

**Seminar in Human Resource Management**  
Dr. James Stanworth  
November 18th, 2006

Craig - RC6957735  
Einstein – RA7947187  
Kerry - RC6957701

Sophia - RA7954095  
Zaya - RC6957549

## Delivering the Human Resource Values in Taiwan

### Management Report

#### Introduction and Overview

As managers, it is expected of us to demonstrate skill and aptitude in our relationships with the employees we oversee. To be effective, we are aware that there exists some list of values that must be implemented into our daily routine of managing people. Performing this successfully is a big challenge in and of itself. However, as if identifying and applying these values weren't difficult enough, very quickly our task gets much more complicated. What should be done when, say, a North American raised in a western culture is uprooted and placed in a managerial position somewhere in Asia? Quickly we find that the values that we strive to meet or live up to do not always transfer to other countries and to other cultures. Something changes, or at least soon as we get off the plane. What happens? What is there to learn from this? How can we address this dilemma and tune in to the values of our new surroundings in pursuit of managerial excellence?

Avoid abbreviations  
formal writing

There is another argument. Some values are so basic they are common to all human beings. Which human being, for example, doesn't want to consider their own development and ways of expanding their potential? Also, another issue, is the challenge of implementing values using HR tools in a consistent way. See for example hiring (being fair, and open v. the pressure of reciprocity through Guanxi in a Chinese environment.

#### Purpose and Goals

Our team consists of members from Mongolia, India, Canada, America and Taiwan. We have many goals we hope to accomplish.

- We will choose several values identified as important to our success and examine them more closely.
- As a multicultural team, we will canvas each other to see how or if these values are practiced in our respective countries.
- Comparisons will be made between countries to provide some insight into cultural tendencies. Also, we will look at which values are easier or harder to implement in different cultures.
- We plan to explore the challenges faced in adhering to these values in Taiwan.

Clear set of objectives.

### **VALUE #1: Approachability and Trust Relationships**

It is important for a manager to be considered approachable by their employees. However, it doesn't stop there. The appropriate and necessary relationship that develops between them must be built on trust.

It seems understood that a good manager is someone who says, "The door is always open." That implies that employees can talk about issues and ideas with their boss and can take comfort in knowing that the boss will listen and take the words expressed to heart. While the manager has to set authoritative boundaries and bears the weight of making the final decision, employees respond overwhelmingly positive to a manager that is approachable.

Power distance also an issue here in Taiwan (between boss and subordinate).

The Oxford dictionary defines trust as "confidence, a reliance; a resting of the mind on the integrity, veracity, justice, friendship, or other sound principle of another person or thing." There are many articles that identify trust as a key component to any successful manager. How do managers come to be seen as approachable and trustworthy? "They do it by understanding that trust cannot be fabricated with slick videotapes, a few management seminars, or a series of "fad" events. In today's environment, employees and lower level managers see right through such efforts. In reality, trust is based on honesty, confidence, and the ongoing belief that Human Resources and management will follow through on their commitment to value creation."

(<http://www.prnewsnow.com/TextNews/15.html>)

#### **A Mongolian Perspective**

"Compared with many cultures, I find that Mongolians are easy going and approachable people. Before I joined the IMBA program, I worked for a bank for a short while. I didn't have any experience in the business sector, but my boss took a chance and hired me as his assistant. I was given many responsibilities and a healthy trust relationship was formed. I didn't want to lose his trust, so I worked hard and did my best to learn all the banking terms while managing his affairs. In this in instance, trust helped to create and contribute to my motivation to do well."

#### **An American Perspective**

"The quality of managers I have experienced covers a fairly wide spectrum. Without exception, the ones that I enjoyed working with the most were people that I could look up to. I felt as though they had my best interests at heart and I could speak to them about anything. While receiving

direction and advice concerning business matters was the norm, sometimes I would seek a bit of advice concerning other non-business related matters. When you have a person of integrity who proves to be a caring, active listener that wants to assess the situation and offer the best solution, that individual commands respect and trust.

Living in Taiwan, or in any other country with significant cultural differences, makes it more difficult to form this approachability and trust bond. It's much harder to ascertain if your boss is the man or woman you think he or she is. While I've experienced Taiwanese authority figures that certainly seem capable and pleasant to be around, they seem harder to get to know. These challenges are inherent to the situation and some are simply cultural. The non-verbal clues that I consider to be sure signs of confidence, maturity and respect are attributes which earn my respect will for a much longer time be more difficult to interpret. Until such a time where both parties have years of experience to draw on or I decide to take a 'leap of faith', while approachability to talk about issues may exist, trust will ordinarily be a bit harder to earn."

See previous point. Also though a boss consider the need to be 'benign' i.e. have a sense of responsibility for those under them.

### **A Taiwanese Perspective**

"In my working experience, I don't think that it's appropriate for a manager to be too easily approachable. Sometimes if managers are too easily approachable, they will simply make more problems for themselves. I have a supervisor who travels to different branches and gets along well with his employees. Because of this, however, when he returns to his office after being away, the employees start coming in respectively. They complain that something is unfair and hope he'll intervene and fix it. He spends the whole day in the office doing nothing but listening to his employees' complaints. He was basically a gossip manager. As a result, he changed the way he managed us. He became more strict and powerful. In my opinion, manager should be strict in public and if he wants to be easily approachable, better to do it in private."

Great point - in terms of our in-class discussion. NOTE comparison to Taiwanese in your group.

### **Reflection on Taiwan**

Some foreigners working in Taiwan have confronted a certain dynamic that is different relative to their own country. There seems to be a stronger underlying expectation to do what they are told without questioning the reasoning or the authority. While brazen insolence is not desired in any culture, questioning the norm seems to be more appreciated in certain cultures. What can be seen

as progressive, anticipatory, forward thinking is sometimes seen as threatening or at least disrespectful by some Taiwanese.

### **VALUE #2: Interest in People**

Managers should be cognizant of the need to nurture and sustain a sincere interest in people. Genuine curiosity into the lives of the people they manage is preferred to treating people like they are machines placed in position to do the manager's bidding.

#### **A Canadian Perspective**

“In the past, there was a sense that at some occasion in the future, an employee's family could expect to entertain the boss in the family home. In that way, a supervisor would have insight into the dynamics of an employee at home with the family. The boss would see the family pictures, observe an employee as a parent and spouse, maybe even witness some of their personal hobbies and other facets of their life – religious life, interests, culture etc. In my working life and that of my peers in a cross section of vocations this rarely happens as there is a certain appreciation for the boundary between work life and that occurring outside of work.

In Canada, this boundary exists and the onus seems to be on the supervisor to model a healthy interest in his employees' lives. In my experience as a manager and observer, people will yet bring their lives with them to work – unexpected calls from family, anecdotes and stories about their off-hours activities and reflections on community on-goings. The water-cooler weekend updates are a casual setting that an employer/supervisor can join more as a peer, sharing what else motivates and them in their private lives. Sometimes, employees' friends and loved ones pop into the office. As employees may want to introduce them to you, it is the perfect time for the managers to take the time to exhibit interest in them beyond the scope of their role as a worker.

