

Making the Leap: Guidelines for Senior Executives Transitioning to Chinese Companies

In this issue, Grace Cheng and the Russell Reynolds Associates Greater China team outline the steps that executives must take to navigate successfully the transition from a multinational company to a Chinese company. A future report will provide insight into how Chinese companies can better integrate executives from international organizations and how they can incorporate and benefit from the skills these executives bring.

Leaders at Chinese companies have long looked to senior executive talent with international experience to help navigate the challenges of conducting business globally as they start to establish their presence overseas. And Chinese executives with experience in multinational organizations increasingly view domestic companies as promising avenues for career development and as safer havens in the midst of the current economic crisis (as of the third quarter of 2008, financial results indicate that a number of Chinese companies are outperforming their more multinational counterparts).

Yet despite what appears to be a perfect alignment of buyers and sellers in the talent market, our observation has been that less than 50 percent of executives recruited by Chinese companies from multinational companies make the transition successfully. A majority of these executives leave within a year of their arrival. This rapid turnover brings significant costs (both tangible and intangible), lowers company morale and damages the image of managers who had advocated the hire of these executives.

To determine why turnover rates are so high, we held round table discussions with a number of Chinese executives who have successfully navigated the transition from multinational corporations to their current posts in Chinese companies. We also held follow-up discussions with the chairmen of some of these Chinese companies to look at the strategies they have adopted to ensure that these executives have succeeded and to identify how company leadership can create the conditions required for successful transition.

The round table discussions included representatives from the high-tech, energy, industrial manufacturing and consumer goods sectors with annual sales ranging from US\$500 million to US\$15 billion. The group was composed of global presidents and executive vice presidents whose careers included considerable management experience in international companies. More than half the participants had studied, lived or worked outside China, and 25 percent had worked in more than one Chinese company.

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“Our company made a foray into global recruiting over the past five years, recruiting more than 20 executives from overseas companies. We put them in key leadership posts, but only two remain.”

A global business division president in a consumer electronics company listed in and outside China

“Don’t consider yourself a heaven-sent savior. You will not be accepted as such.”

A global senior vice president of a Chinese media company publicly listed in the United States

“Regardless of your past, whether you are from IBM, GE or the Moon, you should learn to leave it behind.”

—A global senior vice president of a Chinese media company publicly listed in the United States

Guidelines for Successful Transition

With only 30 years of experience in the global market system, most company management is still in the hands of the first generation of Chinese entrepreneurs. As a result, global operations continue to be run according to Chinese practices. Despite unprecedented business success in Chinese markets, these entrepreneurs sometimes lack the management savvy and experience to transform their ideas into reality on an international scale, compelling them to look for expertise from executives who cut their teeth on the global stage. Chinese business leaders began boasting of their operations’ growing strength and global ambitions to inspire a sense of patriotism and lure back worldly Chinese executives. Thus began a backflow of Chinese talent from international companies to Chinese companies.

However, the results of these efforts, which began about a decade ago, have fallen short of expectations. The numerous high-profile examples of unsuccessful transitions have become a widespread source of dark humor and cynicism within companies.

The executives who participated in our discussion unanimously agreed that it takes nearly a year to successfully complete this type of transition, twice as long as would be expected with another country. That year-long period—the first six months of which is most critical—breaks down into three distinct phases: *initial involvement*, *gaining acceptance and implementing changes*. These are generally completed at three months, six months and one year, respectively.

Initial Involvement

1. Chinese office culture: *It’s different once you’ve been there.*

Prior experience working in a Chinese company is an important factor for determining whether an executive is likely to make a successful transition at a senior level. Those executives who have only worked for Western companies often fail because of their lack of familiarity with Chinese business operational culture and norms. Even when moving within the same industry, these executives’ Western business habits create blind spots that hinder their ability to work effectively and make appropriate decisions.

2. Mental preparation: *Forget what you think you know.*

Newly recruited executives often enter a Chinese company with an air of superiority. They have enjoyed rapid career development and the benefits of a world-class education and frequently begin their new position with ambitions of single-handedly transforming the organization. However, this attitude alienates potential allies and hastens a fall from grace.

Discussion participants highlighted that transitioning executives should be prepared to keep their ego in check, recognizing that they’ve been hired by the company leadership—not the other way around. While it is important to remain confident in one’s value and potential contribution to the company, perspective and humility are essential.

Global Leadership

“Regardless of how tough my superior is during meetings—and even in spite of verbal abuse—I never contradict him in public. Instead, I present all my ideas and views to him in private.”

