

Kiss, Bow or Shake Hands

Becoming A Multi-cultural Leader

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Agenda

- What is Culture?
- Dimensions of Culture
- When to Flex and When to Be Rigid
- Summary
- Questions?

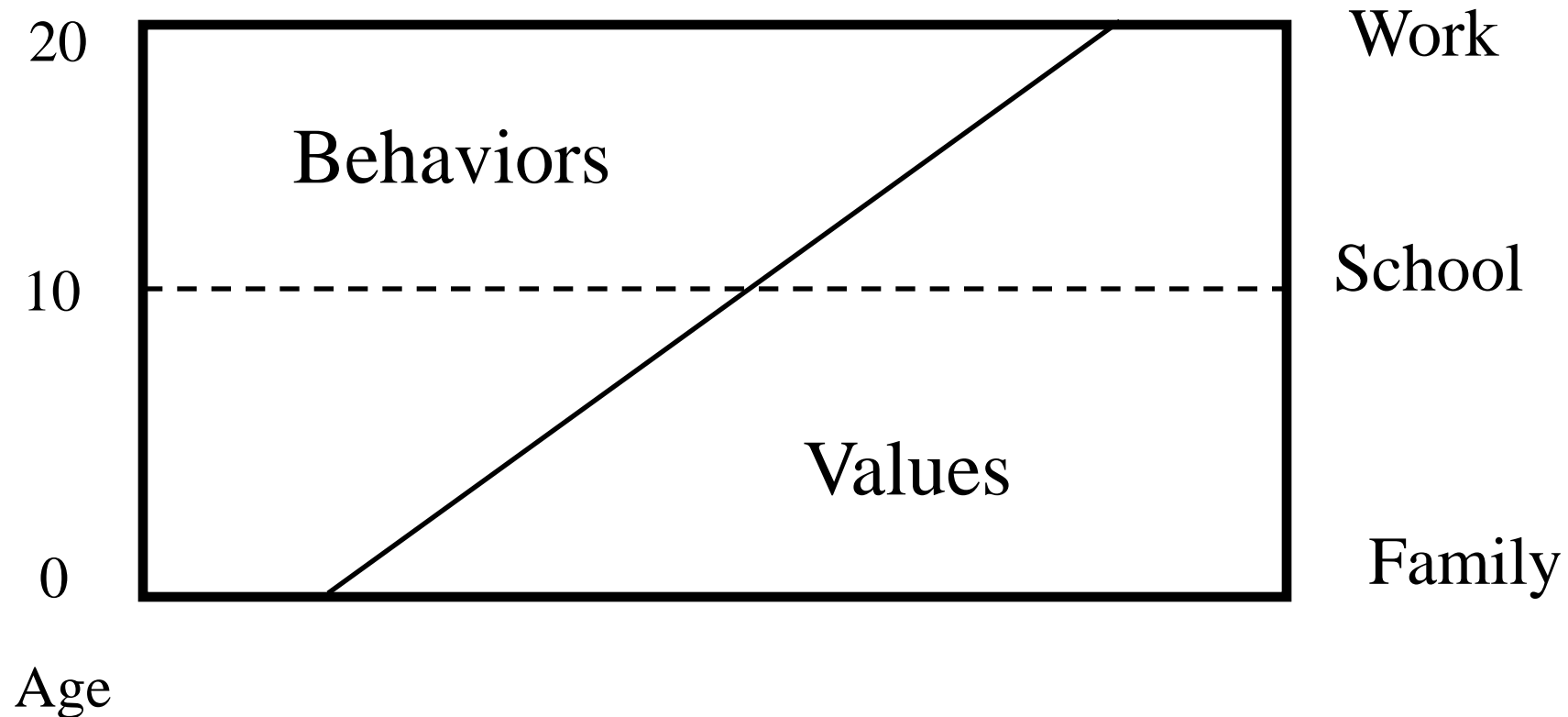
What is Culture?