I remember working at a regional airline in Canada. The wages were quite low actually. Yet, anytime I look back at what kept me there – other than the free flights – it was the company president. Almost everyday, he went around all of the varied components of his company with a friendly word, a smile or a compliment. This good feeling between boss and employer has been labeled as an employer's relationship equity. Like a bank account, it can grow with interest, and can be withdrawn if the relationship is faltering.

In Taiwan, that same interest in foreign employees is difficult to assess. Quite often, conversations with managers are limited by language and the business of the day. Often foreign English teachers often go in and out of a school, with conversations, only occurring related to students or teaching responsibilities. I witness some endearing efforts invest in some of relationship equity, as they host lunches and group outings.”

Yes. Generally Taiwanese prefer to initiate and develop relationships through consumption. See the 'business clubs' in many cities and the general importance given apparently to 'socializing'.

### **An American Perspective**

“It can not be said enough that having a boss that is genuinely interested in you as a person greatly enhances job satisfaction. In America, businesses will often sponsor rafting trips, hiking tours, and other outings that encourage the employees to work closely as a team. This is seen as a worthwhile investment of money and time. While these trips address many concerns of management, they give the opportunity for the business leaders and the employees to spend time together in a setting outside of work. For a brief time, everyone is on equal footing. Astute managers will use this time to enjoy the people they are with – ask questions, compare hobbies, talk sports, meet family etc.

A genuine interest in people can not be dictated; it must be encouraged and nurtured. An adroit manager will always be asking and listening to his or her employees. A well-intentioned but self-absorbed manager will not garner deep respect by their employees regardless of how well of the company benefits. CEO of Intuit, Steve Bennett, maker of the popular Quicken and TurboTax and other money management software, advises his managers to look after employees who are unhappy because he believes that employees who are not won't put forth their best effort. One way he surmises to ease the pressures of work is to have the managers “create a ‘psychological contract’ with every employee, spelling out what is expected of them, how well they are performing and what they must do to advance.” This is certainly demonstrates a departure from seeing employees as a commodity to be used and discarded.

Interesting example

([http://online.wsj.com/article\\_printSB116338036009521202.html](http://online.wsj.com/article_printSB116338036009521202.html))

I once had a job in a small business and my boss was a man I knew and respected. I sought him out even though his business was new, had no track record and couldn't offer much in terms of pay. However, he pointed out that he knew he could provide value to me in other ways. He

asked me many questions about my interests and career desires. Then, he made it a point to include me in meetings that were in my fields of interest even if I was in no way involved in the process. He would ask my opinions and we would talk about them to let me develop my skills. Needless to say I was intensely loyal to him while I worked there. I am still in contact with him and when I speak of my further experiences out here, he seems to enjoy it like a teacher enjoys hearing of a bright student's accomplishments."

### **Reflections on Taiwan**

Genuine curiosity into the lives of people they manage is easily said, but not easily implemented. Even the thought, "I've got to show genuine interest in this employee," seems self-contradictory and insincere. This is a high context value and a worker in a different country like Taiwan facing all of the cultural challenges and language barriers may find it difficult to both practice as a boss or experience as an employee. While a smile goes a long way to ease tensions, especially in Taiwan, it doesn't go all the way. Managers in Taiwan must be aware of the challenges in conveying this effectively.

### **VALUE #3: Caring about People**

The actions of management have real impact on the lives of real people. Managers must devote time to carefully consider the ramifications of their decisions.

### **A Canadian Perspective**

"The role of parents is certainly valued and entrenched within Canada's social safety net for married and single parents alike. Specifically, a leave of absences with payment of 55% of one's salary for up to one year are guaranteed within Canadian law, and paid out of a mandatory Employment Insurance (EI) plan. Further, the leave may be shared between working parents and taken concurrently. A couple of years ago, I phoned my friends to congratulate the happy couple after the birth of their first child. The new dad encouraged me to visit and stay with them for a days. Aware of the impact that children can have on a young working family, I hesitated. My friend balked, saying there would never be a better time to visit as he and his wife would both be off with full pay for the coming 3 months. This is a luxury when compared to the 50% of 1 month's wages a woman may receive from Taiwan's National Insurance program. It is

increasingly more common for an employer to top up the difference between EI to the employees normal wage through the leave of absence.

As a new manager, I was handed a personnel policy manual for the small non-profit organization I directed for two years. I was amazed to see the amount of benefits in place for an organization with relatively few resources- this included flex time, bankable overtime, monthly statutory holiday, annual vacations, paid family leave and a full health plan extended to employees. It was no wonder that employee wages and benefits accounted for 80% of our annual budget. Again, this is a stark comparison to Taiwan, where as a foreign worker, few of these benefits are enjoyed.

While Canada has some great national social programming and companies seem to prioritize their ability to bolster it with private supplements, there are unforeseen events that can impact an employee's life and pocket book. One employee within Backs In Motion, a small clinic, was diagnosed and treated for cancer. The company had no insurance plan that would have aided "Nevertheless, management supported her financially until she was well enough to return to work. That kind of genuine caring earned deep respect from employees." (Andrew Wahl, "Best workplaces 2006", [Canadian Business magazine April 10, 2006](#))

This is very procedural and oriented towards social security. I believe Canada is running into problems because of this too. A focus at the individual level would be more appropriate here.

Early in 2006, a Canadian research team conducted research to find the top 30 workplaces in Canada. The best companies to work for in Canada they found was Vancity, a banking institution in Western Canada. From the top down, managers are encouraged to offer genuine gestures of thanks to employees. This includes phoning the spouse of employees noted to be putting in extra time, "We're all human beings," says CEO Dave Mowat, "and we need to hear how we fit in and how we're part of the success of the organization.'" (Wahl, April 2006)

Early in this decade, there seemed to be a notable rise in the numbers of Canadian businesses and government agencies, committing to establishing a set of values, to bring cultural cohesion to the workplace. The value statement typically marries the mission of the organization and the values expected in the workplace by various stakeholders. It is not uncommon for the values to appear on websites, promotional material as well as displays within public view. This is such a trend in the work place, that the Canadian government has a website devoted to aiding their internal departments in establishing committees to drive the process, "A committee or working group

within the organization develops a values statement; Ideally, they should represent different levels and groups as well as culture within the organization.”

(“Guide to Developing Values Statements and Integrating Values into the Workplace” available from <http://www.ic.gc.ca/cmb/welcomeic.nsf/MAF/Guide>)

### **A Taiwanese Perspective**

“During my working experience, I had a manager who was considerate of the every employee’s preferences and chatted about our lives. At the beginning of buy a cake to celebrate the employees whose birthdays were in that month. Th opportunity for different groups to communicate with each other. It is importa coordinates. When Christmas comes, he decorates the office and buys a turke to create an atmosphere of warmth and happiness. He also liked listening to n hours. Can you imagine that you’re working while enjoying yourself at the sa indeed enhanced our performance and ability to think creatively.

Some of these issues relate more to an interest in peoples lives.

You could here have focused on the impact of management decisions.

E.g., how is promotion managed? What about those not promoted? When firing someone how are the rest of the group managed (their feelings of insecurity about their jobs will shoot up).

