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Intercultural Management Communication

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Intro & Motivation

Social Information Process Model



Cultural Differences

1. Dimensions

- Hofstede



- Hall

- Trompenaars
and Hampden-Turner

2. Metaphors

- Culture



- Specific cultures



3. Geography

- of Thought



- of Time



Communication

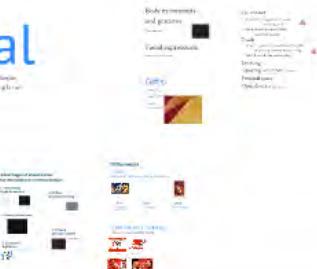
Verbal



Type of message



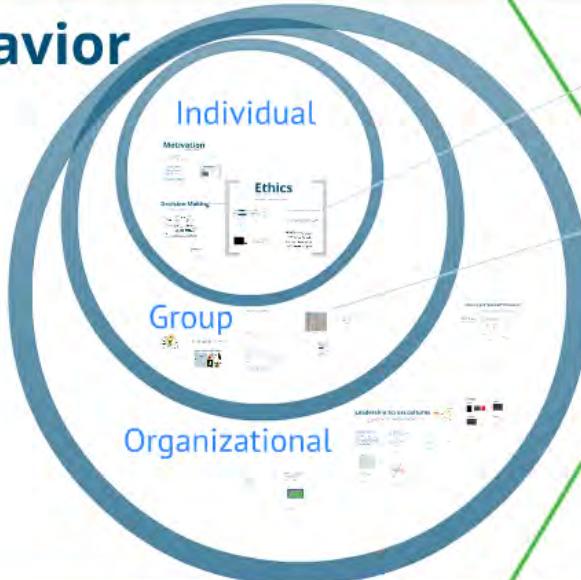
Non verbal



Visual



Behavior



Managerial Implications

Logistics

Course Structure	Session	Content	Teaching Strategy	Material	Homeworks to present in class
Theoretical Background	19/08	Introduction and motivation	Lecture <i>Class interaction</i> Video		<i>Present an intercultural communication incident that you experienced</i>
	19/08	Theories of cross-cultural differences	Lecture <i>Class interaction</i> <i>Critical incidents analysis</i>	<i>Readings:</i> <i>The influence of culture: holistic versus analytic perception.</i>	
	20/08	Theories of cross-cultural differences (continued)	Lecture <i>Metaphors of cultures</i> Video	<i>Readings:</i> <i>A Geography of Time (chapter 9).</i>	<i>Present the analysis of your intercultural communication incident</i>
Implications	21/08	Cultural differences in individual and group behavior	Lecture <i>Critical incidents analysis</i>	<i>Readings:</i> <i>International Dimensions of Organizational Behavior (chapter 5)</i> <i>Chinese Communication Characteristics: A Yin Yang Perspective.</i>	
	22/08	Cultural differences at organizational level	Lecture <i>Critical incidents analysis</i>	<i>Readings:</i> <i>Board of Director Diversity and Firm Financial Performance.</i>	<i>Map the course</i>

Bibliography:

Adler, N.J. (2008). International Dimensions of Organizational Behavior. South-Western Cengage Learning: Mason OH, Fifth edition, pages: 126-156 and 184-223 (chapters 5)

Fang, T. & Faure, G.O. (2011). Chinese Communication Characteristics: A Yin Yang Perspective. International Journal of Intercultural Relations, 35; 320-333.

Levine, R.V. (1998). A Geography of Time: The Temporal Misadventures of a Social Psychologist, Basic Books/Perseus, pages 187-206 (chapter 9).

Niclas, L., Erhardt, N.L., Werbel, J. D. & Shrader C. B. (2003). Board of Director Diversity and Firm Financial Performance, Corporate Governance, 11 (2): 102-111.

Nisbett, R. & Miyamoto, Y. (2005). The influence of culture: holistic versus analytic perception. TRENDS in Cognitive Sciences, 9 (10): 467-473.



Intro & Motivation



Goals

- 1. Awareness of differences and accepting
- 2. Respect
- 3. Cultural differences awareness



Disclaimer*

Source of communication problems:

• Personal

• Social

• Organizational

• Technical

• Financial

Source of communication problems:

• Personal

• Social

• Organizational

• Technical

• Financial



Why?

Miscommunication is costly!

Miscommunication costs billions of dollars annually.

Source of communication problems:

• Personal

• Social

• Organizational

• Technical

• Financial

Source of communication problems:

• Personal

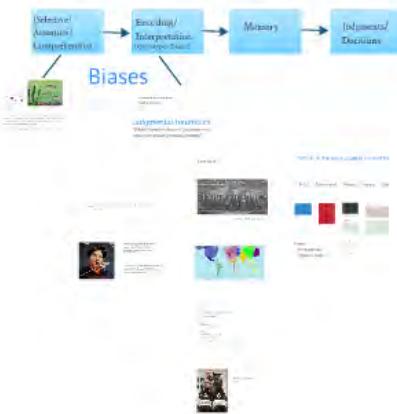
• Social

• Organizational

• Technical

• Financial

Social Information Process Model



Goals

1. Awareness of differences & avoid stereotyping
2. Respect
3. Use cultural differences as a resource



ILLUSTRATION: SHOUT

«It's not bad, it's just different»

Disclaimer*

Sources of communication problems:

- Social
- Economic
- Linguistic
- Cultural



Source: TLC conference 2011

Some (over-)generalization is necessary

Point of view: communication, specific cultural background

What this module is not: a course on theories of culture, on anthropology, on international management or international marketing

Why?

Miscommunication is costly!

Managers spend >50% of their time talking to people (Mintzberg)

Cultural variables affect the communication process (Samovar & Porter)

Attitudes

Social organization

Thought patterns

Roles (status)

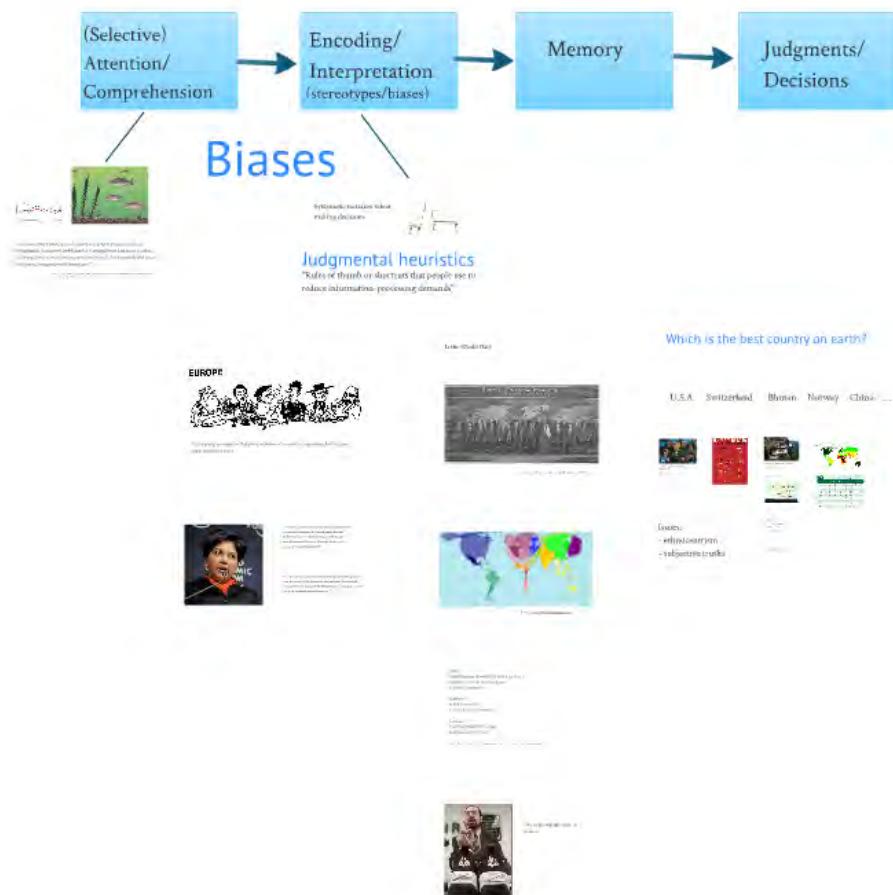
Language

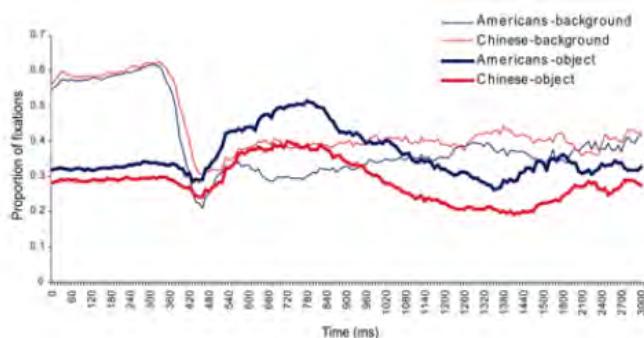
Non verbal communication

Time

Motivation

Social Information Process Model





"Americans were fixating focal objects at a greater proportion than backgrounds, compared with Chinese. Averaging the data from 1,100 to 3,000 ms, Chinese were fixating more often to the backgrounds and less to the objects, compared with Americans."

Source: Chua, Boland, and Nisbett (2005). Cultural variation in eye movements during scene perception. PNAS August 30, 2005 vol. 102 no. 35 12629-12633,

Biases

Systematic mistakes when
making decisions



Judgmental heuristics

"Rules of thumb or shortcuts that people use to
reduce information-processing demands"



"Members of one team of engineers assumed their American colleagues had more technological expertise than did their Moroccan colleagues simply because Morocco is less technologically and economically advanced"

"An Indian manager described the lack of respect granted him by many of his British colleagues who, he believed, 'assumed that I am underdeveloped simply because I come from an underdeveloped country'."

Which is the best country on earth?

U.S.A. Switzerland Bhutan Norway China



"Although we are the wealthiest people that ever lived, we are by no means the happiest."

WHERE TO BE BORN

THE ECONOMIST INTELLIGENCE UNIT CALCULATED WHERE WOULD BE BEST TO BE BORN IN 2013. THE INDEX TAKES 11 INDICATORS INTO ACCOUNT AND IS A FOLLOW UP TO THEIR WHERE TO BE BORN INDEX IN 1988.