A senior vice president of a high-tech company publicly listed in and outside China

Gaining Acceptance

3. Involvement: *Ask to report to top management.*

All discussion participants agreed that it is important for the new executive to report to top-level management. Since newly recruited executives lack internal connections and credibility within the organization, they need strong initial support. Reporting to the company’s high-level leaders allows the executive to leverage that authority while working to build his or her own reputation and network of relationships.

4. Navigation: *Read the leader’s style.*

Company leaders naturally have a wide range of leadership styles. Some leaders are known for fostering open dialogue. However, over management is a common phenomenon in Chinese organizations, leaving little opportunity for those below the top to drive change. Transitioning executives need to ensure that they create the opportunity for face-to-face engagement with the CEO and other senior executives in order to make their case behind the scenes.

A company’s top leaders may be skilled in business but lack the polish and diplomatic skills common in their international counterparts, often causing them to undermine the growth potential they seek by hiring executives with international experience. This, undoubtedly, is frustrating, but it is a reality that the transitioning executive must accommodate to be successful.

5. Communication: *Use the words of others.*

Learning and using institutional language can help avert an initial culture clash and aid in one’s acceptance. One executive, a vice president of an Internet company listed in the United States, invoked the “Three Represents” of former Chinese President Jiang Zemin in creating his employees’ development plan. The executive suggested:

“Representatives of advanced social productive forces in a business setting refer to those who give the best performance. The best performance requires continuous development. Thus, the company must constantly train and refine employees’ skills. It is only in this way that employees can represent advanced social productive forces.”

Implementing Changes

6. Execution: *Simmer, don’t boil.*

Executives with experience in multinational organizations are eager to close the management gap between Chinese and foreign global companies. However, without careful strategic planning and realistic expectations, they soon find themselves casualties of their own revolution. Executives who have undergone successful transformations offer the following suggestions:

- **Start with small changes:** One respondent wanted to implement changes in the company’s annual performance reviews. Recognizing that this could cause widespread anxiety among employees, he first tested the plan within a single department. On the basis of that successful trial, it was expanded across the company and was met with a high level of acceptance.
- **Establish the building blocks:** Similarly, break long-term goals down into numerous short-term components and concentrate on the successful completion of each step. By moving a few rocks each time, sooner or later, the entire mountain will be moved.

- **Trust your professionalism:** Executives from foreign companies are sought for their professionalism and international best practices. Embody those standards. One vice president of Human Resources said he discovered after starting at a Chinese company that it had twice the necessary staff but paid only one-fourth the industry-standard wages. On the day before the proposal for a new compensation plan was due, he decided to take an extra week to ensure its quality would be impeccable. He suggested, “Don’t overstretch yourself. Rather, set your sights on feasible goals that can be delivered with flying colors.”

7. Office interaction: *Know how to play politics but don’t take sides.*

No organization—in China or elsewhere—is free of office politics. Transitioning executives must understand how small changes can greatly disturb the political equilibrium and seek to keep things in balance even while driving change. At the same time as avoiding choosing sides and adhering to the highest principles, leverage diplomatic skill to win the support of those who have the most to gain while working around the obstacles posed by those who stand to lose. Communicating ideas in a compelling way is essential. Stay above the fray of political competition to avoid becoming a casualty.

8. Philosophical struggles: *Learn to endure the loneliness.*

Even with a career filled with accomplishments, making the transition and gaining the support of top management will require the strong sense of self necessary to endure a difficult process. For while executives with international experience are recruited for their global perspective, the very ideas for which they were hired can hinder their acceptance by the organization. Maintaining a consistent leadership style and steady demeanor in the face of these challenges will help earn the support of peers and subordinates alike. It is essential in the face of inevitable setbacks to take a long-term perspective. Realistic expectations are also critical. Sustained success will bring substantial acceptance and reward but not to the level of a founding member of the company.

Joining a Chinese company with global ambitions is a step that requires not just passion and determination but sound judgment and a strong internal compass. Those taking this step must remember that before their goals can be achieved, they themselves must survive in their new environment. This can be a difficult and trying process, but it can be successfully navigated by those willing to learn and adapt.