3M Company gives their employees free time in the afternoon on Wednesdays. They often create products we want that others think are impossible or impractical. That’s one reason why the 3M Company remains profitable. They create some products strange but practical.”

### **Reflections on Taiwan**

If there is a value that seems to be fairly easy to transfer across cultures, it would be caring for employees. If a boss takes time to show genuine care and concern, it goes a long way Ok show genuine care and concern. A foreign manager in Taiwan may do something very small like buy a cake for the staff. While it may not be to the liking of everyone, still, usually the gesture is appreciated. The decisions a manager makes usually directly or indirectly affect the employees in ways large or small. When a manger devotes time and creative energy to making their employees feel cared for professionally, financially and emotionally, it benefits everyone involved and instills a sense of job loyalty. While different ways to show care and concern exist, it is not too difficult to see when an effort is being made to do so even in when a culture as unique as Taiwan’s.

#### **VALUE #4: Discrimination**

There is a constant calling for managers to not engage in discrimination against their employees. While laws exist to aggressively eliminate or at least minimize it, discrimination is still a cause for concern, and it exists in many cultures to some degree.

#### **In India**

“Discrimination, at work and outside work, is widespread in Indian society. Though discrimination is now forbidden by the new constitution and the new laws, many old practices continue. This does not mean that there has been no change in attitudes and values among Indians. The change, however, has not been uniform.

Could describe the caste system?

In India, it is against the law to discriminate based on race, caste and gender, but it does not regard all discrimination as harmful. It has, in fact, extensive provisions for positive discrimination in favor of socially disadvantaged groups. These provisions have done some good but have also created resentment. Upper-caste men who have been denied appointment or promotion because of rules favoring the weaker sections feel that the rules themselves are unjust and politically motivated, and that they devalue ability and performance. Lower-caste men and women feel that appointment or promotion does not protect them from informal and subtle discrimination practiced against them both in and outside work by their superiors, their peers and even their subordinates.

Discrimination at work takes many different forms in India because work itself is organized very differently from one sector to another. Only a small part of the workforce is deployed in the ‘organized’ sector. Outside that sector, it is difficult to regulate discrimination, or indeed the conditions of work in general, through legislation. In much of the ‘informal’ sector, workers are complicit in violations of the law either because they are unaware of the provisions or because their livelihood depends on such violations. Here invidious discrimination is so widespread as to be taken for granted by both employers and employees.

None, surely is legitimate? May be you are referring to overt and covert discrimination. One is visible and deliberate, the other less visible and may not be deliberate.

We have to distinguish, first, between legitimate and illegitimate discrimination, and, second, between mild and severe forms of it. Discrimination on the basis of race, gender, no matter how mild, is illegitimate in the modern workplace. This is not to say that all forms of invidious discrimination at work are easy to detect or to regulate. But the point to bear in mind is

that in the organized sector in India there are sanctions against them and mechanisms for their redress, even though these are by no means foolproof.

It hardly needs to be repeated that gender and caste prejudices are widespread in Indian society. But it does not follow from this that denial of advancement to women or to Dalits is always due to social prejudice and never due to poor performance. In a Central Government office, in a public hospital or in an engineering college it is now often difficult to deny advancement to individuals from the weaker sections even when their performance is consistently below the average. Legitimate discrimination on the basis of ability and performance is obstructed by the pervasive suspicion that all discrimination, at least in India, is at bottom and by its nature detrimental. Such an attitude tends to put ability and performance at a discount, and to act in the long run as an impediment to economic and social progress.”

### **In Taiwan**

“While the Constitution protects equality “irrespective of sex, religion, race, affiliation,” Taiwan has never enacted an equal employment rights law. The L

Similar in other areas too.  
See prize money for  
women and mens  
Wimbledon (tennis)

Law does require that male and female employees receive equal wages for equal work, but the Council on Labor Affairs estimates women actually receive 85% of men’s salaries for similar work. In Taiwan, the majority of companies are small businesses. Wages in a small company are usually determined subjectively by your interviewer. Bigger businesses pay according to your experience and the educational background; promotion is usually based on your performance. In the large-scale enterprises, the discrimination problems rarely happen. Laborers may be recruited from other countries. Most of the members are their families or relative. In Taiwan’s culture, Taiwanese don’t offer important positions to non-Taiwanese.

(<http://www.pacificbridge.com/publication.asp?id=7>)

In addition, protective laws restrict women’s working hours, limiting their overtime and night shifts. This, in addition to the added cost of maternity benefits to employers, means that women are less likely to be hired than men. This kind of situation more easily occurs in a small company with employees fewer than thirty. Recently, the proportion of female supervisors seems to be increasing. The chairpersons of our Taipei 101 and High Speed Rail Company are women.

Actually, their success influences the positions of women in our society.”

(<http://www.evta.gov.tw/english/workers.files/engtitle.htm>)

([http://taylorandfrancis.metapress.com/\(2vet0rjxaytbfmi1x3anpc45\)/app/home/contribution.asp?referer=parent&backto=issue,8,11;journal,36,75;linkingpublicationresults,1:100172,1](http://taylorandfrancis.metapress.com/(2vet0rjxaytbfmi1x3anpc45)/app/home/contribution.asp?referer=parent&backto=issue,8,11;journal,36,75;linkingpublicationresults,1:100172,1))

### **In Mongolia**

“Every individual has the right to do his or her job and contribute to society without facing unfair discrimination. Fairness in the workplace has been recognized as a fundamental right protected under labor law. Even our constitution mentions the equality of men and women. Currently, labor law provides basic legal protection against employment discrimination on the basis of race, gender, religion, national origin or disability. Compared with many Asian countries Mongolia has less discrimination based on gender. Many high level employees are women. Also compared with Korea, Mongolian women get closer to the same amount of salary as men do. Interesting point.

Mongolian culture and tradition focus more on respect for older people and women. There is common saying: “Were you born from earth or your mother?!” But there still remains a particular kind of discrimination. For example, employers can hire relatives or those having a personal relationship with them. Often you hear about and see job advertisements recruiting people 20-25 years old, over 165cm tall, good looking so on. All of these examples are against the law. During these last few years there is new kind of discrimination that has emerged in the government sector that is based on what political party you belong to. We don’t appear to have any noticeable discrimination based on religion, origin, or social status.”

Key point.  
See point on cov  
discrimination. C  
people may not  
that these are ac  
discrimination.

### **Reflections on Taiwan**

Different countries have varied and complicated discrimination challenges. Laws are in the books in most countries that catch a good portion of it and Taiwan is no exception. It does seem that the Taiwanese can give special attention to some foreigners while slighting other nationalities that appear to be less affluent. Indeed some people from western countries have experienced what could be described as ‘reverse discrimination’ or basically a different, easier and more accommodating set of rules or flexibility in enforcing the rules. While this is nice for someone from North America or Europe, it could be a significant issue for someone that comes from the Philippines or Thailand.

### **VALUE #5: Courage to Follow Values**

It is not always easy to practice values in everyday life. When inserted into another culture, it can be even more difficult since another value system may exist. It takes courage to follow values.