1988

COUNTRY RANK

UNITED STATES	1 st
FRANCE	2 nd
W.GERMANY	3 rd
ITALY	4 th
CANADA	5 th
JAPAN	6 th
HONG KONG	7 th
UK	7 th
SWEDEN	9 th
NETHERLANDS	10 th

2013

RANK COUNTRY

1 st	SWITZERLAND
2 nd	AUSTRALIA
3 rd	NORWAY
4 th	SWEDEN
5 th	DENMARK
6 th	SINGAPORE
7 th	NEW ZEALAND
8 th	NETHERLANDS
9 th	CANADA
10 th	HONG KONG

SOUTH KOREA

AUSTRIA

NORWAY

SWITZERLAND

BELGIUM

IRELAND

SPAIN

AUSTRALIA

FINLAND

NEW ZEALAND

ARGENTINA

USSR

POLAND

DENMARK

HUNGARY

PHILIPPINES

GREECE

INDIA

MEXICO

BRAZIL

FINLAND

IRELAND

AUSTRIA

THAILAND

BELGIUM

GERMANY

UNITED STATES

U.A.E.

SOUTH KOREA

ISRAEL

ITALY

HUNGARY

CHILE

CYPRUS

JAPAN

FRANCE

UH

CZECH REPUBLIC

SPAIN

COSTA RICA



The Pursuit of Gross National Happiness: the case of Bhutan

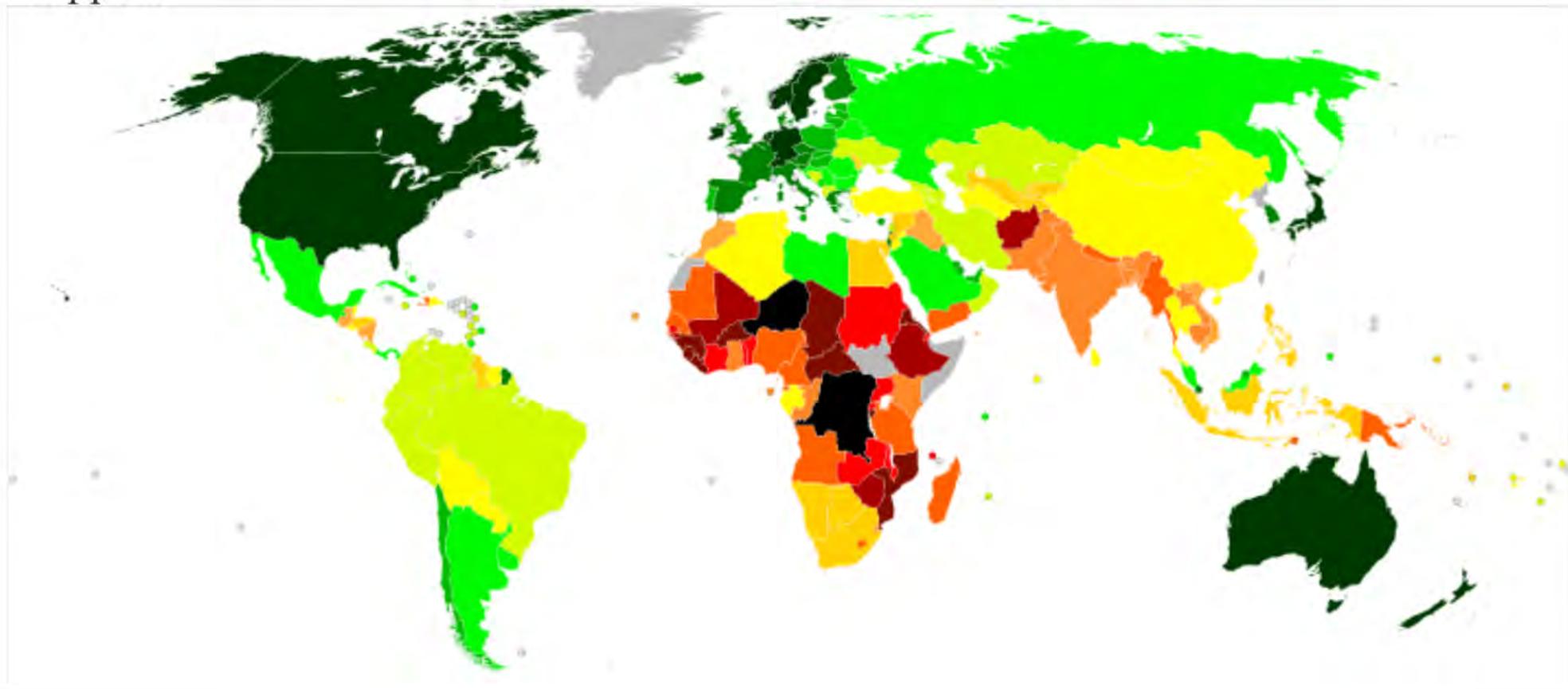
“Wangchuck still maintains that economic growth does not necessarily lead to contentment.”

Source: Time

<http://www.time.com/time/health/article/0,8599,1016266,00.html#ixzz1nJnCtJJ7>

Additional resources: <http://kosmos9.wordpress.com/2012/01/25/what-is-wealth-anyway/>

“Although we are the wealthiest people that ever lived, we are by no means the happiest”



Human Development Index and its components

HDI rank	Human Development Index (HDI)	Life expectancy at birth (years)	Mean years of schooling (years)	Expected years of schooling (years)	Gross national income (GNI) per capita (constant 2005 PPP \$)	GNI per capita rank minus HDI rank	Nonincome HDI Value
	Value						2011
VERY HIGH HUMAN DEVELOPMENT							
1 Norway	0.943	81.1	12.6	17.3	47,557	6	0.975
2 Australia	0.929	81.9	12.0	18.0	34,431	16	0.979
3 Netherlands	0.910	80.7	11.6 ^b	16.8	36,402	9	0.944
4 United States	0.910	78.5	12.4	16.0	43,017	6	0.931
5 New Zealand	0.908	80.7	12.5	18.0	23,737	30	0.978
6 Canada	0.908	81.0	12.1 ^b	16.0	35,166	10	0.944
7 Ireland	0.908	80.6	11.6	18.0	29,322	19	0.959
8 Liechtenstein	0.905	79.6	10.3 ^c	14.7	83,717 ^d	-6	0.877
9 Germany	0.905	80.4	12.2 ^b	15.9	34,854	8	0.940
10 Sweden	0.904	81.4	11.7 ^b	15.7	35,837	4	0.936
11 Switzerland	0.903	82.3	11.0 ^b	15.6	39,924	0	0.926
12 Japan	0.901	83.4	11.6 ^b	15.1	32,295	11	0.940
13 Hong Kong, China (SAR)	0.898	82.8	10.0	15.7	44,805	-4	0.910
14 Iceland	0.898	81.8	10.4	18.0	29,354	11	0.943
15 Korea, Republic of	0.897	80.6	11.6 ^b	16.9	28,230	12	0.945
16 Denmark	0.895	78.8	11.4 ^b	16.9	34,347	3	0.926
17 Israel	0.888	81.6	11.9	15.5	25,849	14	0.939
18 Belgium	0.886	80.0	10.9 ^b	16.1	33,357	2	0.914
19 Austria	0.885	80.9	10.8 ^b	15.3	35,719	-4	0.908
20 France	0.884	81.5	10.6 ^b	16.1	30,462	4	0.919
21 Slovenia	0.884	79.3	11.6 ^b	16.9	24,914	11	0.935
22 Finland	0.882	80.0	10.3	16.8	32,438	0	0.911
23 Spain	0.878	81.4	10.4 ^b	16.6	26,508	6	0.920
24 Italy	0.874	81.9	10.1 ^b	16.3	26,484	6	0.914

Ignoring cultural differences is costly!

Almost half of expatriates leave the assignments earlier
and 25% of repatriated resign within 1 year!

due to job dissatisfaction and problems adjusting to the host country

Over 50% of international M&A fail after a few years

(Source: Pricewaterhouse Coopers)

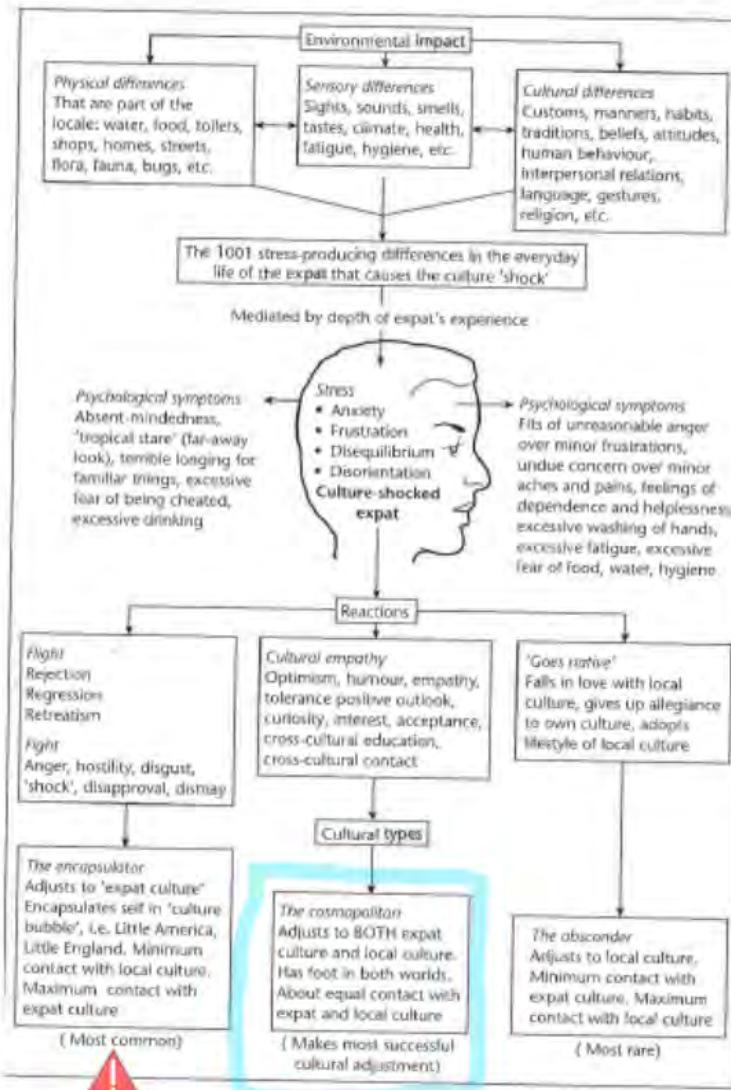
Culture shock



Where?



