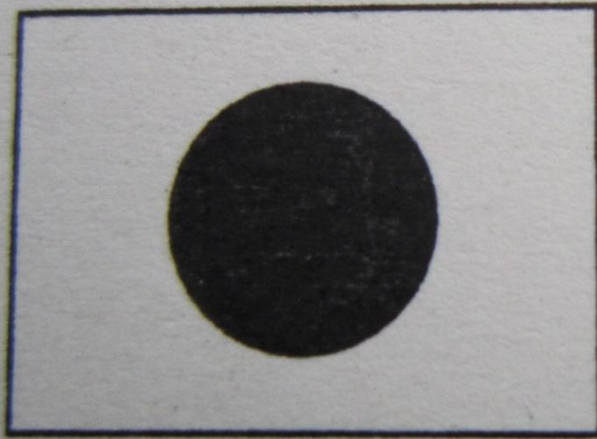
Pop. density 26.5/km²

Geography

JAPANESE MINDSET

Rapid

- *Kata* (Form)
- *Wa* (Harmony)
- *Enryo* (Reserved)



- *Honne/Tatemae*
- *Ba* (Space)
- *Bun* (Role)
- Society

- *Mu* (Nothingness, Other-centered)
- *Uchi-Soto* (Insider-Outsider)
- *Ma* (Space, timing, silence)

Political Condition

End of 38-year Liberal Democratic Party Rule

Scandals

Shadow of World War II

Reluctant leadership

**JAPANESE
MINDSET**

Education

Systematic

Standardized Ministry of Education

Structured

“Examination Hell”

College is for playing

Society

Group

Homogeneous

Vertical

Regulations and rules

Long-term-oriented

Rapid change to aging society

Crowded

Group activities

“Salary-man society”

Culture and tradition

“High Pressure-Cooker Society”

“The nail that sticks up will be hammered down”

Life Style

History

Mythological origin

The Emperor

Influence of China and Korea

225 years of isolation (*Edo* period)

Modernization (*Meiji* period)

World War II—Starting over

Bubble economy

Heisei period

Political Condition

End of 38-year Liberal Democratic Party Rule

Scandals

Shadow of World War II

Reluctant leadership

**JAPANESE
MINDSET**

Society

Group

Homogeneous

Vertical

Regulations and rules

Long-term-oriented

Rapid change to aging society

Hiragana (Japanese phonetic)

Katakana (Japanese phonetic)

Kanji (Chinese characters)

Different levels of politeness

Indirect and reserved

Family-name basis

Language

Crowded

Group activities

“Salary-man society”

Culture and tradition

“High Pressure-Cooker Society”

“The nail that sticks up will be hammered down”

Life Style

Limited flat space (20%)

Severe natural conditions

(earthquakes, volcano, typhoons,
rain and snow, drought)

124 million in 377,737 km²

Pop. density 328.3/km²

Geography

Religious Influence

Religious but not dogmatic

Shinto: No dogma, Animism

Buddhism: Many different sects

Confucianism: Tradition

Christianity (0.7%)

U.S. Mindset

- Assertiveness
- Individualism



- Freedom
- Risk taking
- Optimism

- Independence
- Pioneer spirit
- Openness

Political Condition

International vs. domestic

Role of the president

Democratic

Republican

**U.S.
Mindset**

Society

“Change is progress”

“Melting Pot” / “Salad Bowl”

Equality

Mobility

Education

Achievement-oriented

Ask "Why?"

"Speak out"