Practicing personal courage is necessary if you want to really resolve conflicts at work. It is much easier and much safer to ignore the necessary conflict. Unfortunately, unresolved conflict tends to escalate. As human capital issues continue to rise on the list of organizational priorities, CEOs need to see their HR executives as trusted advisors honest, forth-right leaders who will not only come forward to protect the organization's interests, but enable them to undertake new initiatives. Organizations need HR professionals who have mastered the body of HR knowledge, have done their homework, and will use their expertise to challenge the status quo or take a risk. Although there's some risk that the CEO may not welcome your candor, the odds are that he or she will admire your courage and seek your counsel in the future.

### **In Indian Experience**

“A colleague of mine joined a reasonably well-known company in Bangalore, a city in India, around a year ago. The HR executive found out that his boss, who was the corporate HR head of the company and the person who had hired and selected, was short-circuiting the quality process in hiring and not following the company norms. The HR executive, first of all, had the courage not to be party to these misdoings by his boss and furthermore had the courage to report this to the CEO of the company. In this case, the respective organizations valued the courage shown by these employees; the acts of courage were appreciated and not rebuked. This may not be the case in all organizations, and hence it requires courage to take the risk to speak the truth. I would like to believe that in our corporate world in India today, there is a tribe of professionals who have the courage to speak the truth and stand up for their values. However, this group can be bigger than what it is today.

Unfortunately, courage neither comes from doing a professional course like an MBA, nor does it come by successfully climbing the career ladder. It comes from the core being of who we are and what we stand for. Unfortunately, for many professionals, the years spent in the corporate world blunt the ability to call on the courage that existed in us years ago.” Good point.

### **VALUE #6: The Pygmalion Manager**

The essence of the Pygmalion effect is that what we expect, they will become. Good managers know that a negative view of employees as a whole will aid in producing the very employee the manager envisions. Fortunately, the opposite is also true.

#### **A Canadian Perspective**

“As a manager in the residential care program in Northern Manitoba, I aided in the recruitment of staff for the care facilities. Being in isolated parts of Canada, can mean you either pay a lot for imported talent or accept there are fewer people in the local pool of desired applicants. Some companies requiring skilled laborers or governmental agencies do the former. The agency I worked for was non-profit and as such was required to often hire people without the desired level of formal education.

One of my peers within the agency did a great job of modeling the positive side of a Pygmalion Manager. He accepted that people may not always come with the ideal education background, but felt that local people without higher education were more invested in growing with the agency and not just using the job as a stepping stone back to civilization. He coached employees, often bringing out the best in people. Within 5 years, the initial people he had hired had gone on to be managers themselves, confident in their work and committed to the community.”

#### **A Taiwanese Perspective**

“In my working experience, I think the power of expectations cannot be underestimated. When I am working in the department of consumer planning, I often get angry. I complain to my colleagues about why others spend five days finishing this project, while my supervisor asks me to complete the same task in two days. Sometimes, the manager rushes to understand what the problems happened in the products. My supervisor just tells me in the morning and I have to make a presentation in the afternoon. In my mind, I wonder how come the time is limited. But, I do it regardless. My supervisor’s expectations of me and my expectations of my supervisor are factors in how well I perform at work. Currently, I appreciate that my boss sets high expectations. This training makes me confident in myself and enhances my competition advantage. A positive advantage is that supervisors effectively affect the staff performance. A positive

Note - a key point of the pygmalion manager is that they set targets:  
- as development challenges  
- relate them to personal goals and aspirations of the individual  
- aren't just asking for impossible amounts of 'more of the same'  
- communicate clearly and positively about their aspirations for the individual's performance.

may be that managers may not use this approach with all of their employees. Managers should not just focus on the employees that they think hold the greatest potential or perhaps employees who are not given high expectations will feel depressed.”

### **Difficulties Expected but not Insurmountable**

Delivering the Human Resource values in Taiwan can be quite a daunting task. All of the values presented in this paper require focused effort and attention. Some values can transfer rather easily into Taiwan culture while others can not. In Hofstede’s cultural dimensions studies, some of these challenges and difficulties can be explained, or at least suggests that difficulties delivering these values in Taiwan can be expected. For example, America and Canada are two of only seven countries that rank ‘Individualism’ as their highest dimension. That means they come from a “society with a more individualistic attitude and relatively loose bonds with others. The populace is more self-reliant and looks out for themselves and their close family members.” Taiwan ranks very low on this scale. India is in the middle. It can therefore be almost assumed that misunderstandings will occur when mixing the value systems from different cultures. What one country values as a positive, another country may consider neutral, or perhaps a negative.

(<http://www.geert-hofstede.com>)

While it may be trying at times to address these challenges, a savvy business leader will look at these value ‘gaps’ and formulate a strategy to minimize the negative effects. They are indeed worthy of close scrutiny, but not to be considered impossible to overcome. Patience, perhaps, will be a manager’s greatest friend.

See, for example your point on approachability.

PRESENTATION FEEDBACK			
<b>GROUP:</b>		<b>CRAIG, SOPHIA, EINSTEIN, ZAYA, KERRY</b>	
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%

33	23	18	10
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Comments

This group tackled this challenging topic in an interesting way. Relevant personal and other examples given (summarize to reference list at end). Conclusion could have been drawn e.g., which values are harder to work on in Taiwan? Your first is a prime example, here. The power distance can make it hard to create open feedback channels. The comment, too, on *how to do it* (in private) is also key.

- Sophia – not quite clear on numbers?
- Pygmalion – difference between giving more and setting ‘stretch goals’ i.e., determining an individual’s capability and then setting goals that are challenging and *developmental from the point of view of the employee*.
- How narrow down the values?
- Bring on those points one-by-one
- Prize values – Kerry – for example? Interesting response on individualistic feedback versus the importance of maintaining the group consensus. The dynamic of power distance i.e. leader-follower is also important here.
- Mixing cultures – key issue of patience and time to achieve mutual understanding.
- Psychological contract – as unwritten mutual expectations from each other
- Renowned or problematic? – Craig and safety net. Cushion – startling absence in TW.

Emph – cultural perspective

Report – references?

Overt and covert discrimination

Caste – Dalits – unclear

Grade: 84% - for presentation. Overall 88%

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Avoid abbreviations  
formal writing

There is another argument. Some values are so basic they are common to all human beings. Which human being, for example, doesn't want to consider their own development and ways of expanding their potential? Also, another issue, is the challenge of implementing values using HR tools in a consistent way. See for example hiring (being fair, and open v. the pressure of reciprocity through Guanxi in a Chinese environment.

#### Purpose and Goals

Our team consists of members from Mongolia, India, Canada, America and Taiwan. We have many goals we hope to accomplish.

- We will choose several values identified as important to our success and examine them more closely.
- As a multicultural team, we will canvas each other to see how or if these values are practiced in our respective countries.
- Comparisons will be made between countries to provide some insight into cultural tendencies. Also, we will look at which values are easier or harder to implement in different cultures.
- We plan to explore the challenges faced in adhering to these values in Taiwan.

Clear set of objectives.

### **VALUE #1: Approachability and Trust Relationships**

It is important for a manager to be considered approachable by their employees. However, it doesn't stop there. The appropriate and necessary relationship that develops between them must be built on trust.