Strategies to cope with culture shock



Cultural types

The cosmopolitan
Adjusts to BOTH expat culture and local culture.
Has foot in both worlds.
About equal contact with expat and local culture

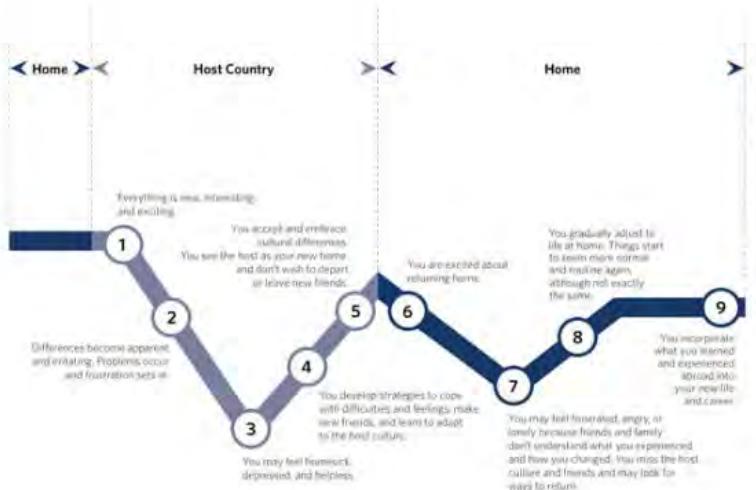
(Makes most successful cultural adjustment)

The absconder
Adjusts to local culture.
Minimum contact with expat culture.
No contact with local culture

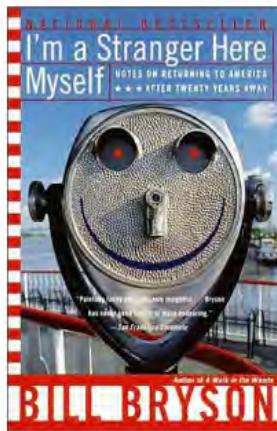
(Most rapid)

! Major
'expat culture'
- self in 'culture'
- Little America,
- Minimum
- local culture.
- contact with
- (common)

Reverse culture shock



More dangerous than culture shock
because unexpected



"I'm a stranger here myself", Bill Bryson, 2000

Solutions?

Barriers

Stereotypes
Ethnocentrism
Poor career planning
Unsupportive work environment
Work-life balance
...



Strategies

1. Training to overcome prejudice
2. Exposure to people with different backgrounds (personal approach)
3. Constant mentoring/coaching

=> Mutual adaptation

Barriers

Stereotypes

Ethnocentrism

Poor career planning

Unsupportive work environment

Work-life balance

...

→ Strategies

1. Training to overcome prejudice
2. Exposure to people with different backgrounds (personal approach)
3. Constant mentoring/coaching

=> Mutual adaptation

The role of gender

Only about 20% of all expatriates are female

under-represented

BUT

more successful than male expatriates

empathy?!

(Source: Knicki and Kreitner (2011). *Organizational Behavior*)

Definition of culture



Interview: Sting

GLOBE (2004): "shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations"

Hofstede (1983: 89): "the collective programming of the mind which distinguishes the members of one group or

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Culture is learned and not inherited.

Cultural Differences

1. Dimensions

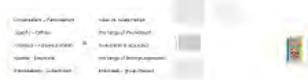
- Hofstede



- Hall



- Trompenaars
and Hampden-Turner



2. Metaphors

-Culture



-Specific cultures

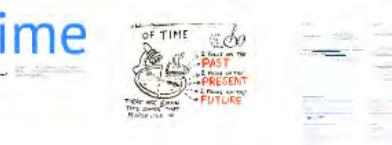


3. Geography

- of Thought



- of Time



Communication

Verbal



Non verbal



Visual

Behavior





Cultural Differences

1. Dimensions

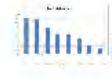
- Hofstede

Witt Hofstede?
Sample (12000+ from 70 countries
1980-1990)
Individualism
Collectivism
Masculinity
Femininity
Uncertainty avoidance
Power distance
Indulgence

Individualism
Collectivism
Masculinity
Femininity
Uncertainty avoidance
Power distance
Indulgence

Individualism (and collectivism)

Individualism
Collectivism
Masculinity
Femininity
Uncertainty avoidance
Power distance
Indulgence



Power distance



Uncertainty avoidance



Masculinity (and femininity)



Implications for management
Individualism
Collectivism
Masculinity
Femininity
Uncertainty avoidance
Power distance
Indulgence

Cultural Differences

1. Dimensions

- Hofstede



- Hall



Time: monochronic-polychronic

- Trompenaars
and Hampden-Turner

Universalism – Particularism	rules vs. relationships
Specific – Diffuse	the range of involvement
Ascribed – Achieved Status	how status is accorded
Neutral – Emotional	the range of feelings expressed
Individualism - Collectivism	Individual – group interest



2 Metaphors

- more context-rich approach
- leveraging the emotional capital





- Hofstede

Why Hofstede?

Sample: 117,000 employees in 53 nations
Culture's consequences (1997) 10,000 citations
Software of the mind (1984) 15,000 citations
(surpassed Karl Marx as most cited researcher in Social Science Citation Index)

Source: <http://www.ge>



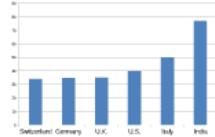
Optional reading:
Dimensions in Ma
Pacific Journal of

Individualism (and collectivism)

Power distance

Extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.

This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. 'all societies are unequal, but some are more unequal than others'.



Uncertainty avoidance

Society's tolerance for uncertainty and ambiguity. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations (novel, unknown, surprising). Uncertainty avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures.

Uncertainty accepting cultures, are more tolerant of opinions different from what they are used to; they try to have as few rules as possible

Masculinity (and femininity)

The assertive pole has been modest, caring pole 'feminine' countries have the same more in the masculine countries and competitive, but not as countries show a gap between values.

Time orientation

Long Term Orientation: thrift and perseverance; strong propensity to save and invest.

Short Term Orientation: focus on achieving quick results.

Dimension added by a Chinese study
Added subsequently to Hofstede Dimensions (Hofstede '94)
Problematic measurement

Degree to which individuals are integrated into groups.

Individualist: the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family.

Collectivist: people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) which continue protecting them in exchange for unquestioning loyalty.

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seen to; they try to

The assertive pole has been called 'masculine' and the modest, caring pole 'feminine'. The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men's values and women's values.

Long Term Orientation: thrift and perseverance;
strong propensity to save and invest.

Short Term Orientation:
focus on achieving quick results.

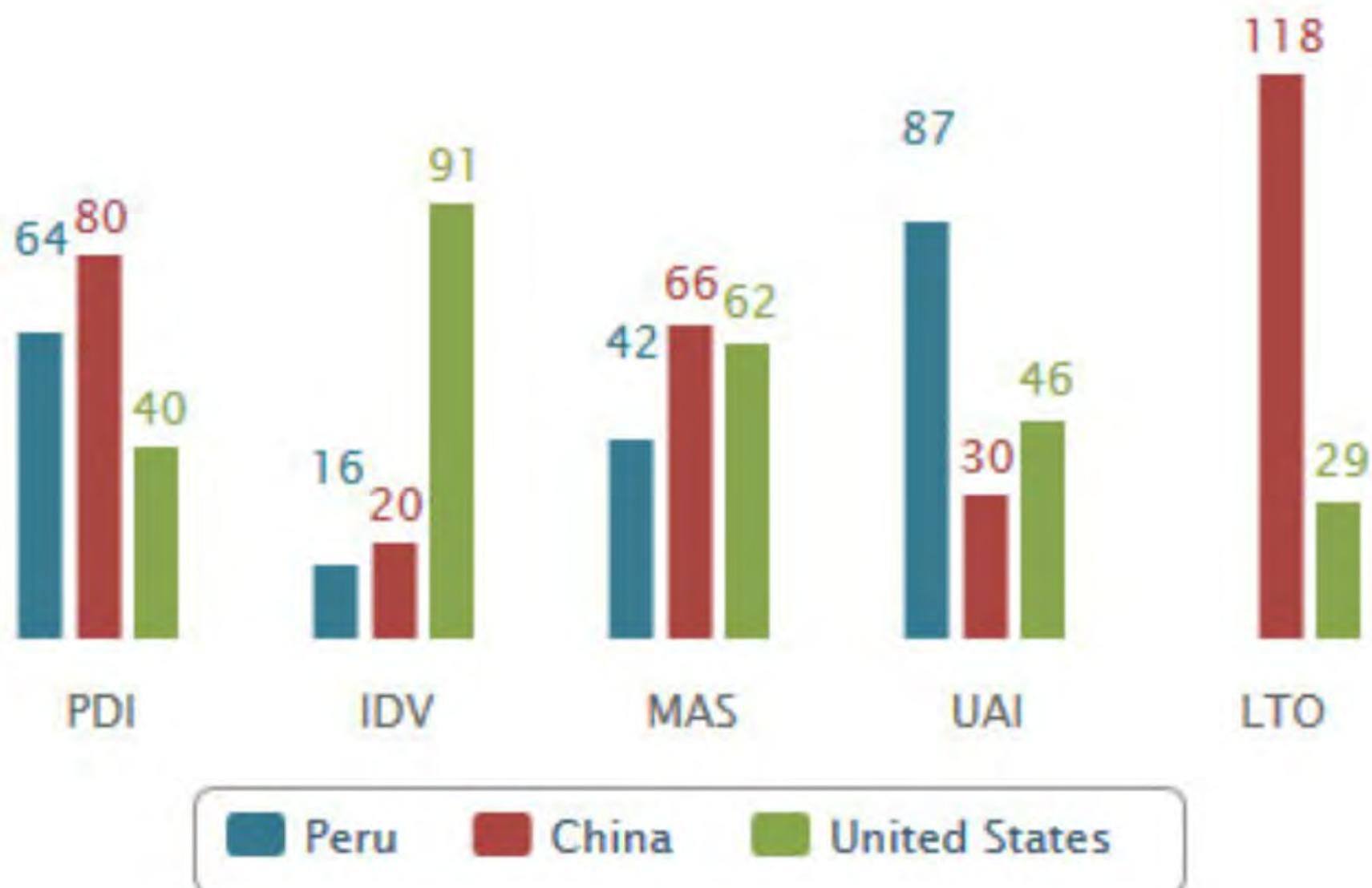
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Problematic measurement

Peru

in comparison with the below



- Hall

High-Low context cultures

High-context cultures

Internal, implicit, non verbal, symbols
Eg. twins
Economical fast and efficient but time must be devoted to programming

Symbolism or indirect verbal expression in advertising
Rely more on visual and symbols, context such as people and motives

Asian cultures, France (mixture)

Low-context cultures

Explicit code, verbal
Eg. layers
Explicit verbal messages, words

Argumentation and rhetoric in advertising
Rely on fact and data

US, Germany, Switzerland

*Correlation between collectivism and high-context

Time: monochronic-polychronic

Monochronic-time:

one thing at a time
organized and methodical
a chain of isolated successive blocks
Eg. Germans
usually also low-context

Polychronic-time:

tend to do many things simultaneously
'never-ending ocean extending in every direction'
Eg. Spanish, Arabs, South Americans
usually also high-context

High-Low context

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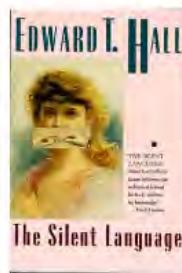
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Source: The Silent Language (1959)
The Hidden Dimension (1966)
Beyond Culture (1976)



Economical fast and efficient but time must be devoted to programming

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- Trompenaars and Hampden-Turner

Problems with Dimensions

-overlap

-extremes

Universalism – Particularism

rules vs. relationships

Specific – Diffuse

the range of involvement

Ascribed – Achieved Status

=

how status is accorded

Neutral - Emotional

the range of feelings expressed

Individualism - Collectivism

Individual – group interest



Assessment-oriented
1 Use of ideas only when relevant to the topic you bring to the issue
2 Respect for superiors hierarchy is based on how effectively his or his/her ideas are performed and how much knowledge
3 Most senior managers, varying age and gender, have shown productive specific goals

You are riding in a car driven by a close friend. He hits a pedestrian. You know he was going at least 35 miles per hour in an area of the city where the maximum allowed speed is 20 miles per hour. There are no witnesses. His lawyer says that if you testify under oath that he was only driving 20 miles per hour it may save him from serious consequences.

