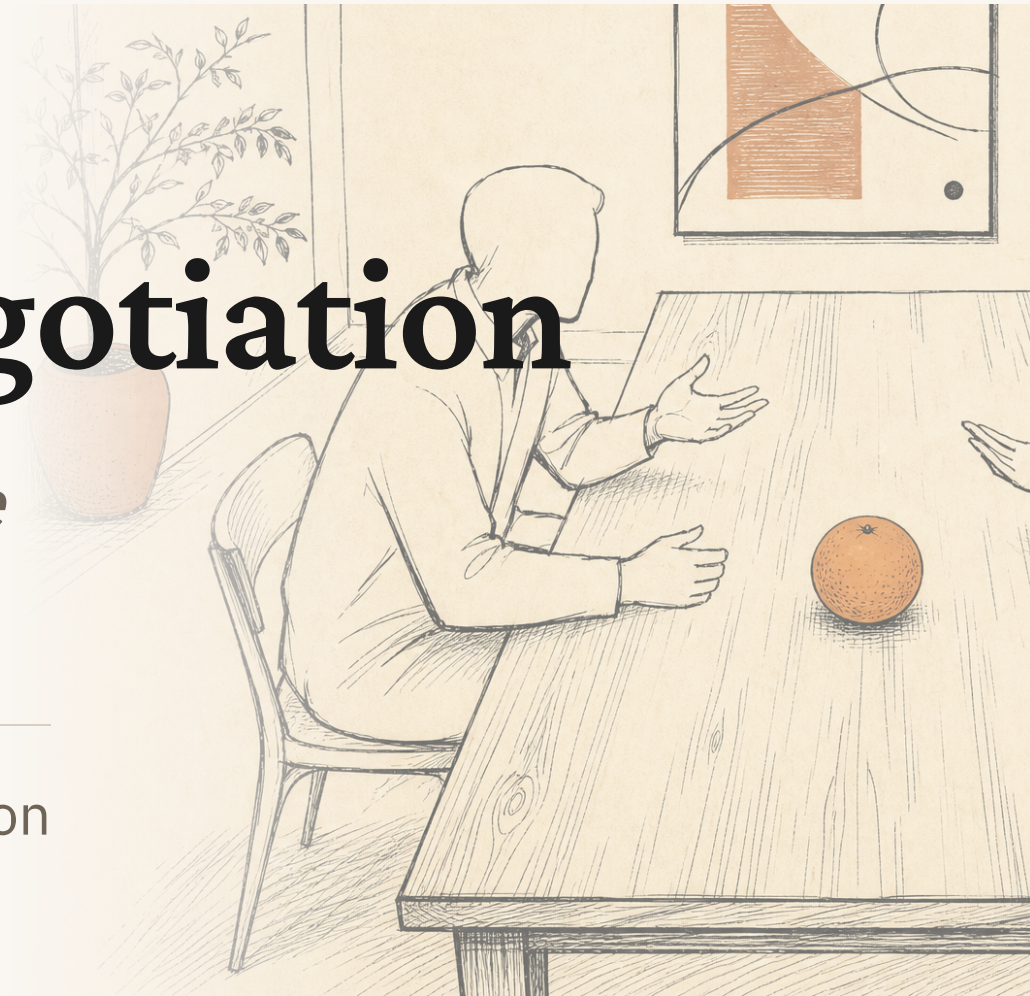

HRM304 · SESSION 4 OF 11

Leadership & negotiation

across cultures, across the table

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Today, in three parts

Leadership ideals across cultures

GLOBE recall, then what's distinctive about leadership in Chinese workplaces.

Face, voice, and the leadership mismatch

How face reshapes upward voice, and a Chinese country manager who's getting it wrong abroad.

Negotiation

We'll play first. Theory after.

CHUNK 1 OF 3

Leadership ideals across cultures

PAIRED SHARE

配对分享

05:00

DISCUSS

Remember a leader you wanted to follow — at work, at university, in a sports team, anywhere. **What one specific behaviour** made you want to follow them?

WHAT TO DO

- 1 Pair with the person next to you.
- 2 2 minutes each way.
- 3 I will call on 2–3 pairs to share.

Remember GLOBE on leadership?

A map of **leadership ideals** — "**what counts as outstanding leadership here?**" — not a description of how leaders actually behave.

