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1. The challenge or theme illustrated by this episode: Making a press conference paper for the company in cross-regional situations within two days

2. Brief statement of context: Before I came to the US for graduate study, I was working for a commercial bank in Tokyo. As a manager, one of my main tasks was to make a detailed report for a press conference when our client with large loan outstanding went bankrupt. One of the major difficulties that I experienced in this work was collecting the necessary data and numbers from a manager in NY office in a few hours to make a press conference paper for our president. The person in NY whom I asked was senior and worked longer years than I. Also, he had many jobs assigned by his US headquarter president, which cause a major conflict between us.

3. The conversation

My Thoughts and Feelings	What We Said
In polite manner.	Me (Tokyo, 7pm): Mr. Yokoi, have you emailed all the numbers and data I asked?
	Mr.Yokoi (NY, 9am): No, I am too busy to answer your request. I will do it as soon as I have time.
In condescending manner.	Me (Tokyo): Mr.Yokoi, would you please prioritize it since we will be having a press conference at 10am (Tokyo time) tomorrow morning. We must hurry up.
	Mr.Yokoi (NY): Well, I understand its urgency. But I have been assigned by the US Headquarter president to do some urgent work. I have to finish it first.
What are you talking about? This is related to our entire corporate credibility. It's much more critical than your US headquarter president's order.	Me (Tokyo): Mr.Yokoi, I understand it but no work should have more priority than this press conference. This is for our top president. Please send me the number and data I asked in next 30 minutes.
	Mr.Yokoi (NY): 30 minutes? No, way. It is a bad joke. Impossible.
A bad joke? You are a bad joke.	Me (Tokyo): How much time would you need? In any cases, I can't wait for more

<p>Also, you sound like making light of me. Probably, because I am much younger than you.</p> <p>I can't let all the directors wait until late night. We will all be in a big trouble then.</p>	<p>than 1 hour. In Tokyo, many of the top management directors are waiting this report for tomorrow's press conference. They are very anxious about this.</p>
	<p>Mr.Yokoi (NY): I can't follow your order. I have thousands of things to do.</p>
<p>You should think of an alternative always. How many years have you worked as a manger?</p>	<p>Me (Tokyo): Why don't you use local staff to help you? They know the data and numbers too, right?</p>
	<p>Mr.Yokoi (NY): All the local staff left 1 hour ago. I am the only one who can handle it. You must wait.</p>
<p>Oh my god! What a mistake!</p>	<p>Me (Tokyo): Why did you let them go? You should have asked them to stay and help you.</p>
	<p>Mr.Yokoi (NY): They go home on time. I can't force them to stay. It's a cultural difference.</p>
<p>Please do not use 'culture' as an excuse. It is your fault.</p>	<p>Me (Tokyo): Well, it is a management issue. Mangers could have made a better decision especially in case of emergency.</p>
	<p>Mr.Yokoi (NY): Well, let me say this. For Tokyo, it might be emergency but not for us. You should not make orders on us. There are many more important things going on in NY.</p>
<p>He cannot see the bigger picture. He would never understand the significance of this problem. Maybe I should talk to someone in higher position.</p>	<p>Me (Tokyo): Anyway, as our company, the later we finish, the bigger trouble we get into. It will damage our corporate responsibility and corporate reputation. Do you understand this significance?</p>