What right has your friend to expect you to protect him?

- Ia My friend has a definite right as a friend to expect me to testify to the lower figure.
- Ib He has some right as a friend to expect me to testify to the lower figure.
- Ic He has no right as a friend to expect me to testify to the lower figure.

What do you think you would do in view of the obligations of a sworn witness and the obligation to your friend?

- Id Testify that he was going 20 miles an hour.
- Ie Not testify that he was going 20 miles an hour.

Recognising the differences

Achievement-oriented

- 1 Use of titles only when relevant to the competence you bring to the task.
- 2 Respect for superior in hierarchy is based on how effectively his or her job is performed and how adequate their knowledge.
- 3 Most senior managers are of varying age and gender and have shown proficiency in specific jobs.

Ascription-oriented

- 1 Extensive use of titles, especially when these clarify your status in the organisation.
- 2 Respect for superior in hierarchy is seen as a measure of your commitment to the organisation and its mission.
- 3 Most senior managers are male, middle-aged and qualified by their background.

Problems with Dimensions

- overlap
- extremes
- primacy of a culture
- Western reasoning

...

So how can we describe cultural differences?!

THOMPSONS and Hampden-Turner

Specific – Diffuse

the range of involvement

Ascribed – Achieved Status

how status is accorded

Neutral - Emotional

the range of feelings expressed

Individualism - Collectivism

Individual – group interest



2. Metaphors

-Culture

Cultural Onion



Iceberg



-Specific cultures

Gannon



Why?

Example: Kazakhstan

Kazakhstan, a country with 17 million inhabitants and a

territory of 2,725,000 square kilometers (larger than

Western Europe)



Yin-Yang
by Tony Fang
for Chinese communication

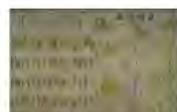


Yin-Yang

Information about the Yin-Yang communication model:
- Yin-Yang model of communication
- Yin-Yang model of communication

Information about the Yin-Yang communication model:
- Yin-Yang model of communication
- Yin-Yang model of communication

3. Geography



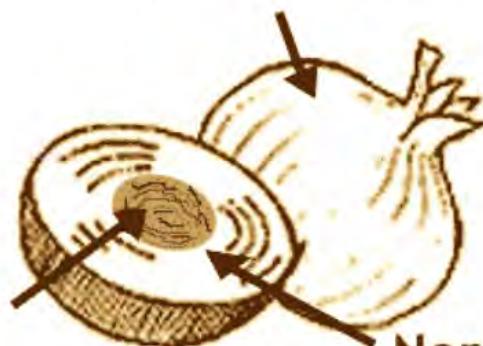
Information about the Yin-Yang communication model:
- Yin-Yang model of communication
- Yin-Yang model of communication

- more context-rich approach
- leveraging the emotional appeal
- more comprehensive and holistic

-Culture

Cultural Onion

Visual Cultural Differences

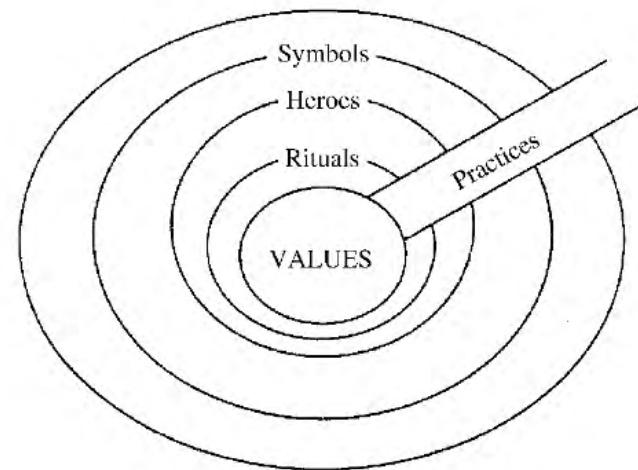


Language
Housing
Food
Clothes

Norms and Values
greetings
bow, shake hands

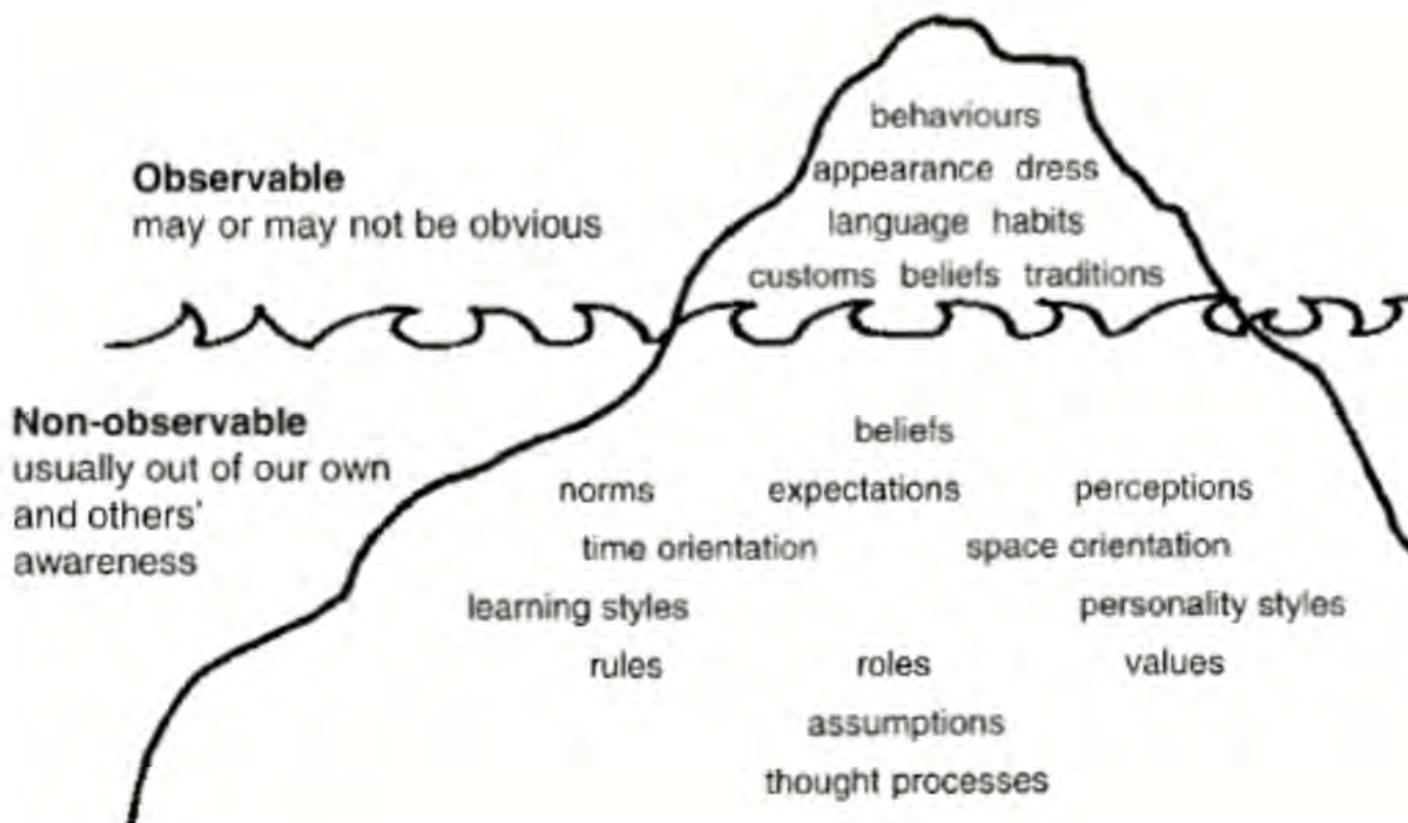
Key Beliefs

Not so visible but has
an effect on determining
behaviour at a more
superficial level



Source: Hofstede (2000)

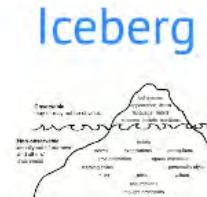
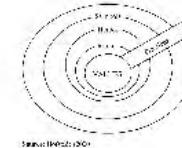
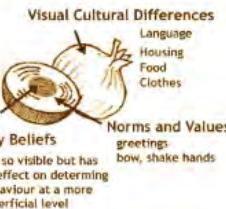
Iceberg



-Culture

-Specific cultures

Cultural Onion



Gannon

Cystic fibrosis → basic defect in chloride channel protein (CFTR → transmembrane protein)



Primeros resultados
- individual and co-operative
- speed training
- complex puzzle (puzzland)
- high risk aggression (risk 0, risk reward)
- people from different backgrounds and
abilities come together periodically to solve
these types of problems
- extension of collaboration of performance

Germany



General symptoms:
- Loss of eating/drinking
- pain and tenderness
- Individual pain is not a danger
- sign

104



6



Chlorine For life science
• Fluorometry
• Liquid-chromatography
• Electrochemistry
• Solid-state analysis
• Cell biology
• Catalysis
• Catalysis

Yin-Yang

by Tony Fang

for Chinese communication



Gannon

Cultural metaphor = “some unique or distinctive institution, phenomenon or activity expressive of a nation’s values”

Examples (Gannon):

American football, German symphony, Italian opera, Chinese family altar, Japanese garden, Swedish stuga, etc.

United States



American football:

- individualism and competitive specialization
- complex plays (playbook)
- high risk, aggressive (violent), rich rewards
- people from different backgrounds and abilities come together periodically to solve short-term problems.
- ceremonial celebration of perfection

Germany



German symphony:
focus on enduring achievement
precision and synchronicity
Individual goals are subordinated to
group goals

Italy



Italian opera:
operatic overture
spectacle
exteriority. The belief that the individual cannot keep thoughts and emotions to himself/herself.
interaction between soloists and chorus, similar to the interaction between the individual and the group

China



Chinese Family altar:

Harmony with the family

Capacity of changing while
maintaining solid traditions

Well-integrated social unit uniting
generations (including the dead)

[or Family meal](#)



Yin-Yang

by Tony Fang

for Chinese communication



Required reading: Fang & Faure (2011). Chinese Communication Characteristics: A Yin Yang Perspective. International Journal of Intercultural Relations.