Six dimensions (from Session 2): **charismatic / value-based • team-oriented • participative • humane • autonomous • self-protective.**

Aggregate-level: designed for clusters and countries, **not for diagnosing the person in front of you** (House et al., 2004).

Today: where the cluster map leaks, and what's specifically distinctive about leadership inside Chinese workplaces.

Same cluster, three leadership clash points

300 Chinese + 300 Japanese employees · interviews at a Shanghai subsidiary of a Japanese firm (Lee et al., 2013)

Chinese employees expected

Transactional clarity. Clear individual goals, fast appraisal, transparent pay-performance links.

Decisive leaders. Make the call in the room, not "let me check with Tokyo."

Real delegation. Delegation read as trust and a chance to develop.

Japanese managers brought

Process and collective good. Cooperation, fairness, company-wide success over individual reward.

Consultative decisions. Listening, then escalating to HQ — read as indecision, costing legitimacy.

Plan-and-control. Delegate only when the result is predictable.

Same Confucian cluster — but a fluid labour market and short-term contracts reshape what Chinese employees expect from a leader.

Paternalistic leadership is three things, not one



Authoritarian

威权



Benevolent

仁慈



Moral

德行

...and they don't all work the same



Benevolent 仁慈

Positively related to **innovation** ($r \approx .40$), task performance, OCB (Lu et al., 2022).



Moral 德行

Positively related to innovation ($r \approx .33$), task performance, OCB.



Authoritarian 威权

Negatively related to innovation ($r \approx -.15$) and to task performance; positively related to counterproductive behaviour.

"Paternalism works in China" — partly true, partly false. The benevolent + moral parts work. The authoritarian part doesn't.

Younger Chinese workers: selective, not anti-hierarchy

Strongest preference

Moral leadership. The most preferred style among relatively young Chinese professionals (Lin & Sun, 2018).

Also receptive to

Transformational leadership. "Traditional Chinese" and "Western modern" leadership aren't experienced as opposites — they sit together comfortably for young workers.

Least preferred

Authoritarian — but not rejected. Negative effect on innovation is small ($r \approx -.15$) and stable across publication years (Lu et al., 2022). No clean "post-90s rejects authority" trend in the data.

Growing openness, distinct preferences.

Younger Anglo professionals: coach me, don't manage me

Most wanted

Hands-on coaching. Managers who proactively scaffold development. "No news is good news" was rejected by every Gen Z professional in the sample (Jensen, 2021).

Also expected

Personable warmth. Managers who ask about the weekend, not only the deliverable. Those without it felt "more like a task than a person."

Least preferred

Distant authority. Annual reviews; vague criticism; managers who wait to be approached. Reject the "earn your way to a relationship" model.

Coaching with clarity — not laissez-faire.

SIX BEHAVIOURS · ONE FACTORY · WHICH STYLE?

Sort each into **one** of: **authoritarian · benevolent · moral · charismatic / value-based · participative · self-protective.**

1 *During Spring Festival, she personally visits the night shift and asks each worker about their family.*

2 *He decides the production schedule alone; line supervisors execute, are not consulted.*

3 *She refused a longstanding supplier kickback and said publicly the firm would not do business that way.*

4 *He opens every quarter with a long talk about why the firm's mission matters, and means it.*

5 *She asks each function head's view before making a strategic call, then decides.*

6 *He keeps the executive floor closed to non-senior staff and avoids the shop floor.*

Label each, then pick a spokesperson for a 30-second share.

REPORT-BACK

反馈

SHARE

Was anything difficult to classify? Why?

Any behaviours you particularly liked / disliked?

*Half of those behaviours are about face: who is seen as what, by whom. **That's the next chunk.***

CHUNK 2 OF 3

Face, voice, and the leadership mismatch

Face shapes the form of dissent, not the fact of it

Other-face 他人面子

Concern for the **manager's** face produces indirect voice — questions, suggestions, after-meeting messages (Ting-Toomey & Kurogi, 1998).

Self-face 自我面子

Worry about how **I** will be seen produces silence, delay, or going around the channel.

Same person, different counterpart

Chinese employees' conflict-avoidance was **stronger with Chinese than with Western managers** (Oetzel et al., 2000). Face is relational — the audience changes the form.