History

Native Americans

Discovery

Colonization

Revolution

Civil War

Expansion

Industrialization

Superpower

Direct
Informal
First-name
Regional
Language

American dream
“Do it yourself”
Country of options

Life Style

Big country

Wide-open

Rich resources

Frontier

248.8 million in 9,372,614 km²

Pop. density 26.5/km²

Geography

Separation of
church and state

Religious Influence

Protestant

Catholic

Jewish

History

Native Americans

Discovery

Colonization

Revolution

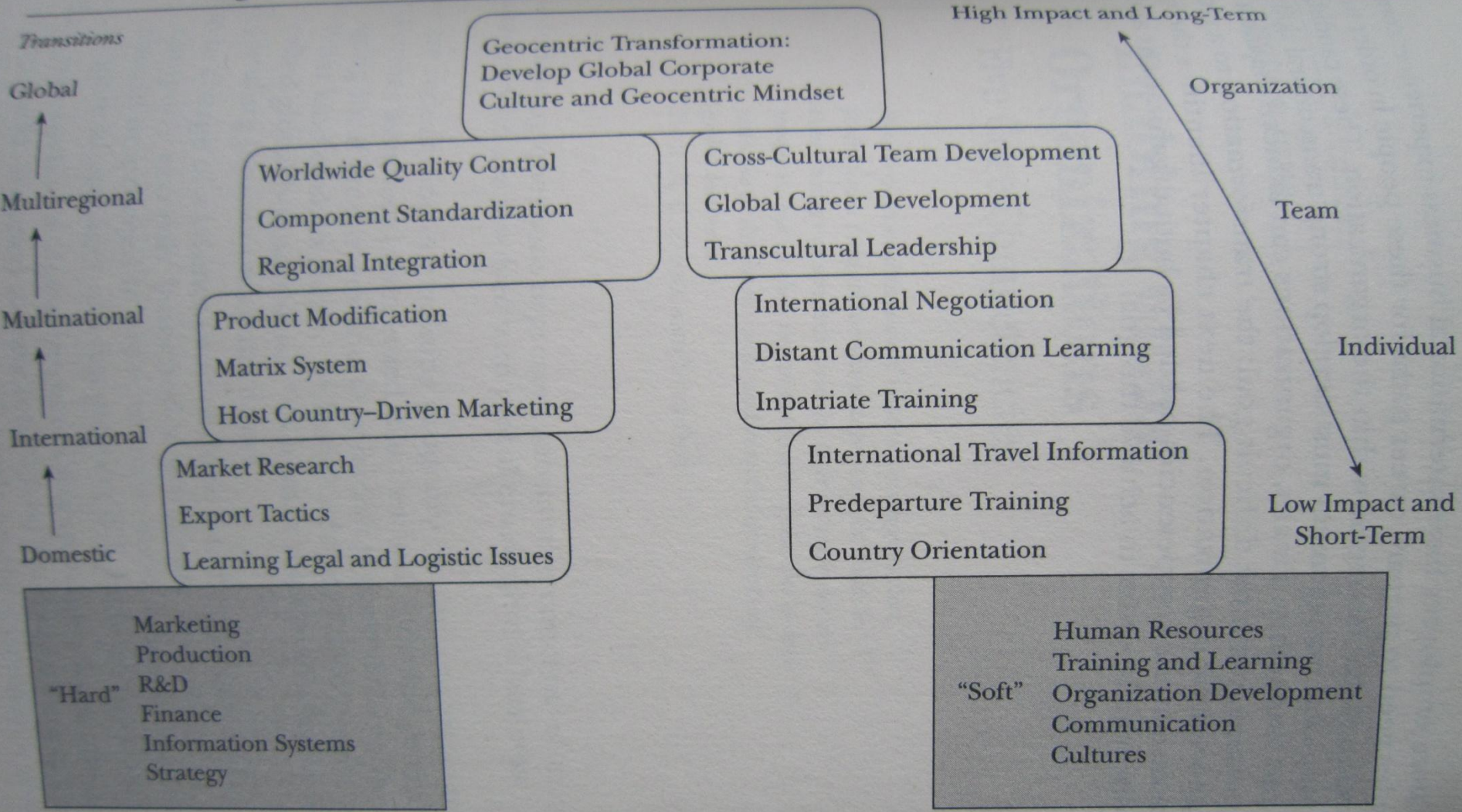
Civil War

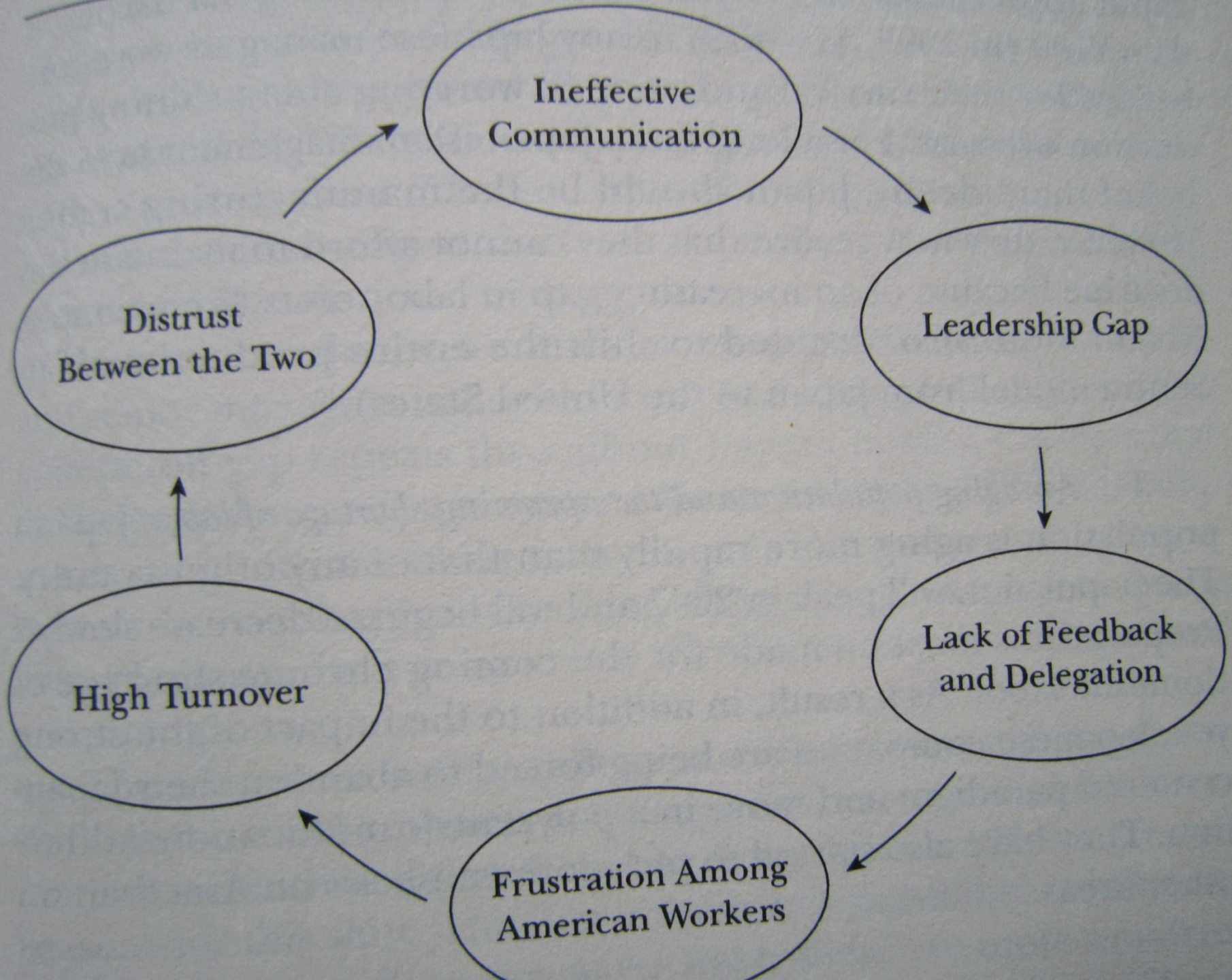
Expansion

Industrialization

Superpower

Figure 4.3. Global Evolution: Bridging the Gap Between "Hard" and "Soft."