Yin-Yang

Cultural oxymoron

- Opposite of western non contradictory principle
 - both-and instead of either-or
- Paradoxical orientation
- Yin-Yang: Center of Chinese cognitive process
 - change- fundamental principle of the universe
- Two opposite but complementary forces
 - no absolute borderline between Yin and Yang
 - Constant dynamic balance
- Weiji (crisis): wei=danger, ji=opportunity

"In cross-cultural management and intercultural communication literature, culture and communication are conceptualized in terms of static bipolar cultural dimensions. [...]

This dichotomist system of analysis reflects a western bias in defining the object as it sets attributes in terms of opposition.

The Chinese logic rather tends to associate them.

The non contradictory principle is a product of Western ideology."

Chinese people are collectivists in some situations and individualists in other situations/contexts

Fang & Faure 2001: 324



Yin-Yang (one of the four colors present in Chinese culture and thought) is a Chinese term for a communication concept. This concept has a communication model that is based on the Chinese concept of 'Yin and Yang' (Opposites that complement each other). Well-known and widely used in Chinese communication, this concept is also used in Chinese business, politics, and culture.

Yin-Yang (one of the four colors present in Chinese culture and thought) is a Chinese term for a communication concept. This concept has a communication model that is based on the Chinese concept of 'Yin and Yang' (Opposites that complement each other). Well-known and widely used in Chinese communication, this concept is also used in Chinese business, politics, and culture.

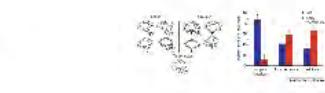
3. Geography



Geography is a discipline that studies the physical features of the Earth's surface, such as landforms, climate, and water bodies. It is also concerned with the distribution of human populations and their interaction with the environment. Geography is a discipline that studies the physical features of the Earth's surface, such as landforms, climate, and water bodies. It is also concerned with the distribution of human populations and their interaction with the environment.

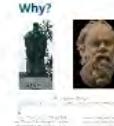


- of Thought



Regional coding: Shabot, R. & Miyamoto, Y. (2000). The influence of culture on thinking versus cultural perception. *TRENDS in Cognitive Sciences*, 4(10), 467-471.

Temporal-spatial coding: Shabot, R. (2006). The Geography of Thought.

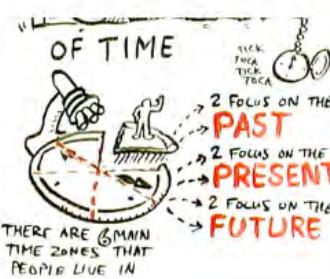


Why?

- of Time



Lentz, R.U. (1994). A Geography of Time. The Temporal Mind (Institute of Social Psychology, Inc., Berlin/Potsdam, pages 107-200 (chapter 4)).



THERE ARE 6 MAIN
TIME ZONES THAT
PEOPLE LIVE IN

OF TIME
TICK TICK TICK
2 FOCUS ON THE
PAST
2 FOCUS ON THE
PRESENT
2 FOCUS ON THE
FUTURE



國 總 國 萬



Geographical maps are NOT objective depictions of reality

they are a product of what the author wants to emphasize

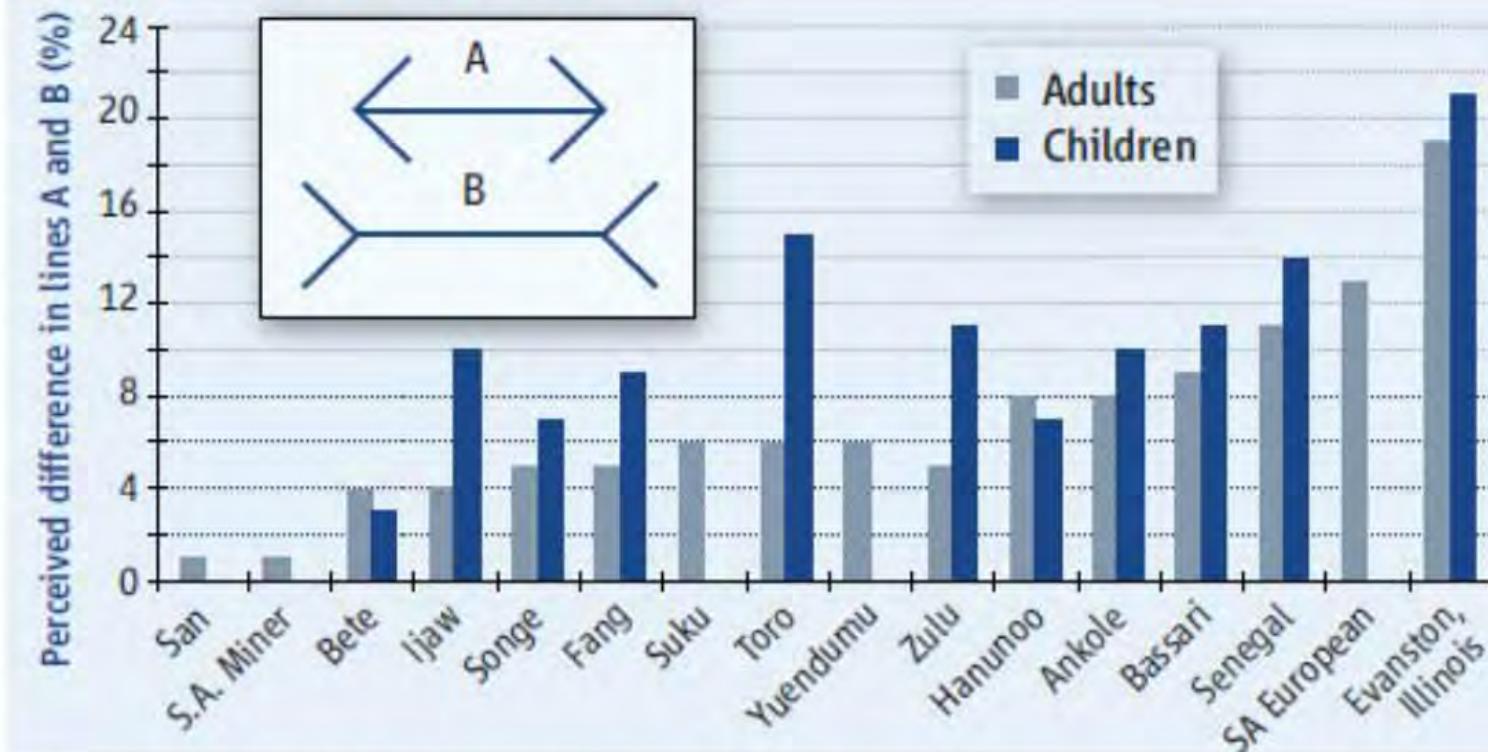
Traditional world map: product of conventions

Many types of world maps exists with different orientations

<- i.e., Japanese map of 1671

Source: Holenstein

THE MULLER-LYER ILLUSION



In the eye of the beholder. People in industrialized societies often think line A is shorter than line B, but that illusion is weaker or absent in some small-scale societies, whose members perceive the lines as equally long.

Source: Henrich, J., Heine, S. J., & Norenzayan, A. 2010. The WEIRDest people in the world? *Behavioral and Brain Sciences*, Cambridge University Press, 33 (2-3): 61-83.

WEIRD = Western, Educated, Industrialized, Rich, and Democratic

- of Thought



Required reading: Nisbett, R. & Miyamoto, Y. (2005). The influence of culture: holistic versus analytic perception. *TRENDS in Cognitive Sciences*, 9 (10): 467-473.

Further optional reading: Nisbett, R. (2003), The Geography of Thought.



A



B



What goes with this? A or B

Group 1

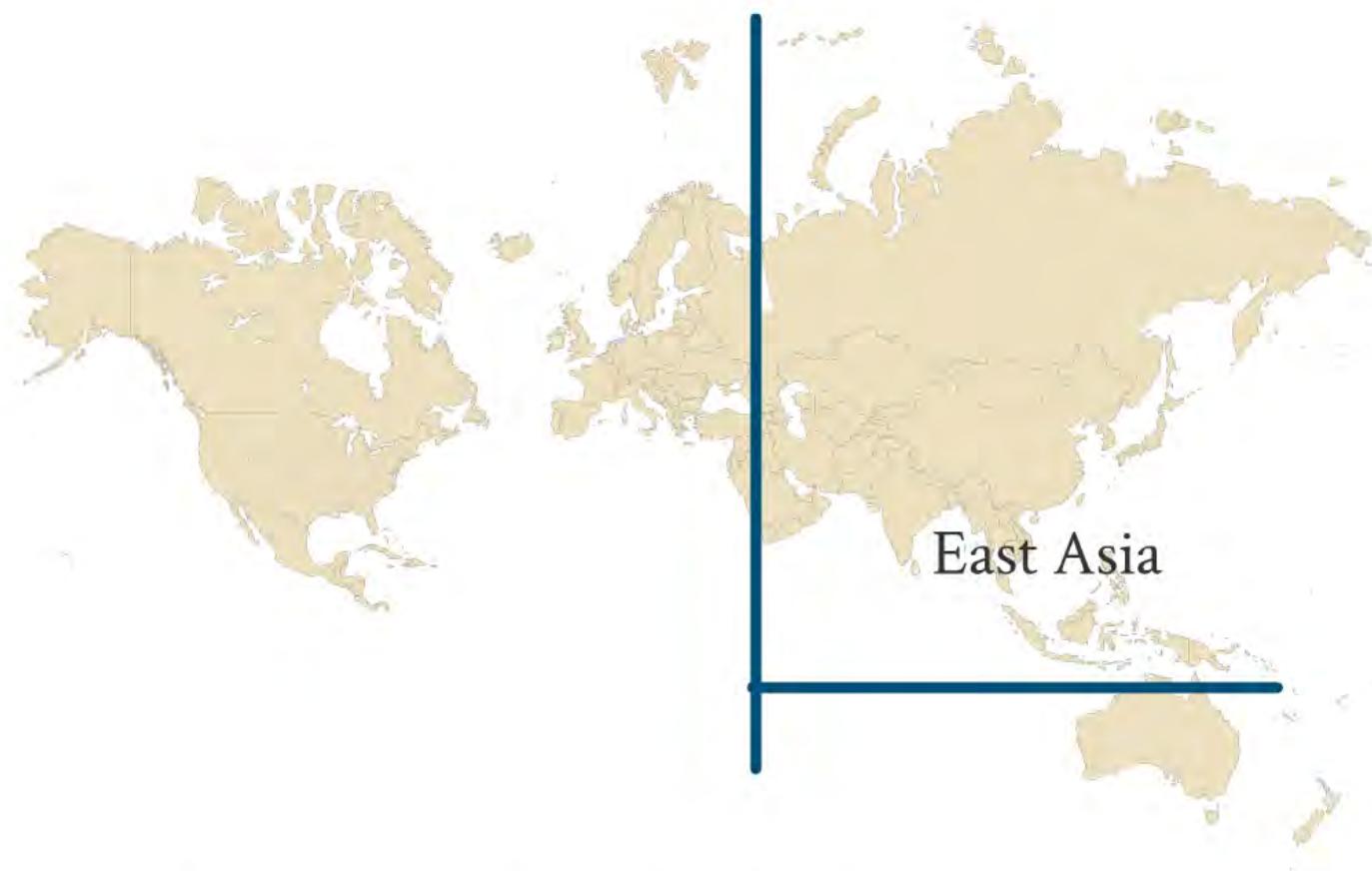


Group 2



Target object





“perceptual processes are influenced by culture”

