

# MONDAY

## *Hybrid Managers Creating Cross-Cultural Synergy - a systematic interview survey from Japan.*

Rolf Dieter Schlunze, Ritsumeikan University/Humboldt University

This study investigates the foreign executive manager's potential of creating cultural synergy. The hypothesis states that only managers with a clear strategic intent and strong acculturation are likely to create synergy. The approach developed distinguishes types of executive managers by evaluating their work and living style. The study led to interviews of 41% of the study population, 58 individuals. The analysis shows significant differences in the working and living styles of Expatriate managers and Hybrid managers. It appears that the Hybrid managers enjoy more advanced acculturation and therefore they possess a higher potential of creating cultural synergy. Executive acculturation regarding first and second tier locations shows significant correlation with their creation of synergies. Closely connected to the synergy creation are relocation and concentration of globally linked business operations. Finally, implications for IHRM are provided. *(For more information, please contact: Rolf Dieter Schlunze, Ritsumeikan University/Humboldt University, Japan: drrds309@ba.ritsumei.ac.jp)*

## *N-Culturals: Functional Individuals with Multicultural Identities*

Andre Anugerah Pekerti, University of Queensland

N-Culturals: Functional individuals with multicultural identities

### Abstract

This conceptual paper addresses the question, "Do Multicultural-Individuals exist? If so, how do they function in work environments?" Multicultural-Individuals (N-culturals) are neither just bi-cultural nor third-culture individuals. They are functional individuals who successfully function by maintaining more than two cultural identities and frameworks. It is proposed that N-culturals are already operating with either an integrated-adoption or integrated-contact acculturation mode, thus at least bi-cultural individuals. However, N-culturals also operate with additional frameworks. These multiple identities and frameworks could be based on identification, internalization, commitment and the identities' salience in relation to perceived situations.

An individual-level metacognitive working model is proposed based on the bi-dimensional perspective of acculturation, identity and internalization of cultures. It proposes that individuals are capable being multicultural, with different cultural identities varying in strength. The utility of the model is illustrated in situations where one's heritage and other cultures are activated simultaneously. The implications of the proposed working model are discussed with regard to organizational behaviors in multicultural settings. *(For more information, please contact: Andre Anugerah Pekerti, University of Queensland, Australia: a.pekerti@business.uq.edu.au)*

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**Session: 2.4.9 - Competitive**

**Track: Track: 9 - Cross-cultural Management and HRM**

### ***Board and Top Management Team Dynamics***

**Presented On:** June 27, 2011 - 15:30-16:45

Chair: Isobe Takehiko, Keio University

*The Dark Side of Corporate Board Diversity: The Costs of Linguistic Internationalization in of Nordic Firms*

Rebecca Piekkari, Aalto University

Lars Oxelheim, Lund Institute of Economic Research

Trond Randøy, University of Agder

In non-English speaking countries the decision to recruit a foreign board member often requires a change in the working language of the board. In this paper we consider language as a dimension of board diversity and argue that linguistic costs are underplayed in that strand of literature. We draw on internationalization theories,