It seems understood that a good manager is someone who says, "The door is always open." That implies that employees can talk about issues and ideas with their boss and can take comfort in knowing that the boss will listen and take the words expressed to heart. While the manager has to set authoritative boundaries and bears the weight of making the final decision, employees respond overwhelmingly positive to a manager that is approachable.

Power distance also an issue here in Taiwan (between boss and subordinate).

The Oxford dictionary defines trust as "confidence, a reliance; a resting of the mind on the integrity, veracity, justice, friendship, or other sound principle of another person or thing." There are many articles that identify trust as a key component to any successful manager. How do managers come to be seen as approachable and trustworthy? "They do it by understanding that trust cannot be fabricated with slick videotapes, a few management seminars, or a series of "fad" events. In today's environment, employees and lower level managers see right through such efforts. In reality, trust is based on honesty, confidence, and the ongoing belief that Human Resources and management will follow through on their commitment to value creation."

(<http://www.prnewsnow.com/TextNews/15.html>)

#### **A Mongolian Perspective**

"Compared with many cultures, I find that Mongolians are easy going and approachable people. Before I joined the IMBA program, I worked for a bank for a short while. I didn't have any experience in the business sector, but my boss took a chance and hired me as his assistant. I was given many responsibilities and a healthy trust relationship was formed. I didn't want to lose his trust, so I worked hard and did my best to learn all the banking terms while managing his affairs. In this in instance, trust helped to create and contribute to my motivation to do well."

#### **An American Perspective**

"The quality of managers I have experienced covers a fairly wide spectrum. Without exception, the ones that I enjoyed working with the most were people that I could look up to. I felt as though they had my best interests at heart and I could speak to them about anything. While receiving

direction and advice concerning business matters was the norm, sometimes I would seek a bit of advice concerning other non-business related matters. When you have a person of integrity who proves to be a caring, active listener that wants to assess the situation and offer the best solution, that individual commands respect and trust.

Living in Taiwan, or in any other country with significant cultural differences, makes it more difficult to form this approachability and trust bond. It's much harder to ascertain if your boss is the man or woman you think he or she is. While I've experienced Taiwanese authority figures that certainly seem capable and pleasant to be around, they seem harder to get to know. These challenges are inherent to the situation and some are simply cultural. The non-verbal clues that I consider to be sure signs of confidence, maturity and respect, attributes which earn my respect will for a much longer time be more difficult to interpret. Until such a time where both parties have years of experience to draw on or I decide to take a 'leap of faith', while approachability to talk about issues may exist, trust will ordinarily be a bit harder to earn."

See previous point. Also though a boss consider the need to be 'benign' i.e. have a sense of responsibility for those under them.

### **A Taiwanese Perspective**

"In my working experience, I don't think that it's appropriate for a manager to be too easily approachable. Sometimes if managers are too easily approachable, they will simply make more problems for themselves. I have a supervisor who travels to different branches and gets along well with his employees. Because of this, however, when he returns to his office after being away, the employees start coming in respectively. They complain that something is unfair and hope he'll intervene and fix it. He spends the whole day in the office doing nothing but listening to his employees' complaints. He was basically a gossip manager. As a result, he changed the way he managed us. He became more strict and powerful. In my opinion, manager should be strict in public and if he wants to be easily approachable, better to do it in private."

Great point - in terms of our in-class discussion. NOTE comparison to Taiwanese in your group.

### **Reflection on Taiwan**

Some foreigners working in Taiwan have confronted a certain dynamic that is different relative to their own country. There seems to be a stronger underlying expectation to do what they are told without questioning the reasoning or the authority. While brazen insolence is not desired in any culture, questioning the norm seems to be more appreciated in certain cultures. What can be seen

as progressive, anticipatory, forward thinking is sometimes seen as threatening or at least disrespectful by some Taiwanese.

### **VALUE #2: Interest in People**

Managers should be cognizant of the need to nurture and sustain a sincere interest in people. Genuine curiosity into the lives of the people they manage is preferred to treating people like they are machines placed in position to do the manager's bidding.

#### **A Canadian Perspective**

“In the past, there was a sense that at some occasion in the future, an employee's family could expect to entertain the boss in the family home. In that way, a supervisor would have insight into the dynamics of an employee at home with the family. The boss would see the family pictures, observe an employee as a parent and spouse, maybe even witness some of their personal hobbies and other facets of their life – religious life, interests, culture etc. In my working life and that of my peers in a cross section of vocations this rarely happens as there is a certain appreciation for the boundary between work life and that occurring outside of work.

In Canada, this boundary exists and the onus seems to be on the supervisor to model a healthy interest in his employees' lives. In my experience as a manager and observer, people will yet bring their lives with them to work – unexpected calls from family, anecdotes and stories about their off-hours activities and reflections on community on-goings. The water-cooler weekend updates are a casual setting that an employer/supervisor can join more as a peer, sharing what else motivates and them in their private lives. Sometimes, employees' friends and loved ones pop into the office. As employees may want to introduce them to you, it is the perfect time for the managers to take the time to exhibit interest in them beyond the scope of their role as a worker.

I remember working at a regional airline in Canada. The wages were quite low actually. Yet, anytime I look back at what kept me there – other than the free flights – it was the company president. Almost everyday, he went around all of the varied components of his company with a friendly word, a smile or a compliment. This good feeling between boss and employer has been labeled as an employer's relationship equity. Like a bank account, it can grow with interest, and can be withdrawn if the relationship is faltering.

In Taiwan, that same interest in foreign employees is difficult to assess. Quite often, conversations with managers are limited by language and the business of the day. Often foreign English teachers often go in and out of a school, with conversations, only occurring related to students or teaching responsibilities. I witness some endearing efforts invest in some of relationship equity, as they host lunches and group outings.”

Yes. Generally Taiwanese prefer to initiate and develop relationships through consumption. See the 'business clubs' in many cities and the general importance given apparently to 'socializing'.

### **An American Perspective**

“It can not be said enough that having a boss that is genuinely interested in you as a person greatly enhances job satisfaction. In America, businesses will often sponsor rafting trips, hiking tours, and other outings that encourage the employees to work closely as a team. This is seen as a worthwhile investment of money and time. While these trips address many concerns of management, they give the opportunity for the business leaders and the employees to spend time together in a setting outside of work. For a brief time, everyone is on equal footing. Astute managers will use this time to enjoy the people they are with – ask questions, compare hobbies, talk sports, meet family etc.

A genuine interest in people can not be dictated; it must be encouraged and nurtured. An adroit manager will always be asking and listening to his or her employees. A well-intentioned but self-absorbed manager will not garner deep respect by their employees regardless of how well of the company benefits. CEO of Intuit, Steve Bennett, maker of the popular Quicken and TurboTax and other money management software, advises his managers to look after employees who are unhappy because he believes that employees who are not won't put forth their best effort. One way he surmises to ease the pressures of work is to have the managers “create a ‘psychological contract’ with every employee, spelling out what is expected of them, how well they are performing and what they must do to advance.” This is certainly demonstrates a departure from seeing employees as a commodity to be used and discarded.