Westerners

Focus on a salient object independently of its context

Favor reasoning that is:

- abstract
- analytic
- based on rules and categorization

East Asians:

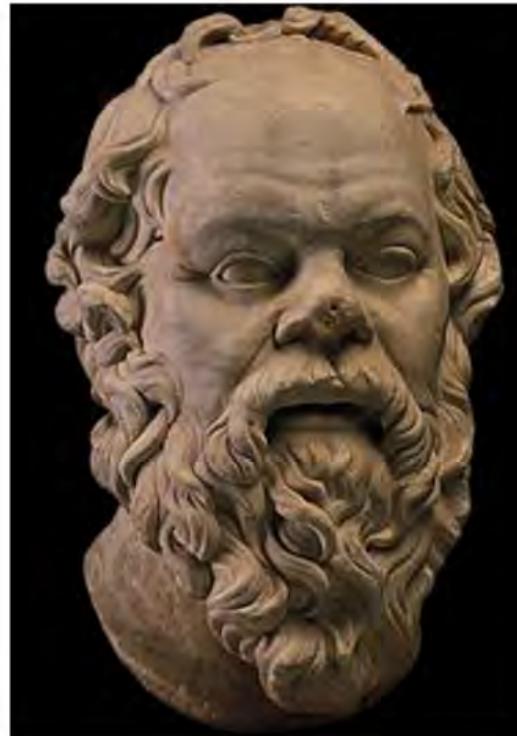
attend to the relationship between the object and the context in which the object is located

Favor reasoning that is:

- holistic view of the world
- focus on relationships
- focus on similarities

Why?

Why?



The Geography of Thought:
consequence of the influence of prominent philosophers over 2500 years ago.

Ancient Chinese: concerned primarily with social harmony, therefore public criticism and disagreement were discouraged. Relationships are the basis of society.

Ancient Greeks: emphasized freedom and individuality, viewed argumentation and criticism of others' point of view as a way to advance knowledge

- of Time



Levine, R.V. (1998). *A Geography of Time: The Temporal Misadventures of a Social Psychologist*, Basic Books/Perseus, pages 187-206 (chapter 9).

"OFF TIME"



TICK
TOCK
TICK
TOCK



THERE ARE **6** MAIN
TIME ZONES THAT
PEOPLE LIVE IN

→ 2 FOCUS ON THE
PAST

→ 2 FOCUS ON THE
PRESENT

→ 2 FOCUS ON THE
FUTURE

Problem

Temporal illiteracy → awkward and embarrassing situations

"Extreme present-orientedness, not the lack of income or wealth, is the principal cause of poverty"

Banfield (1968) The Unheavenly City.

Problem

Temporal illiteracy



awkward and
embarrassing situations

Solution

Temporal training programs

"Extreme present-orientedness, not the lack of income or wealth, is the principal cause of poverty"

Banfield (1968) The Unheavenly City.

In school children should behave according to
sequential directions
and temporal expectations

Temporal flexibility

Example: Mexicans commuting daily to California

can switch back and forth between the two different times

"When entering the United States, he would feel his whole being switch to rapid clock-time mode: he would walk faster, drive faster, talk faster, meet deadlines." (pg. 190)

Solution

Temporal training programs

In school children should behave according to
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Temporal flexibility

Example: Mexicans commuting daily to California

can switch back and forth between the two different times

"When entering the United States, he would feel his whole being switch to rapid clock-time mode: he would walk faster, drive faster, talk faster, meet deadlines." (pg. 190)

Eight lessons:

(for Westerners -time is money cultures- for surviving in slower cultures)

1. Punctuality: learn how to translate appointment time

What is the appropriate time to arrive for an appointment?

When should you expect others to show up?

What sort of apologies/excuses are expected and acceptable?

2. Understand the line between work time and social time

How much time of the work day is spent on-task and on socializing/chatting/being pleasant?

U.S.-EU-10
India-Nepal-5034
Japan access time is not very relevant, so modifications is an essential part of the job

3. Study the rules of the waiting game

Ask:

- who is expected to wait for whom
- time is money?
- who should not wait
- what is the protocol for waiting in line?

4. Learn to reinterpret 'doing nothing'

"Is appearing chronically busy a quality to be admired or to be pitied?"

No plans, Waiting for something to happen
Anxious (10%) vs.
constant activity

5. Ask about accepted sequences

Take coffee/tea before getting down to business?

Man+woman having lunch together (alone) = love relationship

Love is necessary for getting married

6. Are people on clock time or event time?

Journal of Health Politics, Policy and Law, Vol. 34, No. 4, December 2009
DOI 10.1215/03616878-34-4 © 2009 by the Southern Political Science Association

7. Practice

understanding ≠ successful application

Training: no watch 'simulated village'

8. Don't criticize what you don't understand

When we attribute a Brazilian's tardiness to irresponsibility, or a Muncian's shifting of attention to their lack of focus, we are being both carefree and incrementally narrow minded. These misinterpretations are examples of what social psychologists call the fundamental attribution error—that, when explaining the behaviors of *others*, there is a pervasive tendency for people to underestimate the influence of the situation and to overestimate others' internal personality dispositions. For example, when I hear strangers lose their temper, I infer that they must be angry people. When I lose my own temper, I blame it on the situation.

1. Punctuality: learn how to translate

What is the appropriate time to arrive for an appointment?

CH
Sweden
Brazil

When should you expect others to show up?

CH
Saudi Arabia

What sort of apologies/excuses are expected and acceptable?

No apologies for not showing up. Why?

2. Understand the line between work and play

How much time of the work day is spent on-task and on socializing/chatting/being pleasant?

U.S.: 80:20

India/Nepal: 50:50

Japan: private time is not very relevant, socialization is an essential part of the job

3. Study the rules of the waiting game

Ask:

- who is expected to wait for whom
- time is money?
- who should not wait
- what is the protocol for waiting in line?

4. Learn to reinterpret 'doing nothing'

"Is appearing chronically busy a quality to be admired or to be pitied?"

No plans, waiting for something to happen

Meaning of silence

VS.

constant activity

Western need to make something happen,
to control time

stops along the way are as meaningful as the
eventual destination

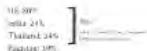
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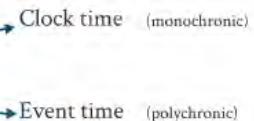
(East Asia)

Love is necessary for getting married



6. Are people on clock time or event time?

"Imagine you have an appointment at 11:30 with a very solid student who always turns their assignments in on time and is really working along their degree program. They're going to get out on time. There's another student, though, who's been slow to come up with a thesis topic and is getting an awful lot of Bs and Cs even in the graduate program . . . At 11:25 this student comes and says, 'Professor, I finally have a thought, I finally have a potential thesis topic.' Who has more claims on our time, the student who had the 11:30 appointment or this student who shows up at 11:25? Who has claims on our time?"



“Imagine you have an appointment at 11:30 with a very solid student who always turns their assignments in on time and is really working along their degree program. They’re going to get out on time. There’s another student, though, who’s been slow to come up with a thesis topic and is getting an awful lot of Bs and Cs even in the graduate program . . . At 11:25 this student comes and says, ‘Professor, I finally have a thought, I finally have a potential thesis topic.’ Who has more claims on our time, the student who had the 11:30 appointment or this student who shows up at 11:25? Who has claims on our time?”

7. Practice

understanding ≠ successful application

Training: no watch
'simulated village'
for Peace Corps volunteers

8. Don't criticize what you don't understand

When we attribute a Brazilian's tardiness to irresponsibility, or a Moroccan's shifting of attention to their lack of focus, we are being both careless and ethnocentrically narrow-minded. These misinterpretations are examples of what social psychologists call the fundamental attribution error—that, when explaining the behaviors of *others*, there is a pervasive tendency for people to underestimate the influence of the situation and to overestimate others' internal personality dispositions. For example, when I hear strangers lose their temper, I infer that they must be angry people. When I lose my own temper, I blame it on the situation

West

convey information



East

build/maintain relationships
and hierarchy/status

(i.e., "older sister", "uncle")

"Hall and Beadsley (1965) have maintained that,
compared to East Asian countries, North America is in
the Stone Age when it comes to social relationships."

goal of life: win, be the best

goal of life: harmony,
be recognized by the in-groups

(Dimension: power distance,
ascribed status)

