

## **ABSTRACT**

*This study aims to determine the factors that can affect the success of change in the organization. Complex cross-cultural leadership, changing environment and uncertainty are challenges for multinational corporate leaders. Through a case study on a Japanese multinational company in Indonesia, it is hoped that it will be useful for handling change management cases in other companies. Expatriate leaders as top management play a very important role as agents of change. Commitment from leaders consistently conveying the urgency of change, leading directly to change, demonstrating its ability to increase the trust of subordinates. Change achieves success if it is carried out gradually, providing opportunities for change readiness for both local leaders and employees. Change achieves success when organizational learning is implemented, forming a new culture that is consistently sustainable. The period of change is a process that requires time, exemplary from the leadership, involving all components in the organization so that communication plays a very prominent role. Culture and Change are dynamic things. The competitive advantage strategy of multinational companies can be created in leadership that upholds local cultural values and has a global mindset, by creating a new, sustainable culture and a learning process that builds trust, communication and appreciation.*

**Keywords:** *Leadership, Corporate Culture, Knowledge Management, Cross Culture*