Ineffective
Communication

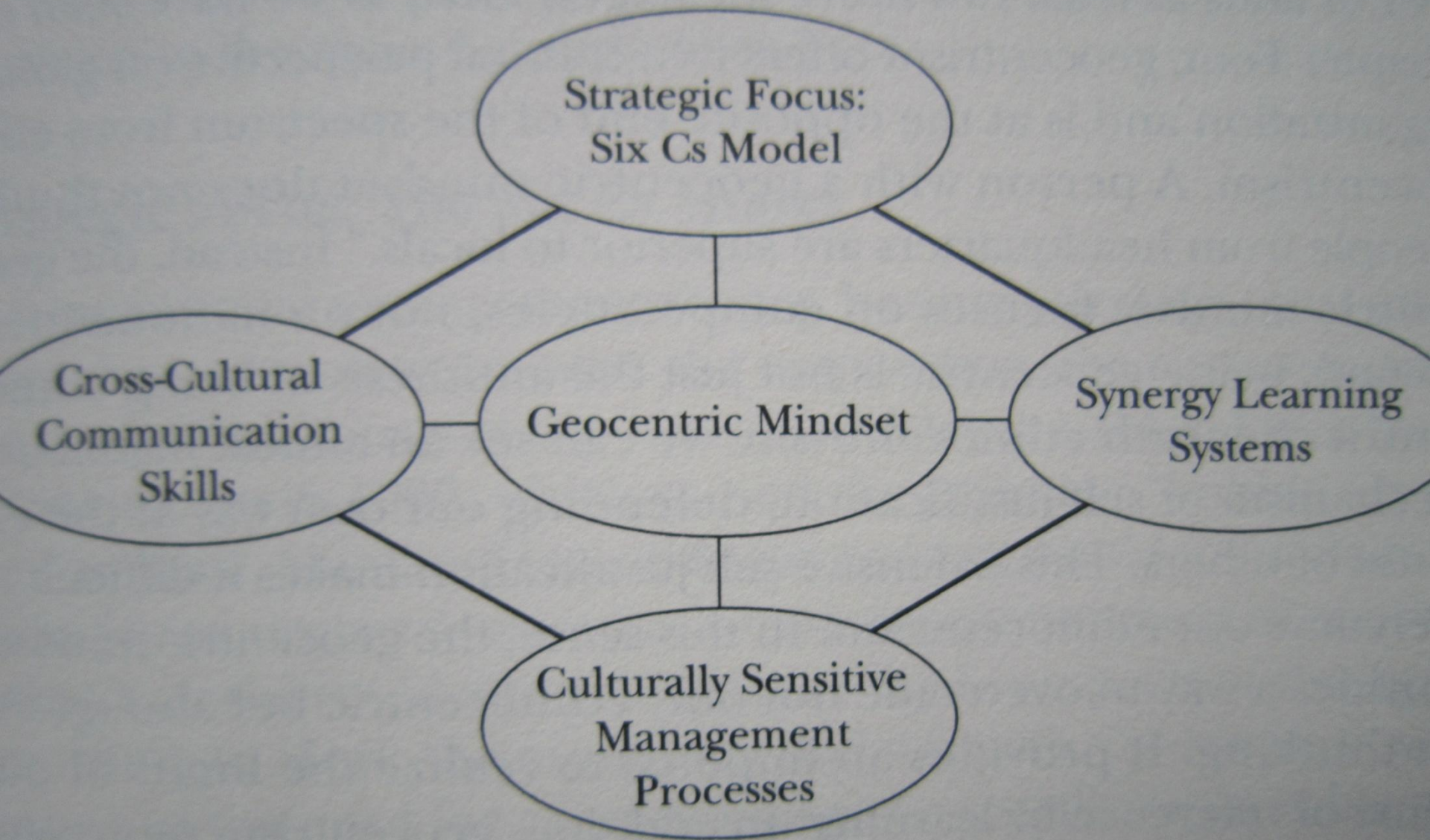
Leadership Gap

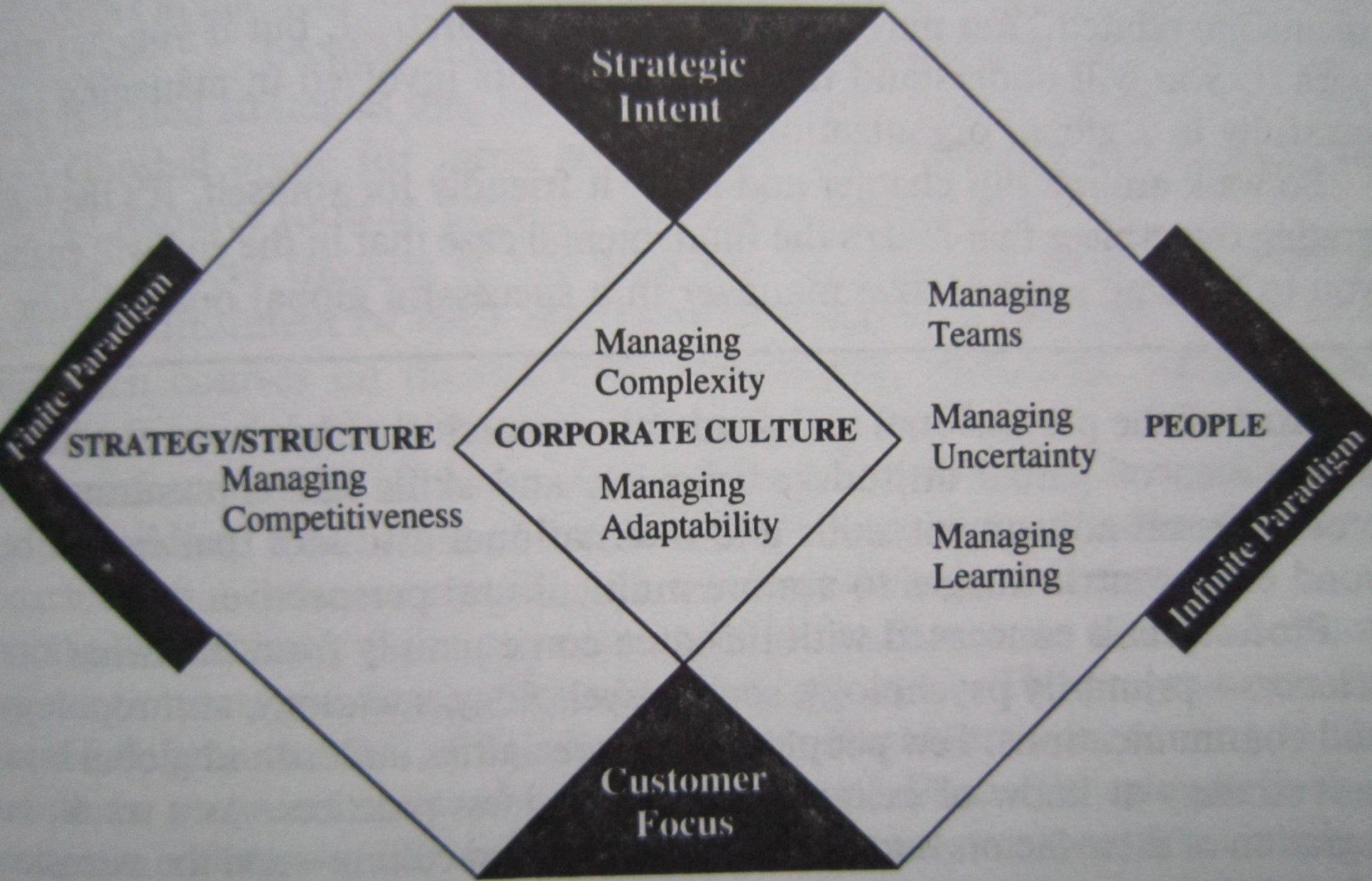
Lack of Feedback
and Delegation

Frustration Among
American Workers

High Turnover

Distrust
Between the Two





Strategic Intent

Managing Complexity

CORPORATE CULTURE

Managing Adaptability

Managing Teams

Managing Uncertainty

Managing Learning

PEOPLE

STRATEGY/STRUCTURE
Managing Competitiveness

Customer Focus

Finite Paradigm

Infinite Paradigm

- The manager administers; the leader innovates.
 - The manager is a copy; the leader is an original.
 - The manager maintains; the leader develops.
 - The manager focuses on systems and structure; the leader focuses on people.
 - The manager relies on control; the leader inspires trust.
 - The manager has a short-range view; the leader has a long-range perspective.
 - The manager asks how and when; the leader asks what and why.
 - The manager has his eye on the bottom line; the leader has his eye on the horizon.
 - The manager accepts the status quo; the leader is his own person.
 - The manager does things right; the leader does the right things.
- [Bennis, 1990, p. 44]