Dimension: collectivism

USA / West Europeans

ASIANS

COMMUNICATION STYLE

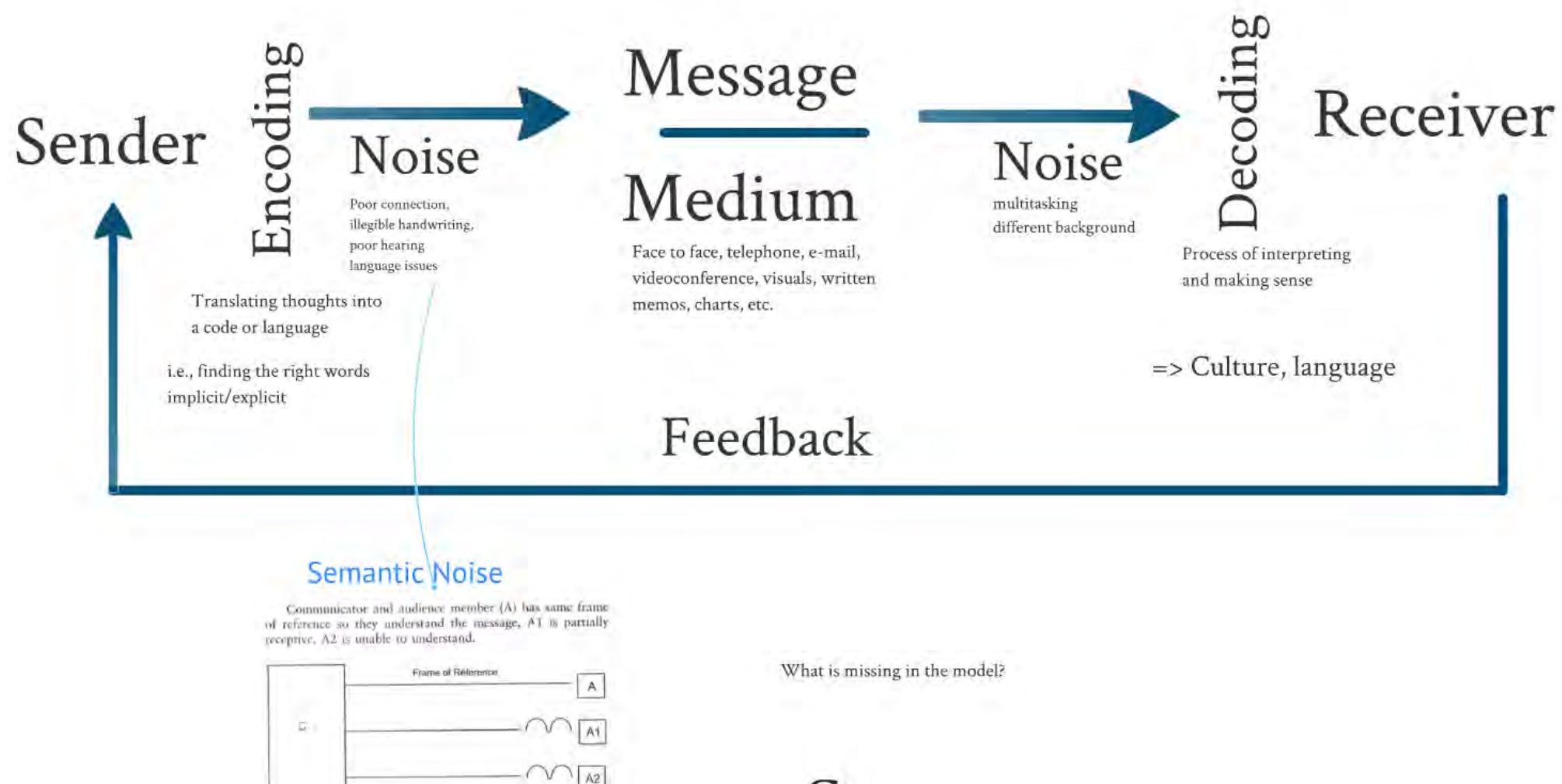
extrovert
forceful
lively
thinks aloud
interrupts
talkative
dislikes silence
truth before diplomacy
overt body language

COMMUNICATION STYLE

introvert
modest
quiet
thinks in silence
doesn't interrupt
distrusts big talkers
uses silence
diplomacy before truth
little body language

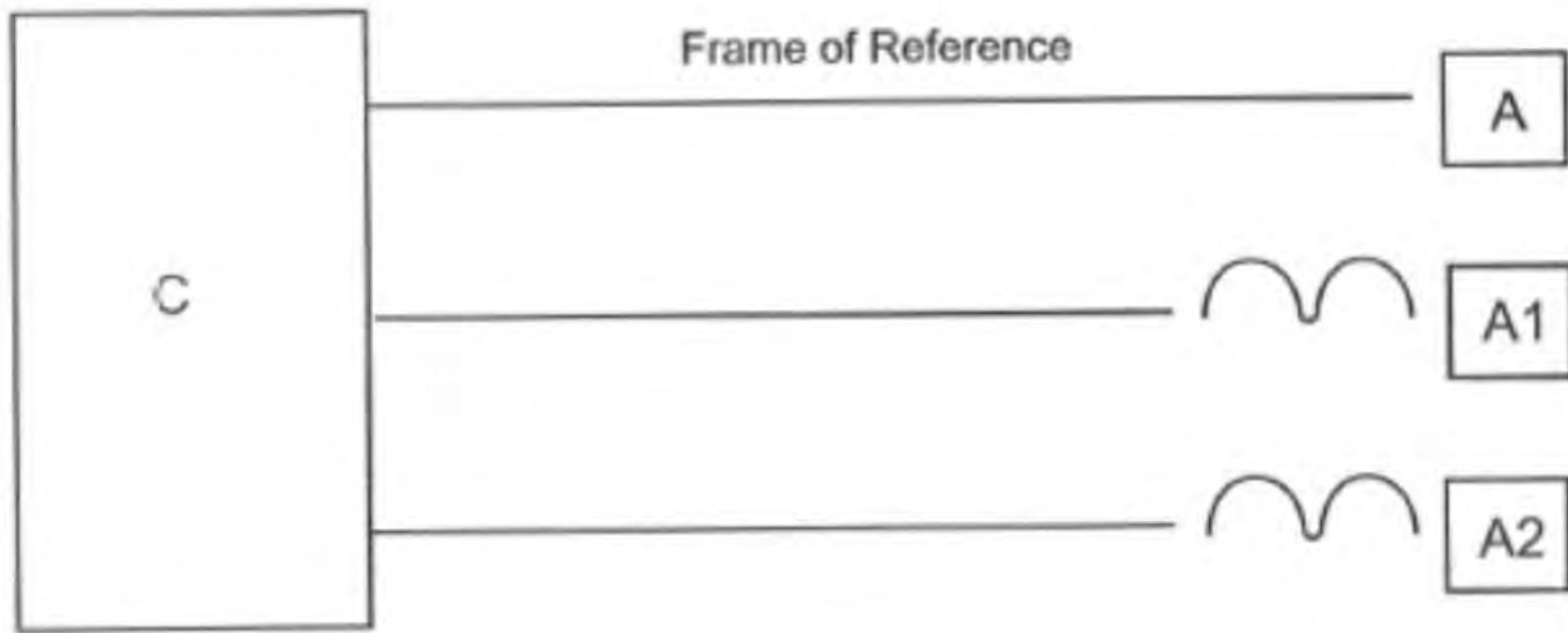
Classic Model of Communication:

- Western model
- (by Shannon and Weaver)



Semantic Noise

Communicator and audience member (A) has same frame of reference so they understand the message, A1 is partially receptive, A2 is unable to understand.



Semantic Noise

(Uma Narula)

-Context

Hierarchy /status

East

indirect communication
embarrassment

-Face issues

Strategies

mediated communication

- asking someone else
- talking to a third party

hearer

- acting as if the other person is being from another culture

East

indirect communication helps to prevent the embarrassment of rejection

Strategies

mediated communication:

- asking someone else to transmit the message
- talking to a third person in the presence of the hearer
- acting as delegate (=conveying the message as being from someone else)

West

Direct communication is sign of honesty.
Rejection is part of the learning process

Indirect communication is perceived as unwillingness to take responsibility!



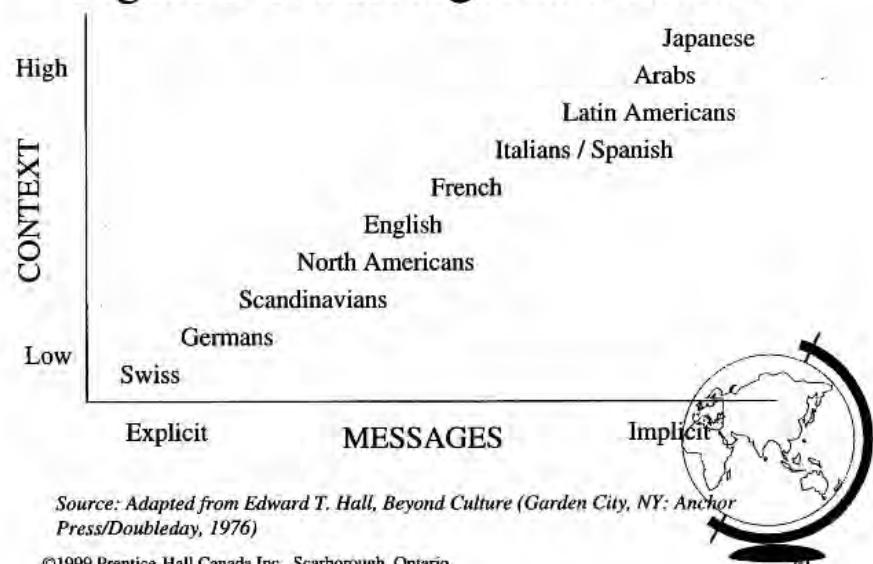
Embarrassing for Westerners
Why involving other people?





Type of message

Figure 5-3 Messages and Context



Hall's Dimensions - implications for management communication

Low-context cultures

Switzerland, Germany, U.S.

Communication media have to be explicit.
direct = honest indirect = dishonest

Conclusion is typically stated first and then defended and amended through dialog

Example: Germans expect considerable detailed information before making a business decision

High-context cultures

Asia, Middle-East, Africa, Mediterranean

Need to read between the lines and interpret meaning

Conclusion is stated at the end: communication of facts of the situation, from which the conclusion should be obvious

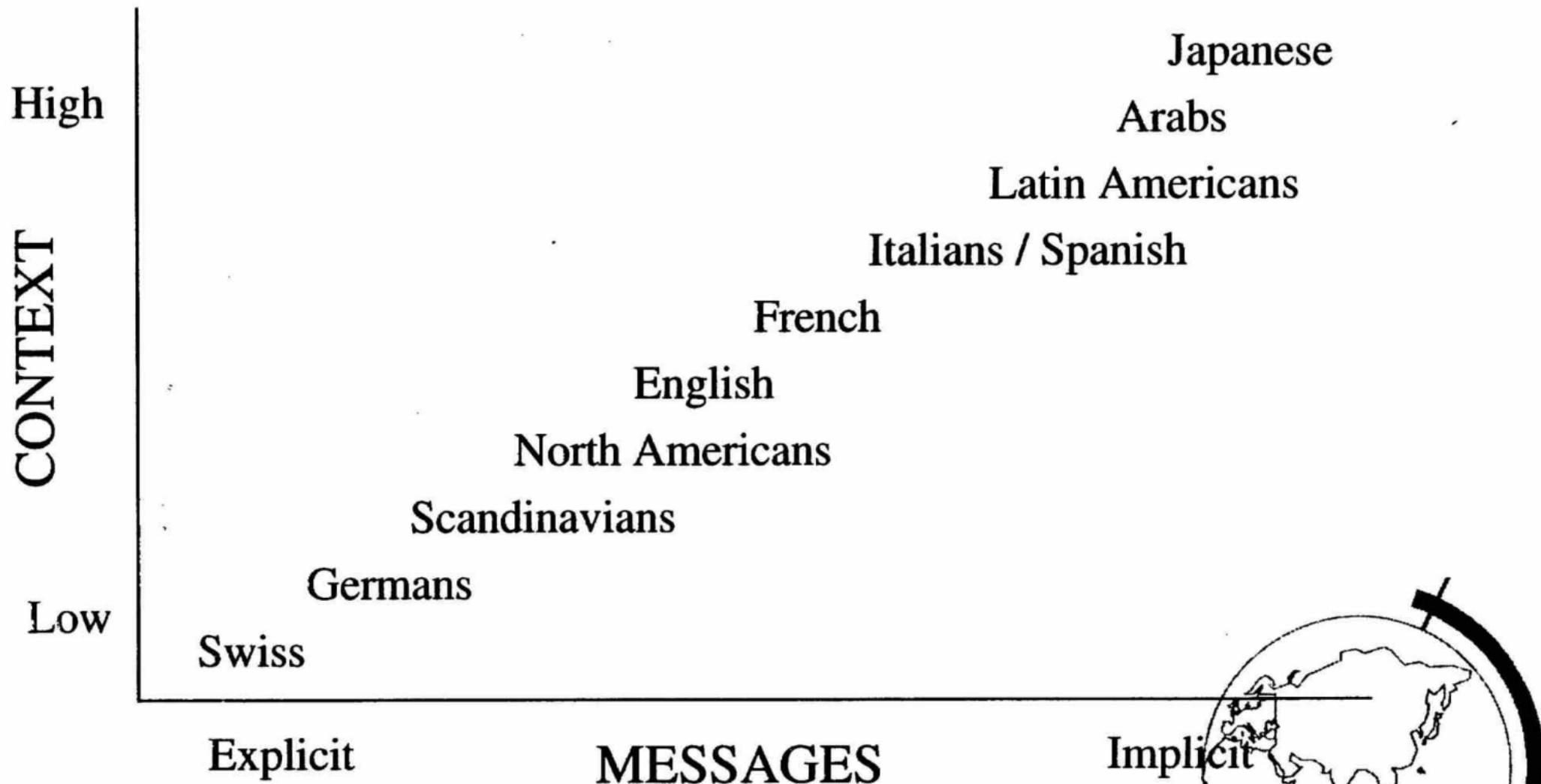
Example: Arabs base their decision more on knowledge of the people