When silence is structurally encouraged

324 employees · 16 state-owned manufacturing enterprises · China · Wang et al. (2018)

The study

Authoritarian leadership positively associated with **employee silence**.

The effect runs largely through **psychological safety** (Edmondson, 1999) — the shared belief that the team is safe for interpersonal risk-taking — and through workers' sense that their role matters.

Why it matters here

Authoritarian leadership doesn't only mute disagreement: it produces **unraised concerns**.

Quality risks, safety risks, market signals that never reach the manager because raising them is structurally unsafe.

The fix isn't "be more participative." It's redesigning the channel so the cost of speaking up is lower than the cost of staying silent.

DIAGNOSTIC CASE

小组诊断

groups of 4–5 · ~17 min

THE CASE

Wei is country manager of a Chinese tech firm's **UK office in Manchester**. She joined the company 12 years ago in Shenzhen; this is her first overseas posting. ~80 staff, mostly British. Six months in, voluntary resignations among UK middle managers have risen. **Three things she has done:**

- ① **Monthly all-hands talks** on company values, mission, and long-term commitment. ~45 minutes each. Mandatory.
- ② **Deep one-to-one care.** Asks reports about their parents and partners by name. Mooncakes to every manager at Mid-Autumn; paid personally for one manager's wedding photographer. Most appreciated this. **One filed an HR complaint about "boundary-crossing."**
- ③ **Contract approvals over £50k** pause while she "consults with Shenzhen." Some come back in 48 hours; some take a fortnight. UK sales head: Wei "doesn't have real authority here."

DIAGNOSTIC CASE · GO

小组诊断 15:00 · groups of 4–5

YOUR TASK · 3 ROWS × 3 COLUMNS ON A3

For each of Wei's three behaviours: **diagnose** · **ask** · **redesign**.

ON A3 PAPER

- ① **Diagnose** each behaviour. Label with **one concept** from chunks 1–2 (authoritarian / benevolent / moral / transformational / participative / self-protective / other-face / self-face).
- ② **One question** you'd put to Wei before she changes anything.
- ③ **Redesign** each: keep what Wei is trying to achieve, change how it shows up. One sentence per redesign.

WORKING

小组诊断 · 进行中

15:00 · groups of 4–5

- ① **Monthly all-hands talks** on company values, mission, and long-term commitment. ~45 minutes each. Mandatory.
- ② **Deep one-to-one care.** Asks reports about their parents and partners by name. Mooncakes to every manager at Mid-Autumn; paid personally for one manager's wedding photographer. Most appreciated this. One filed an HR complaint about "boundary-crossing."
- ③ **Contract approvals over £50k** pause while she "consults with Shenzhen." Some come back in 48 hours; some take a fortnight. UK sales head: Wei "doesn't have real authority here."

Diagnose · Ask · Redesign — *one row per behaviour on your A3.*

REPORT-BACK

反馈

~8 min

SHARE

Three groups share **one row each** — diagnosis · redesign · question. Different behaviour each.

HOW WE'LL DO IT

- ① **Group 1:** monthly all-hands
- ② **Group 2:** deep one-to-one care
- ③ **Group 3:** pricing consultation with Shenzhen
- ④ Class call-out: any group with a different diagnosis for the same behaviour?

What the case teaches

The content was mostly right. The form was off.

Wei's transformational, moral, and benevolent moves are well-evidenced as effective in Chinese (and UK) workplaces. The mistranslation is in cadence, channel, and what counts as authority.

Silence isn't the absence of voice, it's voice in another channel. Resignations, conversations with the line manager but not with Wei, the HR complaint that surfaced only after weeks.

The fix isn't "be more British" or "be more Chinese." What the room sees diverges more than what people actually need.

CHUNK 3 OF 3

Negotiation

We're going to play first. Theory after.

SET-UP

准备

~2 min

IN A MOMENT

Two scientists. Lives at stake. One orange harvest. Eight minutes.

Pair up. Pick A or B. Open the brief link on your phone with the access code shown next. Negotiate in any language you both speak.

THE SITUATION

The world's last harvest of **Ugli oranges** (3,000) is the only source of a compound **two research teams** need to save lives — for different projects. The grower: "10 yuan per orange. Decide between yourselves who buys the lot. I'm not refereeing." Sort it out.