- Your definitions?
- Culture is the way people solve problems
- Culture is multi-dimensional
- Culture is the context in which things happen

Three Levels of Programming

Personality	Specific to Individual	Learned and Inherited
Culture	Specific to Group or Category	Learned
Human Nature	Universal	Inherited

Learning Values and Behaviors



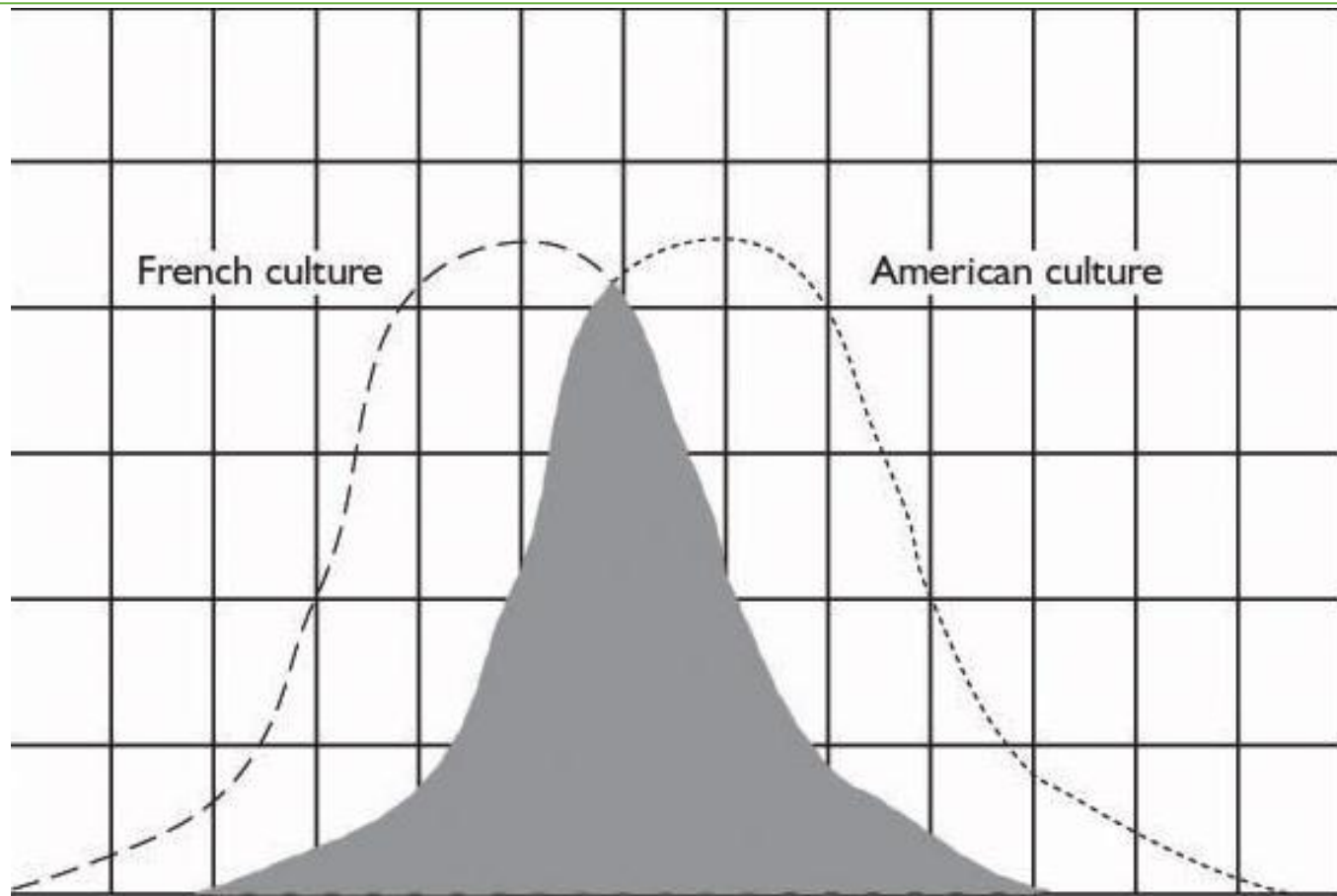
The Layers of Culture

- The outer layer: explicit products
- The middle layer: norms and values
 - Values: This is how I desire to behave
 - Norms: This is how I should behave
- The core: base assumptions about existence