Interesting example

([http://online.wsj.com/article\\_printSB116338036009521202.html](http://online.wsj.com/article_printSB116338036009521202.html))

I once had a job in a small business and my boss was a man I knew and respected. I sought him out even though his business was new, had no track record and couldn't offer much in terms of pay. However, he pointed out that he knew he could provide value to me in other ways. He

asked me many questions about my interests and career desires. Then, he made it a point to include me in meetings that were in my fields of interest even if I was in no way involved in the process. He would ask my opinions and we would talk about them to let me develop my skills. Needless to say I was intensely loyal to him while I worked there. I am still in contact with him and when I speak of my further experiences out here, he seems to enjoy it like a teacher enjoys hearing of a bright student's accomplishments."

### **Reflections on Taiwan**

Genuine curiosity into the lives of people they manage is easily said, but not easily implemented. Even the thought, "I've got to show genuine interest in this employee," seems self-contradictory and insincere. This is a high context value and a worker in a different country like Taiwan facing all of the cultural challenges and language barriers may find it difficult to both practice as a boss or experience as an employee. While a smile goes a long way to ease tensions, especially in Taiwan, it doesn't go all the way. Managers in Taiwan must be aware of the challenges in conveying this effectively.

### **VALUE #3: Caring about People**

The actions of management have real impact on the lives of real people. Managers must devote time to carefully consider the ramifications of their decisions.

### **A Canadian Perspective**

"The role of parents is certainly valued and entrenched within Canada's social safety net for married and single parents alike. Specifically, a leave of absences with payment of 55% of one's salary for up to one year are guaranteed within Canadian law, and paid out of a mandatory Employment Insurance (EI) plan. Further, the leave may be shared between working parents and taken concurrently. A couple of years ago, I phoned my friends to congratulate the happy couple after the birth of their first child. The new dad encouraged me to visit and stay with them for a days. Aware of the impact that children can have on a young working family, I hesitated. My friend balked, saying there would never be a better time to visit as he and his wife would both be off with full pay for the coming 3 months. This is a luxury when compared to the 50% of 1 month's wages a woman may receive from Taiwan's National Insurance program. It is

increasingly more common for an employer to top up the difference between EI to the employees normal wage through the leave of absence.

As a new manager, I was handed a personnel policy manual for the small non-profit organization I directed for two years. I was amazed to see the amount of benefits in place for an organization with relatively few resources- this included flex time, bankable overtime, monthly statutory holiday, annual vacations, paid family leave and a full health plan extended to employees. It was no wonder that employee wages and benefits accounted for 80% of our annual budget. Again, this is a stark comparison to Taiwan, where as a foreign worker, few of these benefits are enjoyed.

While Canada has some great national social programming and companies seem to prioritize their ability to bolster it with private supplements, there are unforeseen events that can impact an employee's life and pocket book. One employee within Backs In Motion, a small clinic, was diagnosed and treated for cancer. The company had no insurance plan that would have aided "Nevertheless, management supported her financially until she was well enough to return to work. That kind of genuine caring earned deep respect from employees." (Andrew Wahl, "Best workplaces 2006", [Canadian Business magazine April 10, 2006](#))

This is very procedural and oriented towards social security. I believe Canada is running into problems because of this too. A focus at the individual level would be more appropriate here.

Early in 2006, a Canadian research team conducted research to find the top 30 workplaces in Canada. The best companies to work for in Canada they found was Vancity, a banking institution in Western Canada. From the top down, managers are encouraged to offer genuine gestures of thanks to employees. This includes phoning the spouse of employees noted to be putting in extra time, "We're all human beings," says CEO Dave Mowat, "and we need to hear how we fit in and how we're part of the success of the organization.'" (Wahl, April 2006)

Early in this decade, there seemed to be a notable rise in the numbers of Canadian businesses and government agencies, committing to establishing a set of values, to bring cultural cohesion to the workplace. The value statement typically marries the mission of the organization and the values expected in the workplace by various stakeholders. It is not uncommon for the values to appear on websites, promotional material as well as displays within public view. This is such a trend in the work place, that the Canadian government has a website devoted to aiding their internal departments in establishing committees to drive the process, "A committee or working group

within the organization develops a values statement; Ideally, they should represent different levels and groups as well as culture within the organization.”

(“Guide to Developing Values Statements and Integrating Values into the Workplace” available from <http://www.ic.gc.ca/cmb/welcomeic.nsf/MAF/Guide>)

### **A Taiwanese Perspective**

“During my working experience, I had a manager who was considerate of the every employee’s preferences and chatted about our lives. At the beginning of buy a cake to celebrate the employees whose birthdays were in that month. Th opportunity for different groups to communicate with each other. It is importa coordinates. When Christmas comes, he decorates the office and buys a turke to create an atmosphere of warmth and happiness. He also liked listening to n hours. Can you imagine that you’re working while enjoying yourself at the sa indeed enhanced our performance and ability to think creatively.

Some of these issues relate more to an interest in peoples lives.  
You could here have focused on the impact of management decisions.  
E.g., how is promotion managed? What about those not promoted? When firing someone how are the rest of the group managed (their feelings of insecurity about their jobs will shoot up).

3M Company gives their employees free time in the afternoon on Wednesdays. They often create products we want that others think are impossible or impractical. That’s one reason why the 3M Company remains profitable. They create some products strange but practical.”

### **Reflections on Taiwan**

If there is a value that seems to be fairly easy to transfer across cultures, it would be caring for employees. If a boss takes time to show genuine care and concern, it goes a long way Ok show genuine care and concern. A foreign manager in Taiwan may do something very small like buy a cake for the staff. While it may not be to the liking of everyone, still, usually the gesture is appreciated. The decisions a manager makes usually directly or indirectly affect the employees in ways large or small. When a manger devotes time and creative energy to making their employees feel cared for professionally, financially and emotionally, it benefits everyone involved and instills a sense of job loyalty. While different ways to show care and concern exist, it is not too difficult to see when an effort is being made to do so even in when a culture as unique as Taiwan’s.

#### **VALUE #4: Discrimination**

There is a constant calling for managers to not engage in discrimination against their employees. While laws exist to aggressively eliminate or at least minimize it, discrimination is still a cause for concern, and it exists in many cultures to some degree.

#### **In India**

“Discrimination, at work and outside work, is widespread in Indian society. Though discrimination is now forbidden by the new constitution and the new laws, many old practices continue. This does not mean that there has been no change in attitudes and values among Indians. The change, however, has not been uniform.

Could describe the caste system?

In India, it is against the law to discriminate based on race, caste and gender, but it does not regard all discrimination as harmful. It has, in fact, extensive provisions for positive discrimination in favor of socially disadvantaged groups. These provisions have done some good but have also created resentment. Upper-caste men who have been denied appointment or promotion because of rules favoring the weaker sections feel that the rules themselves are unjust and politically motivated, and that they devalue ability and performance. Lower-caste men and women feel that appointment or promotion does not protect them from informal and subtle discrimination practiced against them both in and outside work by their superiors, their peers and even their subordinates.

Discrimination at work takes many different forms in India because work itself is organized very differently from one sector to another. Only a small part of the workforce is deployed in the ‘organized’ sector. Outside that sector, it is difficult to regulate discrimination, or indeed the conditions of work in general, through legislation. In much of the ‘informal’ sector, workers are complicit in violations of the law either because they are unaware of the provisions or because their livelihood depends on such violations. Here invidious discrimination is so widespread as to be taken for granted by both employers and employees.

