

SOME TIPS FOR AMERICANS

■ **Don't assume that all Japanese companies are alike.**

Honda is as different from Toyota as Apple from IBM. Before you sign up, study up.

■ **Don't expect to be a star.**

Within a group, Japanese tend to be egalitarian in the extreme. Think consensus.

■ **Don't look for a lot of pats on the back.**

Americans often complain about a lack of encouragement. Their Japanese bosses complain that they need too much babying.

■ **Don't think pay will always reflect your performance.**

Japanese firms increasingly are using American-style incentives, but the culture back home still works against the concept.

■ **Don't set your sights on heading the company's global operations.**

Unless you plan to live to 100 or so. The Japanese might be ready by then.

■ **Be ready to deal with a certain level of vagueness.**

Expect to spend a lot of energy just figuring out what's going on.