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罗盛卓越领导力中心

实现飞跃： 高级管理人员如何向中国本土公司转型

在本期刊中，程原（Grace Cheng）和美国罗盛咨询公司大中华区团队概述了高级管理人员从跨国公司顺利转型至中国本土公司所需要采取的步骤。在未来期刊中，他们将深入探讨中国本土公司是如何更好地整合来自国际化公司的高级管理人员，以及如何吸收这些高级管理人员所带来的技能并从中受益。

随着海外业务的拓展，中国本土公司的领导者一直都在寻找拥有国际经验的高级管理人才，以帮助他们应对在全球范围内开展业务所面临的挑战。于此同时，拥有跨国公司工作经验的中国高级管理人员也越来越多地将国内企业视为富有希望的职业发展途径以及作为当前经济危机的避风港（截至2008年第三季度，财务业绩表明，很多中国本土公司正在超越他们的跨国同行）。

由此看来，这似乎是人才市场上供需双方的完美对接，但是我们的观察结果却显示，在由中国本土公司从跨国公司招募的高级管理人员之中，成功转型的不到50%，大多数的高级管理人员在到岗一年之内就选择离开。这种快速的人员流失不仅大大增加了成本（包括有形成本和无形成本），而且降低了公司的士气，也损害了主张雇用这些高级管理人员的管理者的形象。

为了寻找造成高流失率的原因，我们与一些成功转型并胜任当前职务的中方高级跨国管理人员开展了圆桌讨论。另外，我们也与部分中国本土公司的领导者展开了后续讨论，了解他们在确保高级管理人员成功转型上所采用的战略，并确定公司领导层如何创造成功转型所需的条件。

参加圆桌讨论的人员来自高科技、能源、工业制造和消费品行业领域的代表，他们的年销售额达到5-150亿美元；讨论小组则由国际总裁和执行副总裁组成，他们都拥有丰富的跨国管理经验。半数以上的参与者都有在国外学习、生活或工作的经历，25%的参与者都有在多家中国本土公司工作的经历。

成功转型的指导方针

中国本土企业在全市场体系中只有30年的经验，大部分的公司管理还是掌握在中国第一代企业家的手里，因此，全球性的业务还是继续根据中国的惯例开展。尽管在中国市场取得了前所未有的商业成功，但是这些企业家在面对国际市场时，却难免缺乏管理知识和经验，无法将他们的想法在国际范围内付诸现实，这就要求他们从那些拥有丰富国际经验的高级管理人员处寻求专业知识。为此，中国企业领导人开始夸耀自己不断增长的业务实力和走向全球的抱负，由此激发一

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种爱国主义意识，吸引这些高级管理人员回国工作。中国人才开始从国际公司向中国本土公司回流。

然而，十多年的努力却没有取得预期的效果，许多失败的转型案例已经成为公司内的黑色幽默和讽刺。

参与讨论的高级管理人员一致认为，成功完成这种类型的转型需要将近一年的时间，是在其他国家预期完成时间的两倍。在这一年期间，前六个月最为关键。转型期分为三个不同的阶段：即前期参与、获得认可和实施变革，这些阶段通常分别在三个月、六个月和一年的时间内完成。

“过去五年中，我们公司尝试从跨国公司招募了20多名高级管理人员，我们将其安排在重要的领导岗位，但是只有两个人留了下来。”

一 在国内外均有上市的一家消费电子子公司的全球业务部总裁

前期参与

1. 中国办公室文化：一旦您去过那里，您就会发现这是全然不同的。

在中国公司工作的过往经历是确定一位高级管理人员是否能在高级层面成功转型的重要因素。只供职于西方公司的高级管理人员往往转型失败，因为他们不熟悉中国的业务经营文化和规范；即便在同一行业内部，这些高级管理人员的西方商业习惯也会产生盲点，从而影响他们的工作和决策能力。

2. 心理准备：忘记那些您认为您本已经了解的东西。

新聘用的高级管理人员往往会带着一种优越感进入中国本土公司，他们享受快速的职业发展和世界级教育的优势；他们雄心勃勃，妄想用一己之力来变革公司。然而，这种态度会疏远了潜在的盟友，名誉扫地。

讨论的参与者强调，高级管理人员在转型时，应保持对自我的检查，认识到他们是被公司聘用——而不是他们聘用公司。一方面他们要对自身的价值以及对公司的潜在贡献保持信心，另外一方面，也要具备谦逊的态度。

“不要认为自己是一个天赐的救世主。也没有人会这样认为。”

一 在美国上市的一家中国传媒公司的全球高级副总裁

获得认可

3. 参与：要求向最高管理层汇报。

参加讨论的所有参与者一致认为，新上任的高级管理人员应向最高管理层汇报，这一点非常重要，因为新聘用的高级管理人员在公司内缺少内部关系和公信力，他们需要强大的初期支持，而向公司的最高层领导汇报不仅让他们能够利用高层权力，同时也帮助他们建立自己的声誉和关系网。

4. 熟悉：了解领导者的风格。

不同公司的领导者在管理风格上各有不同，有些领导者喜欢员工的畅所欲言，但是，集权管理却是中国公司的一个普遍现象，下属员工很少有机会来推动变革。因此，转型中的高级管理人员需要创造与公司总裁或其他最高管理层面对面的接触机会，这样才能让领导层采纳他们的企划案。

