

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 Hunters 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 schedule. For example, he does all the work that he approved his work and

A district manager may go over on the managers. The job of accounting principles

Doug has never asked for work and excellent work when the time is opened up, and the outgoing that Doug has met and

**Jim Davis** was one of the restaurants in Oakland, to overcome his reticence and Doug, "You're an excellent manager in the Oakland area. Doug was assertive enough to stand in an area that's not a better fit." A district manager for the

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

1. What surface problems?
2. What are the underlying issues?
3. If you were Doug Fong, what would you do?
4. If you were Jack Baughman, what would you do?

### Case Study 9.2 Linda Vuong, Asian American Manager

**Linda Vuong** has been working in the field of retail electronics since 1980. She is a Chinese American. In 1985, she was promoted to Chinese American, except for the fact that she is in their early twenties. She is working in business administration as a restaurant manager. She takes her job very seriously and works well with co-workers.

**Wallace** is one of the staff members. One of the assistants is Linda. She is recommending Linda for the job of manager and co-owner of the restaurant.

- Linda has continuous job tasks, which include job tasks, which include items properly, and manage the restaurant.
- Linda has good customer service.
- Customers praise her for her excellent service.
- Linda is a team player who works well with co-workers to improve communication.