

What is wolf culture?

In terms of corporate culture in China, «wolf culture» is an indispensable topic. The «wolf culture» come from a popular book «wolf totem». The wolf culture be described as the backbone for survival of a wolf pack, every wolf shall never step back from enemy, be willing to sacrifice themselves for the team, and be cruel and greedy facing its prey.

The wolf culture in Chinese companies aims to transform employees from humans into «wolves» who will actively and aggressively push everything to the best in work, including pushing their counterparts to the brink in negotiations. In Chinese companies, management believes that only wolf employees who can actively fight for the company can create value for the company. A lamb employee who only follows the daily routine work is «stealing» value from the company. And the lamb employee should be turned into a «wolf» or simply «devoured» (fired).

On the other hand, the «wolves» are well fed.

One of the best examples is Huawei, where the «wolf culture» is written into its corporate bylaws «the Constitution of Huawei».

Only 0.73% of Huawei's shares are held by its founder and CEO, Mr. Ren Zhengfei. The 99% shares of Huawei are held by its 150,000 wolf employees.

Besides the normal salary, each wolf employee has an annual dividend of about 6 million rubles on average.



Who is the tiger mother in Chinese company?

The «Asian parents» is a popular meme on the Internet, joking about the high expectation of their child in Asian culture. However, the truth is that, the memo is not only based on cliché and culture stereotype, many Asians especially Chinese parents are really demanding in education.

A good example is Yale Law School professor Amy Chau, who is an American Chinese write the popular book «The Battle Hymn of Tiger Mother». She raises her children in the way of «tiger mother», using very strict discipline in education and pushing her children without any concern for the child's self-esteem (like calling her children «garbage» when they are unwilling to learn piano). On the other hand, the tiger mother's way sent her children to Harvard and Yale University and became a successful lawyer.



In Chinese companies, management often treats the company and its employees as a family and takes care of their «child» employees in the way of tiger mothers:

«Could you do more?»

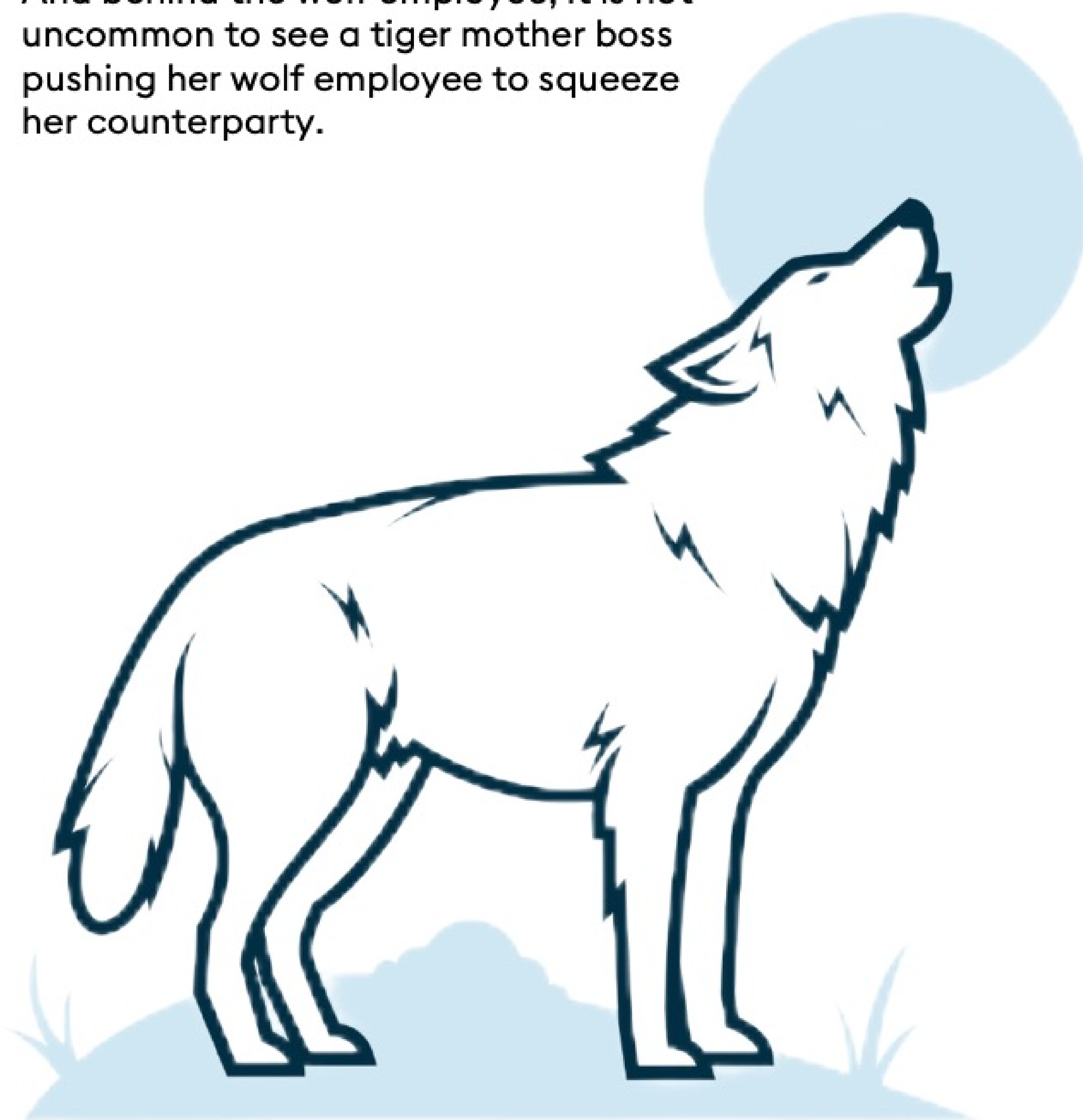
«Could you do it better?»

The focus is never on the performance of the employee already have, The Chinese management often ask the employee to push further in the negotiation, even if the deal is good enough and almost done.

How to dance with wolves?

In international negotiations, at some point you will find yourself facing an aggressive Chinese counterpart. They will try to send a counteroffer or want you to change your offer after the final negotiation.

Or they push you to accept their unreasonable standard form contract or lower than market offer. Besides the bargaining power, Chinese wolf culture is the main driver of this aggressiveness. And behind the wolf employee, it is not uncommon to see a tiger mother boss pushing her wolf employee to squeeze her counterparty.



In the next article, we will introduce a strategy that combines both Chinese business culture and Western negotiation science to deal with the aggressive wolf at the negotiating table.