

Before your next move in Asia

A working note for a European leadership team and its Asian operation

Use this note when growth, an integration or a leadership transition changes what the business needs to do. It prepares a conversation between the people responsible for the next stage. Start with one concrete situation and finish with one next step.

Start with the work

Write the situation in one sentence. Include what is changing, who is affected and the next business commitment that must be kept. Name the country or operation when it changes the answer.

“We are integrating an acquired business. During the first operating week, the local team needs to confirm customer orders while the approval process is changing.”

This is an illustrative example, not a client case. Replace it with a situation from your business.

Make the choice visible

In this example, the team could route every order to headquarters during the transition. That may give the group closer control, but it also creates a dependency on headquarters' capacity to respond.

Alternatively, the local team could continue accepting standard orders within agreed boundaries, escalating exceptions. That requires the group and the local team to agree what counts as standard, who can approve it and what information must be visible.

The useful discussion is about the conditions that make either option workable. It should include the local commercial and operating teams and the people responsible for the group requirements. It cannot be settled by writing “local ownership” on a project slide.

Ask for evidence of readiness

Take a representative order through the proposed process with the people who will use it. Check the information, access, approval and customer response. Record what still prevents the team from completing the work.

The output is a short decision note: the approach chosen, its boundaries, the named person responsible, what still has to be prepared and when the team will review it. If an exception needs specialist input, make that dependency explicit.

Use the next page with your team

Headquarters and the local operation can first complete it separately, then compare their answers. Focus the meeting on the differences that could affect delivery. A disagreement about the situation is useful information to resolve before committing to a solution.

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Your situation in one page

Company or operation _____ Country _____

Prepared with _____ Next milestone _____

What is changing

Describe the event or new responsibility and who is affected.

What must keep working

Name the customer, operating or team commitment that matters during the change.

The choice we need to make

Option A _____ Option B _____

The trade-off or constraint _____

What would change our preference _____

Who is involved in the work

Responsible leader _____ Local team _____

Group counterpart _____ Other expertise needed _____

How we will know it can work

Evidence, rehearsal or acceptance needed before the milestone.

Our next step

Action _____ Owner _____

By _____ Review with _____

If additional support is needed, describe the work and the constraint first. The appropriate mandate follows from that discussion.

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