WHAT TO DO

- 1 Open the brief link · enter your code · **read silently, ~90 s.**
- 2 **Negotiate in any language you both speak.** Focus on the person across from you.
- 3 Reach an agreement, or walk away with no deal.



swufe-cchrn.pages.dev/s4/briefs/ Dr A **4137** Dr B **8265**

What predicts joint gains, across cultures

THE HEADLINE

Across cultures, what predicts **joint gains** is **information sharing** — clear admissions of priorities, or **questions** that surface them. Not "national style." Not "directness vs indirectness" per se (Adair et al. (2004)).

THE STEREOTYPE-BREAKER

In face-to-face negotiations between PRC and US negotiators, **Chinese negotiators asked more questions and interrupted more frequently** than American negotiators. Both sides did better when focused on problem-solving (Adler et al., 1992).

WHAT THE EVIDENCE DOES NOT SAY

"Chinese negotiators stay silent" is **not** what the data show. Hong Kong Chinese in the six-culture study (Adair et al., 2004) were not as indirect as researchers predicted either. The probing move is reliably valuable across cultures.

A DIFFERENT SCENARIO

The factory floor and the design studio. A Chinese manufacturing supervisor and a European product designer must agree on next month's production schedule. The supervisor needs a stable line and resists late spec changes. The designer needs to push an iteration before a trade show.

OBSERVERS — WATCH FOR

A

What **assumption** is each side making?

B

When does someone **ask a question**?

C

When does someone **share information**?

D

What would **you** ask next?



swufe-cchrn.pages.dev/s4/briefs/ Supervisor **5083** Designer **9472**

What made information move — or not?

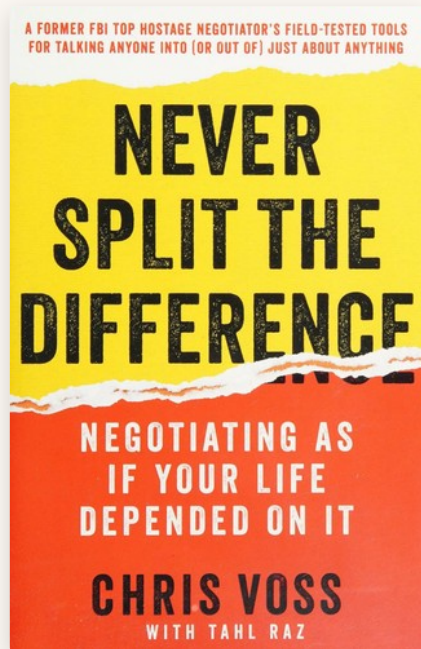
Question-asking is the active ingredient. Both rounds: the move that mattered was someone asking what the other side actually needed.

Indirect can also work — when the other side listens. An offer that splits the orange differently is itself a question. A counter-proposal that drops a spec change is itself an admission of flexibility.

Cultural style matters less than information architecture. Time pressure, the absence of a question, the absence of a way to ask without losing face — these block joint gains.

Which round produced more information sharing?

If you read one negotiation book



Chris Voss
(Voss & Raz, 2016)

1 • Grow the pie

You can always do better than splitting the difference. Ask what the other side actually needs — there's usually more to share than the visible number.

2 • Tactical empathy

Mirror their last words. Label their emotion ("it sounds like..."). We all want to feel understood — and once we do, we move.

3 • Calibrated questions

Open with **"How can I do that?"** or **"What about this works for you?"** — open questions that hand them the problem to solve with you, not against you.

Three things to take away

Leadership ideals

Travel partially. Charisma, benevolence, morality, team-orientation travel well. Participative travels less cleanly. Authoritarian is problematic, in China and beyond.

Silence

Is information. What's not said in the meeting is being said elsewhere. The HR design question is whether that elsewhere is functional.

Negotiation

Is question-asking. The biggest reliable cross-cultural finding is about **information sharing**. Style is the second-order question.

We'll have a negotiation practice session. Remember what you'd like to try out differently after today.

Looking ahead

Practice

Skill 2 (negotiation role-play) coming up. Bring this session's vocabulary; tactical layer to be added.

Reflection

Session 4 prompt on the assessment page. Keep it to one specific moment you changed your mind about — in the Wei case, in the orange exercise, or in the fishbowl.

Presentations

Share <1 page problem statement in first session next week. Case briefs is on the assessment page.

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