

# TABLE OF CONTENTS

Preface 9

Acknowledgments 12

## CHAPTER 1

Introduction 14

Team challenges in global business 15

The questions in this study 15

What are team dynamics? 16

What is team diversity? 17

Overview of the book 18

References 19

## CHAPTER 2

Team trends in theory and practice 21

Team dynamics and diversity: Definitions 21

Nine questions guide the literature review 22

Current trends in team management: Theory and practice 42

Contributions of this study 42

References 44

## CHAPTER 3

How to study teams: Organization, communication, and competence—an analytical framework 49

Summary 49

Team management in a global setting: The role of Japan 49

A dynamic perspective on culture 55

1. How does organization theory contribute to studying team dynamics? 57

2. How does communication theory contribute to studying team dynamics?  
63

3. How does competence theory influence the study of team dynamics? 71

Cultural intelligence: Five stages 72  
Cultural diversity in teams 73  
References 74

## CHAPTER 4

Seven multinational corporations in Tokyo—company background 79

Introduction 79  
Seven corporations in Tokyo 80  
References 93

## CHAPTER 5

Bang & Olufsen—a new organization with the same team 97

The turnaround: From subsidiary to master dealer 97  
Bicultural leadership 104  
Crazy and lazy—management motto 107  
Branding luxury products is about emotions 115  
The closer to the customer, the more traditionally Japanese 117  
References 119

## CHAPTER 6

ECCO Sko A/S Japan: New directions and team challenges—from joint venture to subsidiary 120

Summary 120  
The turnaround 124  
Team structure: Flat or hierarchical? 128  
“Burning platforms” and motivation 129  
Functional team communication 130  
Changing the ECCO image: A Cinderella smile 133  
Mission completed 137  
References 138

## CHAPTER 7

Coloplast and business development—“a winning team” 139

Summary 139

Entrepreneurialism	141
The “chosen ones” and the organization	143
Team contribution: Speeding up processes	145
The business idea and team mandate	145
Stakeholders: Important connections	147
Power mapping the team: An information hub	154
A hub-based information exchange	156
Still standing: Complete membership	159

## CHAPTER 8

### Novo Nordisk and the triple bottom line project management team 160

Summary	160
Facilitators from headquarters monitor the corporate values	163
The corporate values: Triple bottom line	164
Teaming up with global	166
Refreshing and motivation cycle	167
High performing teams: Good communication skills and tracking systems	168
Project processes and timing	172
A servant leader and diversity advocate	173
work-life balance is improving with influence from the Danish headquarters	174
Women in project director positions	180

## CHAPTER 9

### Microsoft management team—diversity as a strategic resource 183

Summary	183
Leadership style embraces diversity	185
A mediation role: Bridging the gap	187
The team of Sasaki-san	188
People focus	189
The world is not flat: Teamwork as a learning opportunity	192
You don’t know what you don’t know: How to elicit feedback	193

- Emotional work: Rationalizing the nonrational 194
- Changing departments in a multinational is like changing to another company 198
- In Japan diversity just means gender? 200

## CHAPTER 10

### Sony Corporation—internal audit team 204

- Summary 204
- Headhunted to Tokyo 205
- Global teams and their tasks 207
- Picking the team 208
- Mindset and infusion of Sony DNA 213
- Compatibility of competences in the team makes life easier 214
- “I do have a thing for numbers” 216
- You can’t know everything: Dependence on the team 218
- We don’t know because we can’t know 219

## CHAPTER 11

### Huawei key account management team—result-oriented 223

- Corporate values 223
- Summary 223
- What makes the team? 227
- Management experience in Japanese and Chinese companies 229
- Huawei: An exciting company to work for 232
- Chinese management characteristics—recap 234
- Confucius management thinking 237
- Result oriented (*kekka shugi*) 239
- References 239

## CHAPTER 12

### Conclusion 240

- Tokyo corporate experiences 240
- Seven multinational corporations in Tokyo 242
- Concluding note 245
- References 246

Appendix 247

List of overall questions asked in the study 249

References 250

Index 251