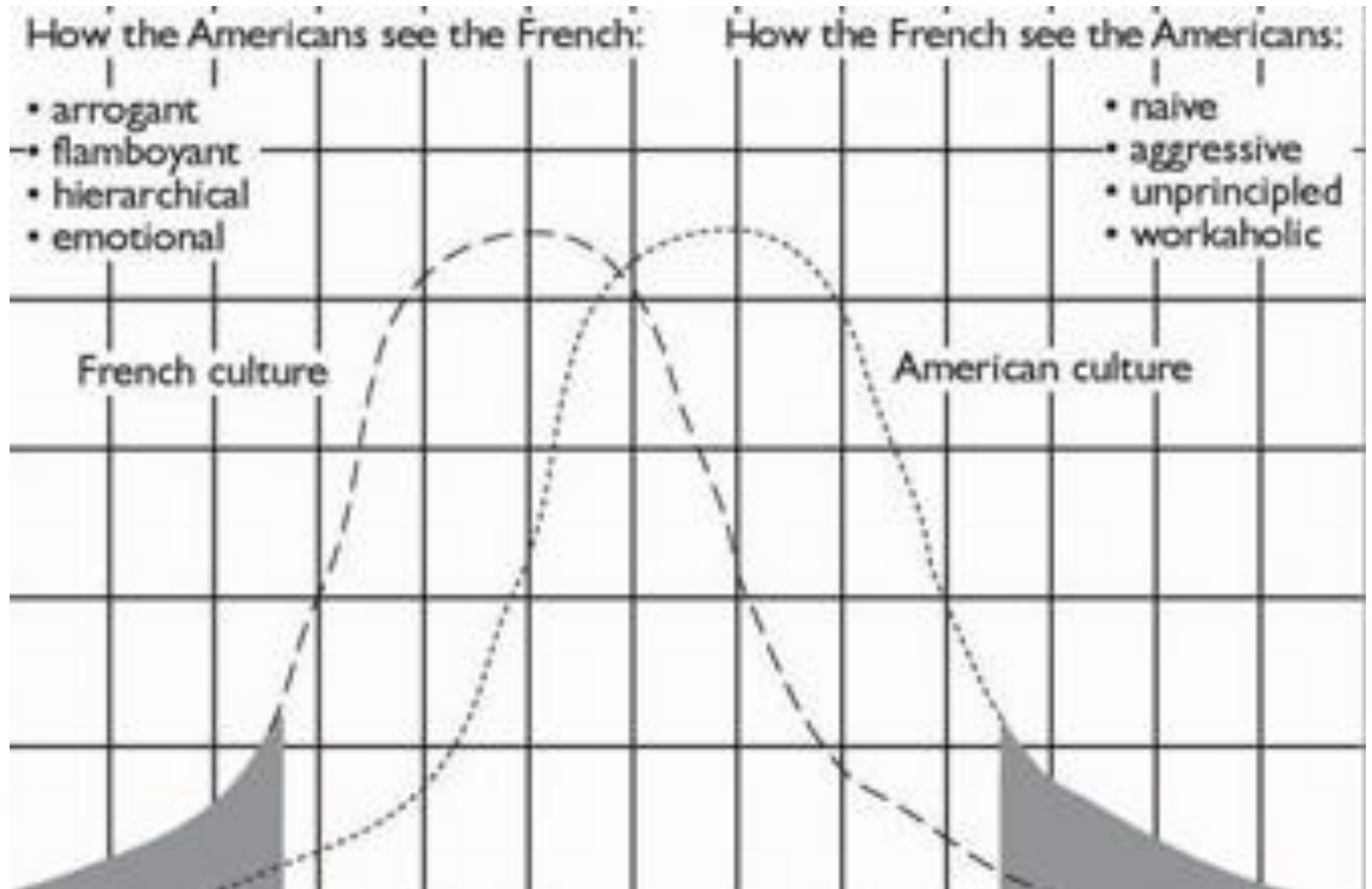
Layers Within Culture

- National
- Regional/Ethnic
- Gender
- Generational
- Social
- Business (corporate, organizational, etc)

