

## Managing Purpose

- It is China time to lead
- Development creates prosperity
- Social responsibility with rising concern for sustainability

## Managing Relationships

- Networking essential (guanxi)
- Openness to world with strong nationalism
- Maintaining harmony critical
  - Saving face and politeness

## Emerging Chinese Management Model

## Managing People

- Collectivism over individualism
- Power distance accepted
- Learning is path to success

## Managing Change

- Technology replaces low cost
- Alignment with government
- Entrepreneurs the new heroes

# Will Chinese global companies be truly purposeful?

- In defining the purpose of the business, will Chinese management truly try to benefit all stakeholders? Will purpose be applied in managing the company globally? Will companies be transparent in showing how purpose is applied?
- Jack Ma: Shareholders come third, after customers and employees

# Will Chinese global companies be universally humanistic?

- Will management be beneficial to people across cultures? Will management be inclusive of non-Chinese and will non-Chinese participate in decisions at the highest level? Will Chinese companies support quality of life for all employees as well as quality of work?
- The 996 model is showing strain.

# Will Chinese companies innovate in management?

- Will Chinese companies create new and better management practices and ideas? Will Chinese business leaders, academics, authors and speakers become global thought leaders? Will Chinese HR create new and better ways of managing people?

# Will Chinese leaders become models for business management?

- Will Chinese business schools, research institutes and consulting firms go beyond the American MBA way of educating leaders? Will Chinese business leaders be exemplary in global management? Will Chinese companies define better ways of leading human development?

# Will Chinese management take responsibility for a sustainable planet?

- Will Chinese-led businesses promote biodiversity, control pollution and respect sustainability wherever they operate? Will they contribute to government and non-government sustainability efforts locally? Will Chinese companies and business leaders show the way for others?