Kiss, Bow or Shake Hands
Becoming A Multi-cultural Leader

Mike McDannell
Career Concepts, Inc
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

<table>
<thead>
<tr>
<th></th>
<th>Specific to Individual</th>
<th>Learned and Inherited</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td>Specific to Group or Category</td>
<td>Learned</td>
</tr>
<tr>
<td>Human Nature</td>
<td>Universal</td>
<td>Inherited</td>
</tr>
</tbody>
</table>
Learning Values and Behaviors

Age

Values

Behaviors

0
10
20

Family
School
Work
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 ← Universal
Individual ← Individual
Affective ← Affective
Specific ← Specific
Achieved Status ← Achieved Status
Inner Directed ← Inner Directed
Sequential Time ← Sequential Time

Particular → Particular
Communitarian → Communitarian
Neutral → Neutral
Diffused → Diffused
Ascribed Status → Ascribed Status
Outer Directed → Outer Directed
Synchronous Time → Synchronous Time
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?
<table>
<thead>
<tr>
<th>Country</th>
<th>% Choosing to Lie</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Korea</td>
<td>63%</td>
</tr>
<tr>
<td>France</td>
<td>27%</td>
</tr>
<tr>
<td>Russia</td>
<td>56%</td>
</tr>
<tr>
<td>Canada</td>
<td>7%</td>
</tr>
<tr>
<td>China</td>
<td>53%</td>
</tr>
<tr>
<td>USA</td>
<td>7%</td>
</tr>
<tr>
<td>India</td>
<td>46%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>3%</td>
</tr>
</tbody>
</table>
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?
<table>
<thead>
<tr>
<th>Country</th>
<th>% Choosing to Lie</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia</td>
<td>53%</td>
</tr>
<tr>
<td>France</td>
<td>37%</td>
</tr>
<tr>
<td>South Korea</td>
<td>55%</td>
</tr>
<tr>
<td>Canada</td>
<td>31%</td>
</tr>
<tr>
<td>China</td>
<td>50%</td>
</tr>
<tr>
<td>USA</td>
<td>34%</td>
</tr>
<tr>
<td>India</td>
<td>53%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>29%</td>
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</tbody>
</table>
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.
<table>
<thead>
<tr>
<th>Country</th>
<th>% Assigning Individual Blame</th>
<th>Country</th>
<th>% Assigning Individual Blame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Egypt</td>
<td>40%</td>
<td>UK</td>
<td>70%</td>
</tr>
<tr>
<td>Japan</td>
<td>43%</td>
<td>Netherlands</td>
<td>71%</td>
</tr>
<tr>
<td>Mexico</td>
<td>43%</td>
<td>USA</td>
<td>72%</td>
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<tr>
<td>France</td>
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<td>Hungary</td>
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<tr>
<td>Singapore</td>
<td>49%</td>
<td>Russia</td>
<td>88%</td>
</tr>
<tr>
<td>China</td>
<td>52%</td>
<td>Czech Republic</td>
<td>92%</td>
</tr>
</tbody>
</table>
## Tips for Doing Business With:

<table>
<thead>
<tr>
<th>Individualists</th>
<th>Communitarians</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prepare for quick decisions</td>
<td>• Show patience for time taken to consult</td>
</tr>
<tr>
<td>• Negotiator can commit</td>
<td>• Negotiator can only commit tentatively</td>
</tr>
<tr>
<td>• Tough negotiations are done before meeting</td>
<td>• Tough negotiations are done face-to-face</td>
</tr>
<tr>
<td>• Conducting business alone means the person is highly respected by their company</td>
<td>Conducting business surrounded by others indicates the company highly respects the person</td>
</tr>
<tr>
<td>• The aim is to make a quick deal</td>
<td>• The aim is to build relationships</td>
</tr>
</tbody>
</table>
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, discussions 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”.
<table>
<thead>
<tr>
<th>% Helping Boss</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Country</strong></td>
</tr>
<tr>
<td>China</td>
</tr>
<tr>
<td>Nigeria</td>
</tr>
<tr>
<td>Venezuela</td>
</tr>
<tr>
<td>Korea</td>
</tr>
<tr>
<td>Indonesia</td>
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</tbody>
</table>
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
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.

Relationship of Time Horizons

- Belgium
- Canada
- China
- France
- Germany
- Hong Kong
- India
- Japan
- Korea
- Malaysia
- Mexico
- Nigeria
- Norway
- Russia
- Sweden
- UK
- USA
- Venezuela
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

**Synchronous**
- 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