

graduates of India's universities, skilled and savvy in high-tech business, looking for better opportunities.

Hawaiians & Pacific Islanders are Americans whose ancestry stems from Hawaii and other Pacific Islands, such as Guam and Samoa. Most live in the state of Hawaii, where they are 25% of the population, and some live in other states within the U.S. mainland. Their educational levels tend to be lower than other Asian Americans.

Leadership challenges include helping Asian American employees overcome the traditional workplace barriers, especially the myths and stereotypes. Opportunities include recognizing their values as strengths, explaining corporate cultures that may be confusing to them, and helping them to bring their issues out in the open to discuss. Their understanding of Asian cultures can be invaluable in doing business in Asian marketplaces.

How much have you learned about working with Asian Americans—that's different from what you thought when you completed SAA 9.2? Check it out and see if your answers have changed.

Case Study 9.1 Doug Fong, Asian American Manager

Doug Fong is a restaurant manager for Jollytime Corporation. Jollytime consists of a chain of over 250 fast food restaurants throughout the United States. Its corporate mission is to provide quality fast food at competitive prices and quality service. One of its strategies for quality control is to send "mystery shoppers" to every restaurant at least twice a month. These employees check on quality of food, cleanliness of restaurant, and quickness of service. Two managers operate each restaurant, a day manager and a night manager. Restaurants are categorized as low-level, medium-level, or high-level based on the following criteria: gross sales, annual profit, percentage of increase in sales and in annual profit, and scores assigned by mystery shoppers.

Doug Fong is a first-generation Asian American who lives in the San Francisco area. He's been with Jollytime for ten years and is respected by the other managers. Seven years ago he was promoted to manager of a low-level restaurant in the East Bay suburb of Concord, whose residents are primarily Euro-American but are also somewhat multicultural.

After two years he was transferred to a medium-level restaurant in the Hunter's Point area of San Francisco, an area dominated by African Americans. Restaurant profits increased 13% the first year and 15% the second year. The top executive team was impressed with Doug's ability to handle the challenging Hunter's Point location, and at the end of two years transferred him to a "less hectic" restaurant in the Sunset district, where he has been working for three years. Doug told a colleague, "I was sad to leave the Hunter's Point location because I had built a trusting relationship with my employees and my customers. There were a few trouble makers around, but I really didn't have any problems."

Residents in the Sunset are primarily Euro-American but also multicultural with a significant Asian American population. During the following three years under Doug's leadership, the Sunset district restaurant is ranked third, then sixth, and then second on the top 50 list of all Jollytime restaurants. Profits increased in each of these three years, and mystery shopper ratings have been outstanding. Doug has done well in managing a diverse group of employees. They speak well of him. For example, Kevin, a Euro-American food server, says, "Doug is a great manager; he treats everyone fairly." And Ruben, a Latino American cook says, "I've worked with Doug for nearly three years, and he knows how to motivate people."

Doug's career goals include moving up to district manager and then to division manager. He has become more and more devoted to his job, often working 12-hour

days. This is rather an unusual choice for a manager who includes only a high school education. For example, he does all the accounting work and has approved his work and

A district manager may go over the books with restaurant managers. The job requires a knowledge of accounting principles.

Doug has never asked for a raise, but his hard work and excellent performance when the time is right will be rewarded when he is promoted to district manager.

Jim Davis was one of the first Asian American restaurant managers in Oakland, California. He has overcome his reticence and shyness to succeed. Doug, "You're an excellent manager, but maybe the Oakland area is not the best place for you. You would be a better fit." A friend of Doug's, a district manager for the company, says,

Now, a year later, the Oakland restaurant manager will name the replacement.

1. What surface problems does Doug face?
2. What are the underlying causes of Doug's problems?
3. If you were Doug Fong, what would you do?
4. If you were Jack Baker, what would you do?

Case Study 9.2 Linda Vuong

Linda Vuong has been working for the last five years in the sales department of retail electronics stores. She is the only Asian American in the department. Linda is Chinese American, except that she was born in Vietnam. She is in her early twenties and has a degree in business administration. She takes her work seriously and gets along well with co-workers.

Wallace is one of the store managers. Linda is his supervisor. One of the assistants, **Kevin**, is helping Linda for the job. Linda is a team player and co-owner of the store.

- Linda has continuous responsibility for certain job tasks, which include handling customers properly, and making sure that the store is clean.
- Linda has good customer relations.
- Customers praise her for her friendly attitude.
- Linda is a team player and helps to improve communication between employees.