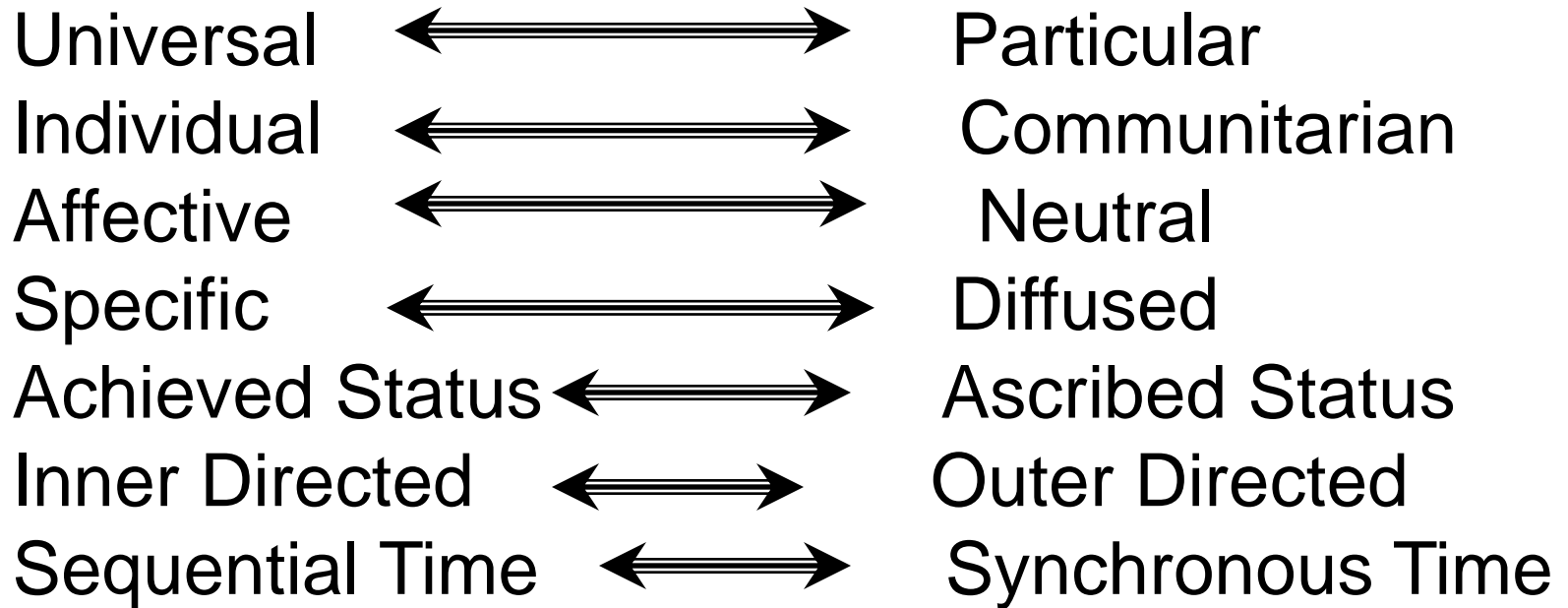
Culture is a Normal Distribution



Cultural Stereotypes



Critical Dimensions of Culture



Universal vs Particular

- How do we judge other people's behaviors
- Universal – a set of rules
 - Tends to be abstract
- Particular – situation dependent
 - Tends to be very specific
- In practice, most people use both

You are riding in a car driven by a close friend. He hits a pedestrian. You know he was going at least thirty-five miles per hour in an area of the city where the maximum allowed speed is twenty miles per hour. There are no witnesses. His lawyer says that if you testify under oath that he was only driving twenty miles per hour he will not suffer serious consequences.

What right has your friend to expect you to protect him? Will you testify he was going 20mph or not?

% Choosing to Lie

South Korea	63%	France	27%
Russia	56%	Canada	7%
China	53%	USA	7%
India	46%	Switzerland	3%

But ... Truth is relative

You are a journalist who writes the restaurant column for a local newspaper. Your best friend has just sunk their life savings into a new restaurant. You eat there and believe the food is not all that good.

What right does your friend have to expect you to write a good review?

Will you “go easy” on them?

% Choosing to Lie

Russia	53%	France	37%
South Korea	55%	Canada	31%
China	50%	USA	34%
India	53%	Switzerland	29%

Tips for doing business with:

Universalists

- Be prepared for “rational” “professional” arguments
- Do not take impersonal “get down to business” attitudes as rude
- Carefully prepare the legal ground

Particularists

- Be prepared for personal “meandering” or “irrelevancies” that do not seem pertinent
- Do not take “get to know you” talk as a waste of time
- Carefully consider the personal implications of a legal approach

Individual vs Communitarianism

- Individualism – primary orientation to self
 - Frequent use of “I”
 - High decisiveness and initiative
 - Vacation alone or in pairs
- Communitarianism – primary orientation to group goals and objectives
 - Frequent use of “we”
 - Decisions referred to organization
 - Vacation in groups or extended family

There is a defect in the installation of a part. It was caused by negligence on the part of one of the team members. Responsibility for this mistake may be assigned in different ways.

