



When crisis is opportunity in Chinese organizations

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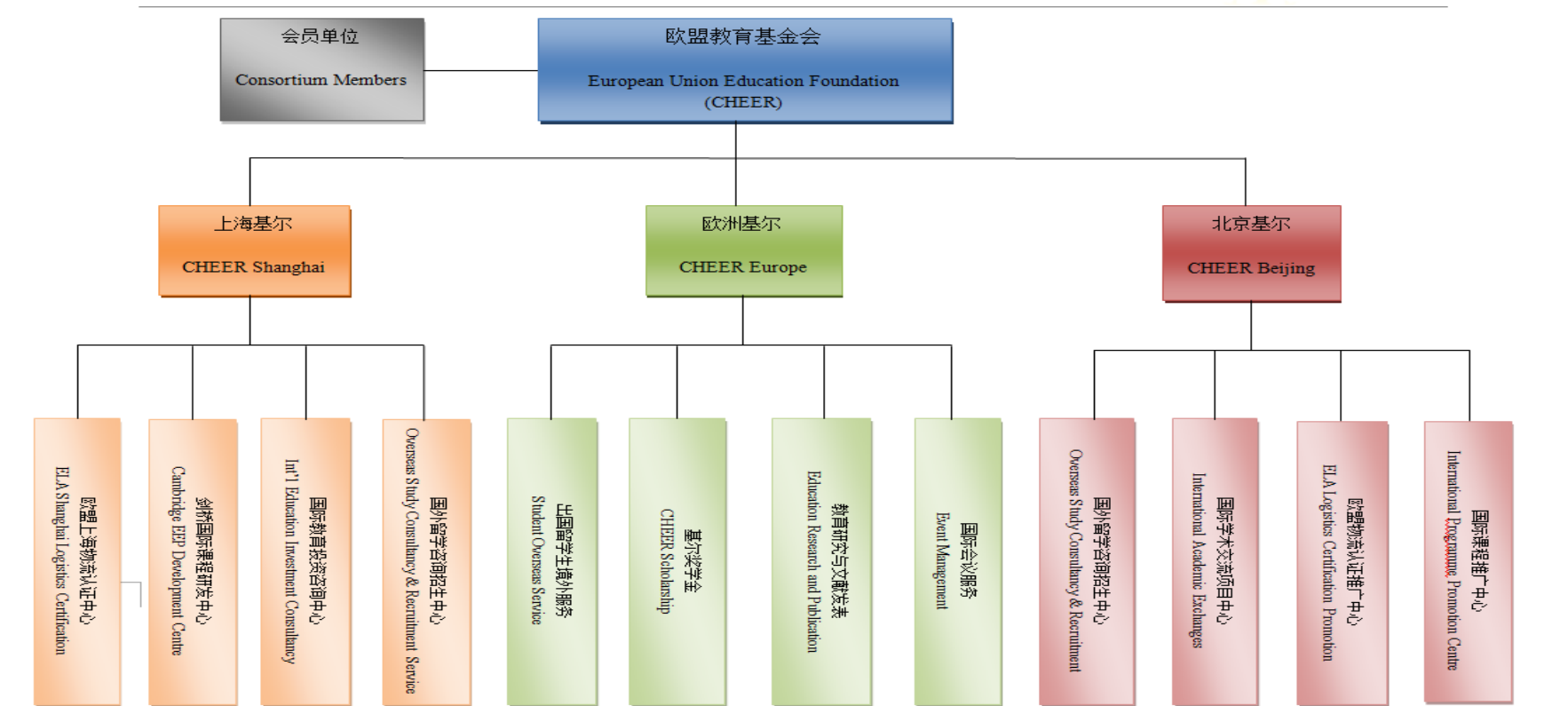


Workshop schedule

- Brief introduction of CHEER Foundation
- What kind of crisis have we met? (case study)
- How do we handle it?
- What have we learned from it?
- Open discussions



Organizational structure of CHEER Foundation





Our operations

- Three offices (Amstelveen, Beijing, Shanghai)
- Four intl. programs in four schools (BJ No.8, No.101, WFA, XYZ)
- Over 150 intl. staff/teachers
- Over 3,000 students



What kind of crisis have we met?

- Policy change (cancel American history class)
- Change of personnel (sudden resignation of staff/teachers)
- Operational challenges (change of classrooms, broken of IT equipments, etc.)
- Cultural confrontation (staff/teacher behavior)



Case study – Visa Letters

- All students going on exchange need a visa to enter their host countries
- To apply for the visa they need a visa invitation letter; signed and stamped by their host schools and sent to China via courier
- There is only a short time frame to arrange the visas and it is a crucial part of the planning because it can keep students from travelling



The Crisis

The passports of two exchange students expired within the 6 month period after they would return to China, however they already had a visa.

The visa officers in our Beijing and Shanghai offices mentioned that, based on their previous experience, these two students could fly with their current passport and visa.

However, on the day of departure when they arrived at the airport it turned out this was not the case and they were stopped at customs.

Student A chose to refrain from taking part in the exchange.

Student B chose to fly two days later.



How did we handle it (student B)?

<p>The Dutch Office</p> <ul style="list-style-type: none">- Spoke with the host school- Arranged new airport pick-ups- Checked regulations about minors travelling alone into the United States- Called the three airports the student would travel through about minors travelling alone- Created a parental consent letter for the student to take with her, explaining she would travel alone	<p>The Beijing Office</p> <ul style="list-style-type: none">- Spoke with the family of the student- Re-booked the student's flights
<p>Western Perspective</p> <ul style="list-style-type: none">• Self-regulated• Confident in own decisions and solutions• Think outside of the box; what are the necessary actions for the new situation	<p>Chinese Perspective</p> <ul style="list-style-type: none">• Wait for instructions from superiors• Re-create original working procedure



How did we handle it (student A)?

- Refund her 100% fees
- Immediately call her parents
- Go back home with her and talk to the parents
- Faculty Dean came personally to meet the student and parents, expressed sincere apology!
- Offer her priority for the next exchange program



How could this happen?

- Visa officers rely on her previous experiences
- She did not report this either to her manager nor senior management



Three statements for discussions

- Do crisis situations require a different kind of leadership?
- Which servant-leadership qualities are most important in moments of crisis?
- Do these qualities of leadership in crisis vary across cultures?



Open discussion

Do we require a different type of leadership in time of this visa crisis (Which dilemmas do management encounter)?

Individual/group

Rules/exceptions

Long term/short term

.....



Open discussions

- Which four out of the ten characteristics are most relevant in the visa case? (**listening**, **empathy**, **healing of relationships**, **awareness**, **persuasion**, **conceptualization**, **foresight**, **stewardship**, **commitment**, **building community**)



Is crisis an opportunity?

- Yes:

What: ...

- No:

Why



What have we learned from it?

- Effective and timely communication (schools/parents/students)
- Quick decision making (refund/passport/flights)
- Long-Term & Short-Term
- Rules & Exceptions
- Re-examination of internal processes
- Self reflection/review



Open discussion

Do these qualities of leadership in crisis vary across cultures?