

Sick leave mr. higashi case studies examples

[Engineering](#), [Aviation](#)



Individual Case Study Analysis

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Introduction

Coming from a traditional Japanese background, he views the JETs as subordinates and acts in a patriarchal manner towards them. He has tried to involve them in various office activities and conferences, as well as get them to learn about Japanese culture. From his background and the various points given in the case, it is clear that he has the typical Japanese ethos of working hard and in a disciplined manner.

Here, two key decisions of Mr. Higashi will be reviewed. The first decision to be reviewed is his treatment of the JETs as subordinates. The second decision being reviewed is the processing of the team's sick leaves as paid holidays, in spite of having paid sick leaves available.

Analysis

Hofstede Framework Analysis

Based on the Framework, a set of values for each country were drawn up by San Diego University (n. d.), from which Japan's values are given below:

Power Distance – 54 (Higher number shows greater perception of equality)

Uncertainty Avoidance – 92 (higher number shows tendency to avoid uncertainty)

Individualism vs. collectivism – 46 (higher number indicates individualistic traits)

Masculinity vs. femininity – 94 (higher number indicates masculine power traits)

Long term vs. short term or Confucian Dynamism – 80 (higher number indicates tendency to focus on the long term view)

Based on this, we can determine clearly that Mr. Higashi has:

- A sense of superiority as the senior member and does not expect the team to question his decisions.
- Prefers to make plans in advance, and does not depend upon others to tell him what needs to be done.
- Believes in the greater good of the organization and its goals than in the interests of the individuals in the team.
- Has a strong belief in the long term benefits of any decision, rather than focusing on the short term gains or losses.

MBTI Analysis

Introvert: reserved private individual who does not openly discuss or confide in the rest of the JET team

Sensing: He works on the basis of how things presently are, and works in a specific manner.

Thinking: He makes decisions based on the existing rules as he knows them to be, and drawn from his experience.

Judging: He prefers to have matters resolved in a straightforward manner without bickering, and makes plans in a straightforward manner.

Keeping in mind this perspective, we analyze the decisions made by Mr. Higashi.

Treatment of JETs

Decision on Leaves

In addition, as the senior staff supervisor, he expects that his decisions should be respected and accepted. The opposition to his decisions is not something that he is used to, which leads to the gap between the JET team members and him. While he is right in his own perspective, he is not in a position to understand the perspective of the other team members. They therefore feel that his decisions are wrong and this creates an adversarial environment in the office with the JET team reacting negatively to Mr. Higashi and his decisions.

Critical Discussion

- The way decisions are made in the office: Japanese culture has a relatively low power distance. This means that the decision-making abilities of a superior are not to be questioned but accepted in the belief that as a senior team member, the manager / supervisor knows what is best for the organization and the team.
- The focus on the organization's best interests: Due to the collective nature of Japanese society, the individual is considered subservient to society (or in this case, to the organization). This means that the decisions taken will be ultimately for the benefit of the organization, not those of the individual.
- Existing Rules and regulations: Mr. Higashi follows the rules and regulations that are laid down for the Japanese employees and expects the JET team to respect and adhere to the same. Though the rules have been framed differently for the JET team, he does not acknowledge these, instead attempting to use the rules under which he works for the entire team. He

also is not willing to consider the cultural impact of imposing his rules on the JET team, none of whom have an in-depth understanding of the Japanese culture.

Recommendations

Based on the evolved scenario, it is clear that the present situation is at least partly the responsibility of Mr. Higashi. His behavior has contributed to the current situation, and his decisions have brought about the conflict that the team finds itself facing. In order to resolve this situation, a significant change and intervention will be required.

The situation can be corrected by taking the following steps:

- Intervention of CLAIR: Since there is an inherent conflict in the understanding and implementation of rules, CLAIR's intervention will be needed to resolve the present crisis. Based on the rules outlined for the JETs, it is clear that Mr. Higashi is in the wrong, and will have to correct his decision regarding the paid leaves. To do so, he will have to discuss the issue with CLAIR and his superiors in the office and then make the appropriate changes.
- Sensitivity Training: While MR. Higashi is wrong about the decision regarding the leaves, he is also doing his best to make the JET team comfortable and productive. However, there needs to be an understanding on his part that the JETs have a different perspective than his own in regards to their approach towards their stint in Japan in general and the office in particular. He needs to understand that the JET team members have a stronger individual focus and the power distance in their perception is

different from those held by the Japanese staff. Sensitivity training for both sides is necessary, but more so for Mr. Higashi. As the senior supervisor, Mr. Higashi needs to learn how to handle the team better, so that his future career growth is not affected. The JET team has a low level of commitment to the organization and will leave at the end of their tour. However, since Mr. Higashi hopes to rise in the ranks to become a school principal, he will have to adjust his behavior so that their views about him improve.

- Better interaction: For Mr. Higashi, there is a great opportunity to mend fences with the JET team. Since Kelly's mother is also a high school English teacher, Mr. Higashi should use the connection to establish a better rapport and understanding of the JET team. Though it is difficult to change habits inculcated by many years of living in the Japanese culture, Mr. Higashi should try for a better understanding and interaction with the team. He can achieve more by getting to know how the Western teachers work, and what the team expects from him. Better social interaction will result in a better understanding of the team and provide the common middle ground for Mr. Higashi to mend fences with the team and work better in the future.

Conclusion

References

Maccoby, M (2000) Narcissistic Leaders: The Incredible Pros, the Inevitable Cons, Harvard Business Review, January.

San Diego University (n. d.) Hofstede's 5 Dimensions, retrieved from <http://home.sandiego.edu/~dimon/CulturalFrameworks.pdf>