None, surely is legitimate? May be you are referring to overt and covert discrimination. One is visible and deliberate, the other less visible and may not be deliberate.

We have to distinguish, first, between legitimate and illegitimate discrimination, and, second, between mild and severe forms of it. Discrimination on the basis of race, gender, no matter how mild, is illegitimate in the modern workplace. This is not to say that all forms of invidious discrimination at work are easy to detect or to regulate. But the point to bear in mind is

that in the organized sector in India there are sanctions against them and mechanisms for their redress, even though these are by no means foolproof.

It hardly needs to be repeated that gender and caste prejudices are widespread in Indian society. But it does not follow from this that denial of advancement to women or to Dalits is always due to social prejudice and never due to poor performance. In a Central Government office, in a public hospital or in an engineering college it is now often difficult to deny advancement to individuals from the weaker sections even when their performance is consistently below the average. Legitimate discrimination on the basis of ability and performance is obstructed by the pervasive suspicion that all discrimination, at least in India, is at bottom and by its nature detrimental. Such an attitude tends to put ability and performance at a discount, and to act in the long run as an impediment to economic and social progress.”

### **In Taiwan**

“While the Constitution protects equality “irrespective of sex, religion, race, affiliation,” Taiwan has never enacted an equal employment rights law. The L

Similar in other areas too.  
See prize money for  
women and mens  
Wimbledon (tennis)

Law does require that male and female employees receive equal wages for equal work, but the Council on Labor Affairs estimates women actually receive 85% of men’s salaries for similar work. In Taiwan, the majority of companies are small businesses. Wages in a small company are usually determined subjectively by your interviewer. Bigger businesses pay according to your experience and the educational background; promotion is usually based on your performance. In the large-scale enterprises, the discrimination problems rarely happen. Laborers may be recruited from other countries. Most of the members are their families or relative. In Taiwan’s culture, Taiwanese don’t offer important positions to non-Taiwanese.

(<http://www.pacificbridge.com/publication.asp?id=7>)

In addition, protective laws restrict women’s working hours, limiting their overtime and night shifts. This, in addition to the added cost of maternity benefits to employers, means that women are less likely to be hired than men. This kind of situation more easily occurs in a small company with employees fewer than thirty. Recently, the proportion of female supervisors seems to be increasing. The chairpersons of our Taipei 101 and High Speed Rail Company are women.

Actually, their success influences the positions of women in our society.”

(<http://www.evta.gov.tw/english/workers.files/engtitle.htm>)

([http://taylorandfrancis.metapress.com/\(2vet0rjxaytbfmi1x3anpc45\)/app/home/contribution.asp?referer=parent&backto=issue,8,11;journal,36,75;linkingpublicationresults,1:100172,1](http://taylorandfrancis.metapress.com/(2vet0rjxaytbfmi1x3anpc45)/app/home/contribution.asp?referer=parent&backto=issue,8,11;journal,36,75;linkingpublicationresults,1:100172,1))

### **In Mongolia**

“Every individual has the right to do his or her job and contribute to society without facing unfair discrimination. Fairness in the workplace has been recognized as a fundamental right protected under labor law. Even our constitution mentions the equality of men and women. Currently, labor law provides basic legal protection against employment discrimination on the basis of race, gender, religion, national origin or disability. Compared with many Asian countries Mongolia has less discrimination based on gender. Many high level employees are women. Also compared with Korea, Mongolian women get closer to the same amount of salary as men do. Interesting point.

Mongolian culture and tradition focus more on respect for older people and women. There is common saying: “Were you born from earth or your mother?!” But there still remains a particular kind of discrimination. For example, employers can hire relatives or those having a personal relationship with them. Often you hear about and see job advertisements recruiting people 20-25 years old, over 165cm tall, good looking so on. All of these examples are against the law. During these last few years there is new kind of discrimination that has emerged in the government sector that is based on what political party you belong to. We don’t appear to have any noticeable discrimination based on religion, origin, or social status.”

Key point.  
See point on cov  
discrimination. C  
people may not  
that these are ac  
discrimination.

### **Reflections on Taiwan**

Different countries have varied and complicated discrimination challenges. Laws are in the books in most countries that catch a good portion of it and Taiwan is no exception. It does seem that the Taiwanese can give special attention to some foreigners while slighting other nationalities that appear to be less affluent. Indeed some people from western countries have experienced what could be described as ‘reverse discrimination’ or basically a different, easier and more accommodating set of rules or flexibility in enforcing the rules. While this is nice for someone from North America or Europe, it could be a significant issue for someone that comes from the Philippines or Thailand.

### **VALUE #5: Courage to Follow Values**

It is not always easy to practice values in everyday life. When inserted into another culture, it can be even more difficult since another value system may exist. It takes courage to follow values.

Practicing personal courage is necessary if you want to really resolve conflicts at work. It is much easier and much safer to ignore the necessary conflict. Unfortunately, unresolved conflict tends to escalate. As human capital issues continue to rise on the list of organizational priorities, CEOs need to see their HR executives as trusted advisors honest, forth-right leaders who will not only come forward to protect the organization's interests, but enable them to undertake new initiatives. Organizations need HR professionals who have mastered the body of HR knowledge, have done their homework, and will use their expertise to challenge the status quo or take a risk. Although there's some risk that the CEO may not welcome your candor, the odds are that he or she will admire your courage and seek your counsel in the future.

### **In Indian Experience**

“A colleague of mine joined a reasonably well-known company in Bangalore, a city in India, around a year ago. The HR executive found out that his boss, who was the corporate HR head of the company and the person who had hired and selected, was short-circuiting the quality process in hiring and not following the company norms. The HR executive, first of all, had the courage not to be party to these misdoings by his boss and furthermore had the courage to report this to the CEO of the company. In this case, the respective organizations valued the courage shown by these employees; the acts of courage were appreciated and not rebuked. This may not be the case in all organizations, and hence it requires courage to take the risk to speak the truth. I would like to believe that in our corporate world in India today, there is a tribe of professionals who have the courage to speak the truth and stand up for their values. However, this group can be bigger than what it is today.

Unfortunately, courage neither comes from doing a professional course like an MBA, nor does it come by successfully climbing the career ladder. It comes from the core being of who we are and what we stand for. Unfortunately, for many professionals, the years spent in the corporate world blunt the ability to call on the courage that existed in us years ago.” Good point.

### **VALUE #6: The Pygmalion Manager**

The essence of the Pygmalion effect is that what we expect, they will become. Good managers know that a negative view of employees as a whole will aid in producing the very employee the manager envisions. Fortunately, the opposite is also true.

#### **A Canadian Perspective**

“As a manager in the residential care program in Northern Manitoba, I aided in the recruitment of staff for the care facilities. Being in isolated parts of Canada, can mean you either pay a lot for imported talent or accept there are fewer people in the local pool of desired applicants. Some companies requiring skilled laborers or governmental agencies do the former. The agency I worked for was non-profit and as such was required to often hire people without the desired level of formal education.