“无论您过去如何，是来自IBM、通用电气还是月球，现在您都应该学着忘记他们。”

一 在美国上市的一家中国传媒公司的全球高级副总裁

罗盛卓越领导力中心

“不管我的上司在会议中多么强硬，甚至于出口伤人，我都不会在公众面前反驳他。相反，我私下里会向他提出我的所有想法和意见”

一 在国内外均有上市的一家高科技公司的高级副总裁

公司的高层领导可能精通业务，但是缺乏国际公司常见的圆滑和外交技巧，这会破坏聘请拥有国际经验的高级管理人员的效果，影响公司发展。这无疑令人沮丧的，但这也是一个事实，转型中的高级管理人员必须积极配合以实现成功转型。

5. 沟通：使用他人的语言。

学习和使用中国本土公司惯用的语言能够帮助避免最初的文化冲突，有助于得到认可。一位高级管理人员，现担任美国上市的一家互联网公司的副总裁——在创建员工发展计划时就引用了中国前国家主席江泽民同志提出的“三个代表”。这位高级管理人员建议：

实施变革

6. 执行：循序渐进，切勿冒进。

拥有跨国公司经验的高级管理人员迫切希望能够填补中国和全球性外企之间的差距。然而，没有仔细的战略规划和现实的期望，他们很快就会失败。经历了成功转型的高级管理人员提供了如下的建议：

- **从小变革开始：**一位受访者希望对公司的年度绩效考核实施变革。意识到这个变革可能会在员工中引起广泛的焦虑，他首先在一个部门进行了测试，在测试成功的基础之上，该计划被扩展到整个公司，并且得到了高度的认可。
- **建立基石：**同样地，将长期目标分解成多个短期小目标，专注于每个步骤的成功完成。每次搬动几块石头，整座山迟早都会被移走。
- **相信您的专业精神：**外企的高级管理人员因其专业精神和国际最佳范例而得到推崇，他们体现了国际标准。一位人力资源副总裁表示，在加入一家中国本土公司之后，他发现员工人数增加了一倍，但所支付的薪酬仅为行业标准的四分之一。在提议全新的薪酬计划前一天，他决定再花费一周的时间来确保该计划无可挑剔。他建议说：“不要超出自己的能力，而是放眼于能够出色实现的可行目标。”

7. 办公室互动：知道如何使用办公室政治，但是不偏袒任何一方。

无论是在中国还是其他地方，所有的公司都存在办公室政治。转型中的高级管理人员必须了解细微的变化如何能够极大地扰乱政治平衡，并努力保持其中的平衡，即便在推动变革时亦是如此。与此同时，避免选择任何一方，坚持最高的原则，充分利用外交技巧来赢得最大受益方的支持，同时避开失利者所设立的障碍。积极的沟通是必不可少的。脱离于政治竞争的争执之外，以避免成为受害者。

代表先进的社会生产力在商业环境中是指那些拥有最佳业绩的员工。最佳的业绩需要持续的发展，因此，公司必须不断培训并完善员工的技能，只有通过这种方式，员工才可以代表先进的社会生产力。

8. 哲学斗争：学会忍受寂寞。

即便是拥有傲人的事业，在转型和获得管理层的支持时也将需要强大的自我意识，这样才能忍受艰难的过程。因为当拥有国际经验的高级管理人员因其全球眼光被聘用时，他们被看重的独特想法却会阻碍他们被公司接受和认可。在面对这些挑战时，保持始终如一的领导风格和稳重的举止风范将帮助他们赢得同行和下属的支持。

在面对不可避免的挫折时，一定要具备长远的眼光。另外，现实的期望也十分关键：持续的成功会带来广泛的认可和奖励，但绝对达不到公司创始人的水平。

带着全球性的抱负加入一家中国本土的公司，迈出这一步不仅需要激情和决心，同时也需要准确的判断力和强大的内心。迈出这一步的高级管理人员必须记住，在实现他们的目标之前，他们自己必须能够在这个新环境中生存下来。这个过程可能困难而又艰苦，但是对于那些愿意学习和适应的高级管理人员来说，他们一定会成功转型。

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程原博士（Grace Cheng）现任罗盛咨询大中华区董事总经理。程原从事企业高级管理人才咨询达14年，曾为许多在华投资的欧美跨国企业在市场进入、高速增长和持续发展等不同阶段提供领导力的解决方案。近年来她的服务对象已经扩展到高速发展的中国企业，并为其解决企业在全局化进程中的人才战略问题。

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