A. The person causing the defect through negligence is responsible.

B. Because he or she works in a team the responsibility should be carried by the team.

% Assigning Individual Blame

Egypt	40%	UK	70%
Japan	43%	Netherlands	71%
Mexico	43%	USA	72%
France	49%	Hungary	84%
Singapore	49%	Russia	88%
China	52%	Czech Republic	92%

Tips for Doing Business With:

Individualists

- Prepare for quick decisions
- Negotiator can commit
- Tough negotiations are done before meeting
- Conducting business alone means the person is highly respected by their company
- The aim is to make a quick deal

Communitarians

- Show patience for time taken to consult
- Negotiator can only commit tentatively
- Tough negotiations are done face-to-face
- Conducting business surrounded by others indicates the company highly respects the person
- The aim is to build relationships

Neutral vs Affective

- Neutral:

- Do not reveal what they are thinking/feeling
- Emotions often dammed up may explode
- Cool and self-possessed behavior admired
- Physical contact or strong expressions taboo

- Affective

- Reveal thoughts and feelings openly
- Transparency & expressiveness release tension
- Heated, vital open behavior admired
- Touching and strong expression frequent

Tips For Doing Business With:

Neutrals

- Put as much as possible on paper beforehand
- Lack of emotion does not mean they are bored or disinterested
- The negotiation is centered on the issue, not on you as persons

Affectives

- When they express goodwill, respond warmly
- Enthusiasm does not indicate agreement
- The negotiation is centered on you as persons, not so much on the issue

Specific vs Diffuse

- Specific

- Direct, to the point, purposeful in relating
- Precise, blunt, definitive and transparent
- Principles and consistent moral stands independent of the person being addressed

- Diffuse

- Indirect, circuitous, “aimless” forms of relating
- Evasive, tactful, ambiguous, even opaque
- Highly situational morality depending on the person and context encountered

A boss asks a subordinate to help him paint his house. The subordinate, who does not want to do it, discusses the issue with a colleague.

A. The colleague argues “You don’t have to paint if you don’t feel like it. He is only your boss at work. Outside he has no authority.”

B. The subordinate argues: “Despite the fact that I don’t feel like it, I will paint it. He is my boss and you can’t ignore that outside of work either”.

% Helping Boss

China	68%		US	18%
Nigeria	59%		UK	14%
Venezuela	53%		Switzerland	9%
Korea	47%		Netherlands	9%
Indonesia	42%		Sweden	9%

Tips for Doing Business With:

Specific Oriented

- Study the company's objectives, principles and numerical targets
- Be quick, to the point, and efficient
- Structure the meeting with time, intervals and agenda
- Do not use titles or acknowledge skills irrelevant to the issue

Diffuse Oriented

- Study the company's history, background and future vision
- Take time and remember there are many roads to Rome
- Let the meeting flow, nudging its progress occasionally
- Respect a person's age, title, background connections

Achieved vs Ascribed

- **Achieved:**
 - Titles used only when relevant to the competence you bring to the task
 - Respect for superior in hierarchy based on how effectively they perform their job
 - Most senior managers varying age and gender and proven proficiency in specific jobs
- **Ascribed:**
 - Extensive use of titles especially to clarify status
 - Respect for seniors in hierarchy seen as measure of your commitment to the company and mission
 - Most senior managers male, middle aged and qualified by background

Tips for Doing Business With:

Achievement Oriented

- Make sure your team has enough data, technical advisors and knowledgeable people
- Respect the knowledge and information of your counterparts
- Use the title that reflects your personal competence

Ascription Oriented

- Make sure your team has enough older, senior, and formal title holders
- Respect the status and influence of your counterparts
- Use the title that reflects your degree of influence