One of my peers within the agency did a great job of modeling the positive side of a Pygmalion Manager. He accepted that people may not always come with the ideal education background, but felt that local people without higher education were more invested in growing with the agency and not just using the job as a stepping stone back to civilization. He coached employees, often bringing out the best in people. Within 5 years, the initial people he had hired had gone on to be managers themselves, confident in their work and committed to the community.”

#### **A Taiwanese Perspective**

“In my working experience, I think the power of expectations cannot be underestimated. When I am working in the department of consumer planning, I often get angry. I complain to my colleagues about why others spend five days finishing this project, while my supervisor asks me to complete the same task in two days. Sometimes, the manager rushes to understand what the problems happened in the products. My supervisor just tells me in the morning and I have to make a presentation in the afternoon. In my mind, I wonder how come the time is limited. But, I do it regardless. My supervisor’s expectations of me and my expectations of my supervisor are factors in how well I perform at work. Currently, I appreciate that my boss sets high expectations. This training makes me confident in myself and enhances my competition advantage. A positive advantage is that supervisors effectively affect the staff performance. A positive

Note - a key point of the pygmalion manager is that they set targets:  
- as development challenges  
- relate them to personal goals and aspirations of the individual  
- aren't just asking for impossible amounts of 'more of the same'  
- communicate clearly and positively about their aspirations for the individual's performance.

may be that managers may not use this approach with all of their employees. Managers should not just focus on the employees that they think hold the greatest potential or perhaps employees who are not given high expectations will feel depressed.”

### **Difficulties Expected but not Insurmountable**

Delivering the Human Resource values in Taiwan can be quite a daunting task. All of the values presented in this paper require focused effort and attention. Some values can transfer rather easily into Taiwan culture while others can not. In Hofstede’s cultural dimensions studies, some of these challenges and difficulties can be explained, or at least suggests that difficulties delivering these values in Taiwan can be expected. For example, America and Canada are two of only seven countries that rank ‘Individualism’ as their highest dimension. That means they come from a “society with a more individualistic attitude and relatively loose bonds with others. The populace is more self-reliant and looks out for themselves and their close family members.” Taiwan ranks very low on this scale. India is in the middle. It can therefore be almost assumed that misunderstandings will occur when mixing the value systems from different cultures. What one country values as a positive, another country may consider neutral, or perhaps a negative.

(<http://www.geert-hofstede.com>)

While it may be trying at times to address these challenges, a savvy business leader will look at these value ‘gaps’ and formulate a strategy to minimize the negative effects. They are indeed worthy of close scrutiny, but not to be considered impossible to overcome. Patience, perhaps, will be a manager’s greatest friend.

See, for example your point on approachability.

PRESENTATION FEEDBACK			
GROUP: CRAIG, SOPHIA, EINSTEIN, ZAYA, KERRY			
A	B	C	D
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%

33	23	18	10
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Comments

This group tackled this challenging topic in an interesting way. Relevant personal and other examples given (summarize to reference list at end). Conclusion could have been drawn e.g., which values are harder to work on in Taiwan? Your first is a prime example, here. The power distance can make it hard to create open feedback channels. The comment, too, on *how to do it* (in private) is also key.

- Sophia – not quite clear on numbers?
- Pygmalion – difference between giving more and setting ‘stretch goals’ i.e., determining an individual’s capability and then setting goals that are challenging and *developmental from the point of view of the employee*.
- How narrow down the values?
- Bring on those points one-by-one
- Prize values – Kerry – for example? Interesting response on individualistic feedback versus the importance of maintaining the group consensus. The dynamic of power distance i.e. leader-follower is also important here.
- Mixing cultures – key issue of patience and time to achieve mutual understanding.
- Psychological contract – as unwritten mutual expectations from each other
- Renowned or problematic? – Craig and safety net. Cushion – startling absence in TW.

Emph – cultural perspective

Report – references?

Overt and covert discrimination

Caste – Dalits – unclear

Grade: 84% - for presentation. Overall 88%

<b>PRESENTATION FEEDBACK : GROUP 2</b>			
<b>GROUP:</b>	<b>4</b>		
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
36%	26%	17%	8%
Comments			
<ul style="list-style-type: none"> <li>The analysis of different countries are interesting and also helpful for us to understand the different cultures of human resource Since there're many countries were discussed, if to have a comparable table at last will a clear summary for us</li> </ul>			
Grade: 87%			

<b>PRESENTATION FEEDBACK: ROY'S GROUP</b>			
<b>GROUP:</b>	<b>GROUP 4 (CRAIG'S GROUP)</b>		
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%
35	27	15	10
<b>Comments</b> 1. The slides can be main points only. 2. Good cross-culture comparison. 3. The presentation is good but seems not to drag out the main points but aims too widely. 4. It's good to raise the racism problems by comparing among different countries with very different cultures.			
Grade: 87%			

<b>PRESENTATION FEEDBACK: GROUP 1- VEASNA, HOANG, IVO, UDOM, FUNKUIE</b>			
<b>GROUP: 2</b>		<b>GREG (ABSENTED), KERRY, SOPHIA, ZAYA...(HR VALUE IN TAIWAN)</b>	
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%
32 <sup>1</sup>	24 <sup>2</sup>	17 <sup>3</sup>	7 <sup>4</sup>
<p><b>Comments</b></p> <p><sup>1</sup> Presented ideas connected with the aims of topic is not clear direction to understand. Presentation is providing mixed general ideas, did not mention clearly associated with what is HR value in Taiwan has be done?</p> <p><sup>2</sup> This group should put some clear information in slides related to flow of presentation for attracting audiences—(e.g. In the figures of Hofsted Dimension is not clear in that slide...)</p> <p><sup>3</sup> The information in each slide is matching information related to HR value, and presenters should explain more detail in each key points of the framework.</p> <p><sup>4</sup> Poor references and impression of group presenters should show some evidences associated with previous scholars' ideas for developing your framework</p> <p><b>General feedback from group evaluation:</b></p> <ul style="list-style-type: none"> <li>- Explanation is not connected with the contents of Topic of HR value in Taiwan (e.g. Providing presentation more broadly in Mongolia, India, Canada; did not mention more detail in HR value in Taiwan)</li> <li>- Lack of participation during presentation in class</li> <li>- Lack of introducing some tools to bring value</li> <li>- Lack of describing what happen in HR associate with value</li> <li>- Interesting in points from different country's point of view</li> <li>- What kind of value behind of caring about employees?</li> </ul>			
Grade: 80 %			

<b>PRESENTATION FEEDBACK JONAS' GROUP</b>			
<b>GROUP: KERRY, CRAIG, SOPHIA, EINSTEIN, AND ZAYA</b>			
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Are ideas presented connected with the aim of the presentation?	Are the ideas presented clearly supported with evidence and logical argument?	Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)	Overall impression (is it a group presentation etc.?)
40%	30%	20%	10%
36	24	16	9
<p>Comments</p> <p>Ideas well connected with the topic.</p> <p>Ideas presented clearly.</p> <p>A clear point of reference for similarities/disparities with Taiwan would have been good.</p> <p>More on Canada would be good.</p>			
Grade: 85%			