Sequential vs Synchronic Time

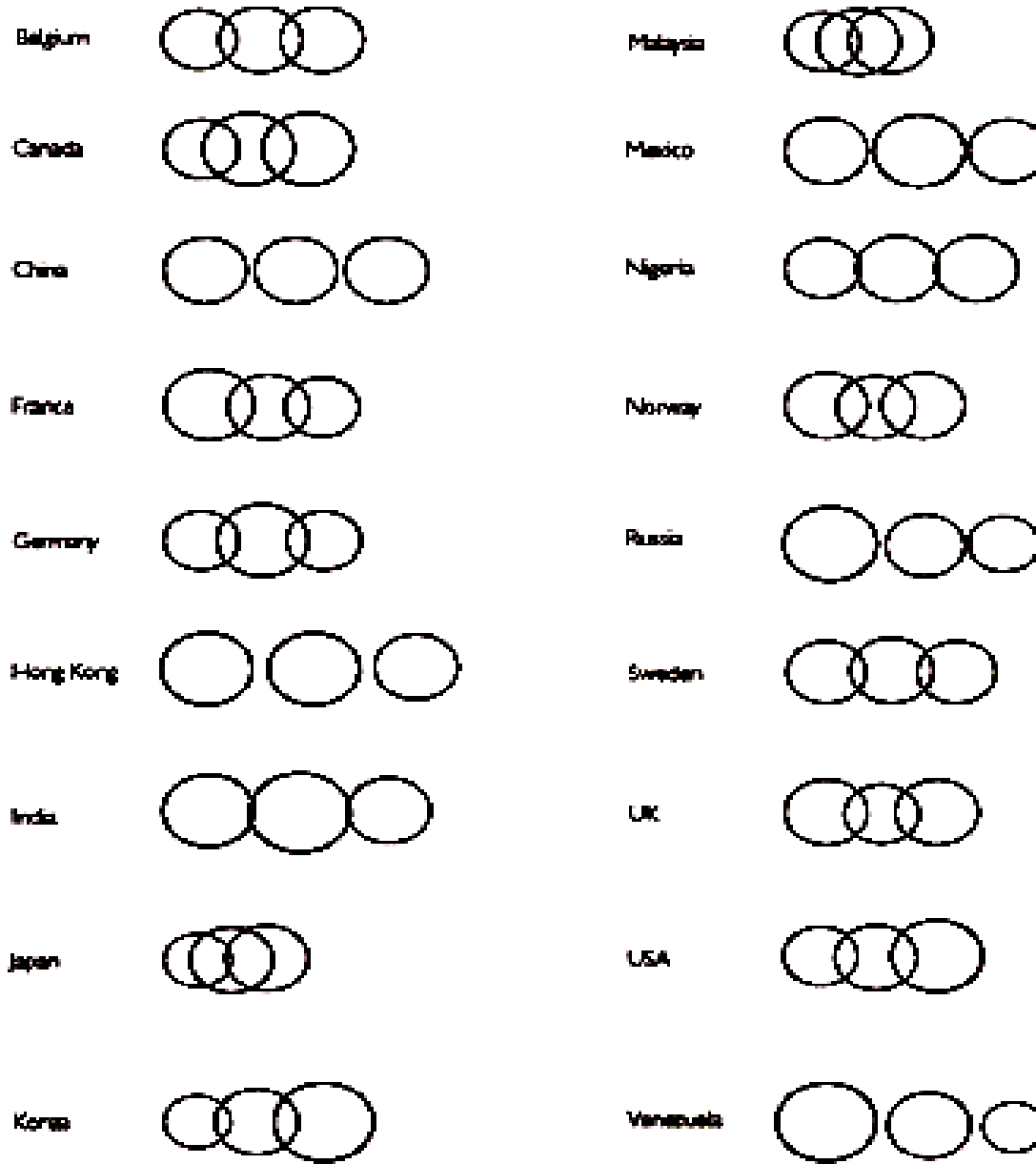
- Sequential
 - Do only one task at a time
 - Time is sizeable and measurable
 - Keep appointments strictly; start & finish promptly
 - Relationships are subordinate to schedules
- Synchronic
 - Do more than one activity at a time
 - Appointments approximate
 - Schedules are subordinate to relationships

Relationship of Time

Think of the past, present and future as being in the shape of circles. Please draw three circles on the space available, representing past, present and future. Arrange these circles in any way you want that best shows how you feel about the relationship of the past, present and future. You may use different size circles. When you have finished, label each circle to show which one is the past, which one the present and which one the future.

Cottle, T., “The Circles Test; an investigation of perception of temporal relatedness and dominance”, *Journal of Projective Technique and Personality Assessments*, No. 31, 1967, pages 58–71.

Relationship of Time Horizons



Four Patterns

- Absence of zone configuration (China)
- Integration (Belgium)
- Significant Overlap (French)
- No difference (Japan) (50% same circles)

Tips for Doing Business With

Sequential

- Employees feel fulfilled by achieving planned goals
- Most recent performance is the major issue
- Career planning joint supervisor/employee

Synchronic

- Employees feel fulfilled by improving relationships
- Whole history with the company and future potential major focus
- Career planning based on employee aspirations

How Do We Know?

- Be a curious observer – ask “why”
- Watch for emotions
- Look at objects and artifacts displayed
- Watch for things not there

When to Flex

“In matters of taste, bend like the willow. In matters of value, stand like the oak.”

Chinese Proverb