Adapted from: Gannon (2001), 81

Source: Deresky (2002) Global Management, ch. 4

Language

Figure 5-3 Messages and Context



*Source: Adapted from Edward T. Hall, *Beyond Culture* (Garden City, NY: Anchor Press/Doubleday, 1976)*



Hall's Dimensions - implications for management communication

Low-context cultures

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Example: Arabs base their decision more on knowledge of the people

Adapted from: Gannon (2001): 81
Source: Deresky (2002) Global Management, ch 4

Example:

Dear Miss Fei,

Yesterday, my friends and I went to have a meal in a restaurant outside campus. Unfortunately, the food was not clean and I have a stomachache this morning. I am afraid I cannot come to class today. I have to go to see a doctor.

Please forgive me for my absence.

Name of the student

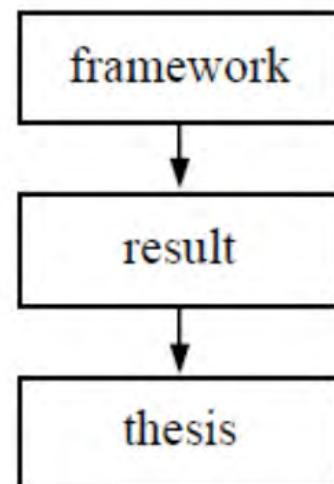
Date

The structure of the piece of writing is as follows:

The first sentence serves as a

The second sentence serves as the

The third is the

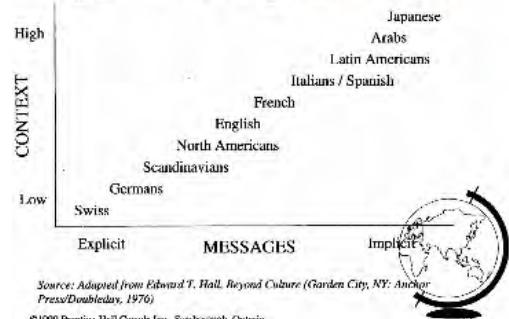


This way of sequencing, however, very often confuses a native English speaker who expects to find out the speaker's main point at the beginning of a conversation or a piece of writing, and is a challenge to the patience of an English speaker.

Fei Xi & Han Guang, Harbin Institute of Technology, China

Type of message

Figure 5-3 Messages and Context



Hall's Dimensions - implications for management communication

Low-context cultures

Switzerland, Germany, U.S.

Communication media have to be explicit
(direct = honest, indirect = diplomatic)

Conclusion is typically stated first and then defended and amended through dialog

Example: Germans expect considerable detailed information before making a business decision

High-context cultures

Asia, Middle-East, Africa, Mediterranean

Need to read between the lines and interpret meaning

Conclusion is stated at the end: communication of facts of the situation, from which the conclusion should be obvious

Example: Arabs base their decision more on knowledge of the people

Adapted from: Gummesson (2001): 81

Source: Dersky (1997) Global Management, ch 4



Language

Lost in Translation



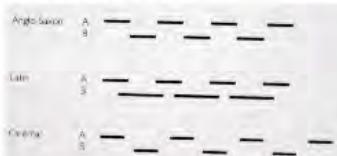
Relevance of languages:

basic means of communication in organizations
basis for knowledge creation
for organizing

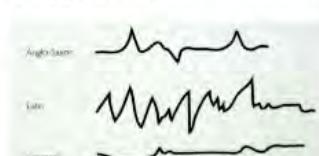
+ power!

Paralanguage

Paralanguage: styles of verbal communication



Paralanguage: tone of voice



West

Direct communication is sign of honesty.
Retention is part of the learning process

Indirect communication is perceived as unwillingness to take responsibility

Embarrassing for Westerners
Why avoiding other people?

Lost in Translation



Sichuan mistranslates Xiaoxin huadao 小心滑落



Yes = ?

No = ?

I will try = ?

Tomorrow = ?

Relevance of languages:

basic means of communication in organizations

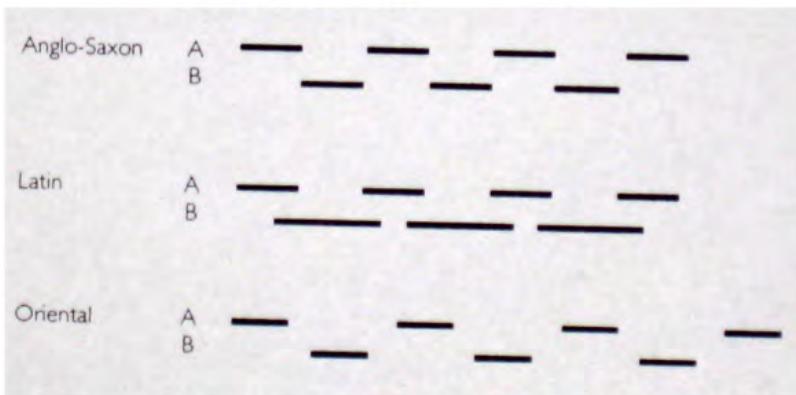
basis for knowledge creation

for organizing

+ power!

Paralanguage

Paralanguage: styles of verbal communication



Chinese prefer to think about the situation for over 30 seconds before they speak

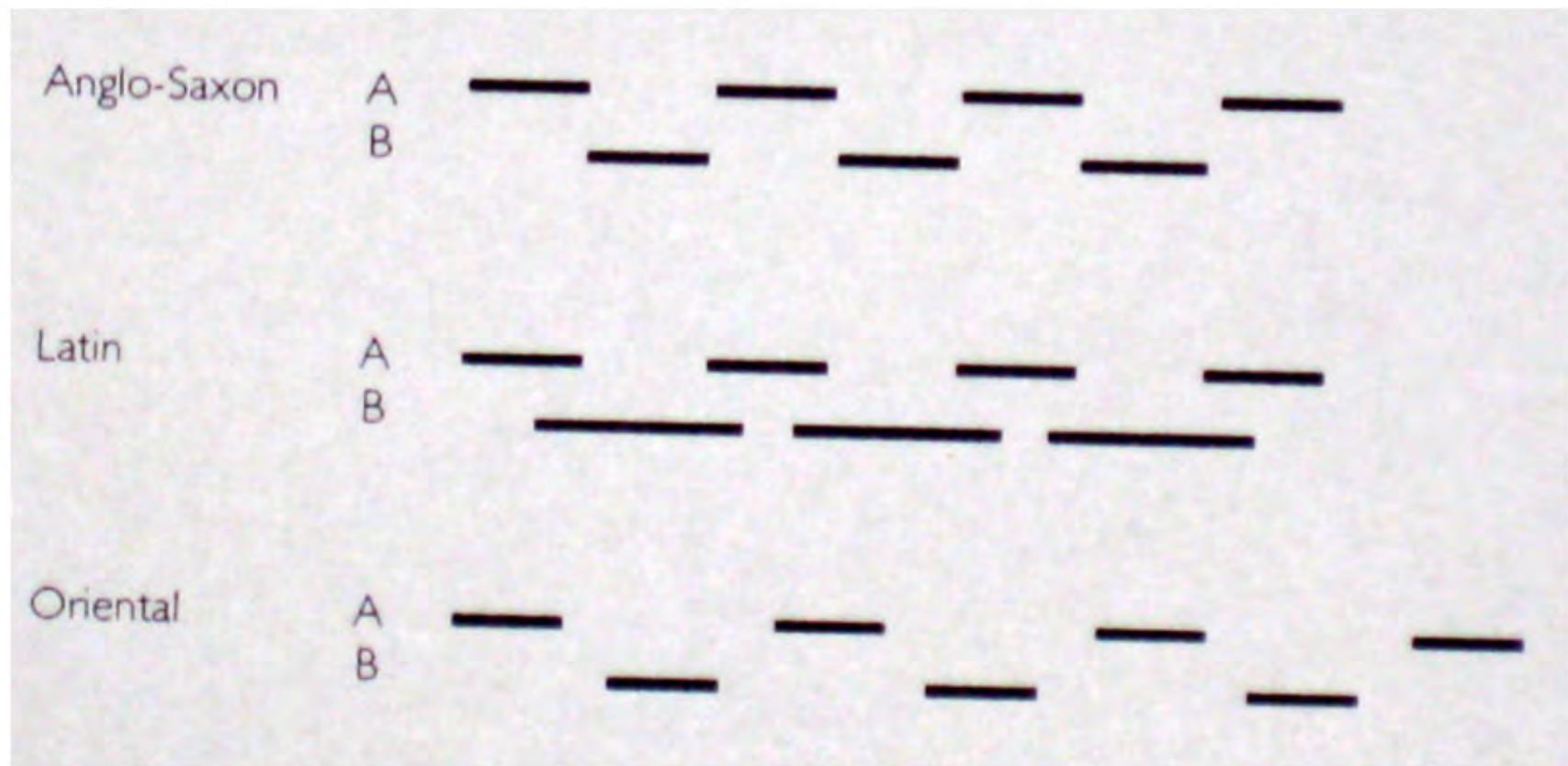
Source: Trompenaars (1997) Riding The Waves of Culture

Paralanguage: tone of voice



Source: Trompenaars (1997) Riding The Waves of Culture

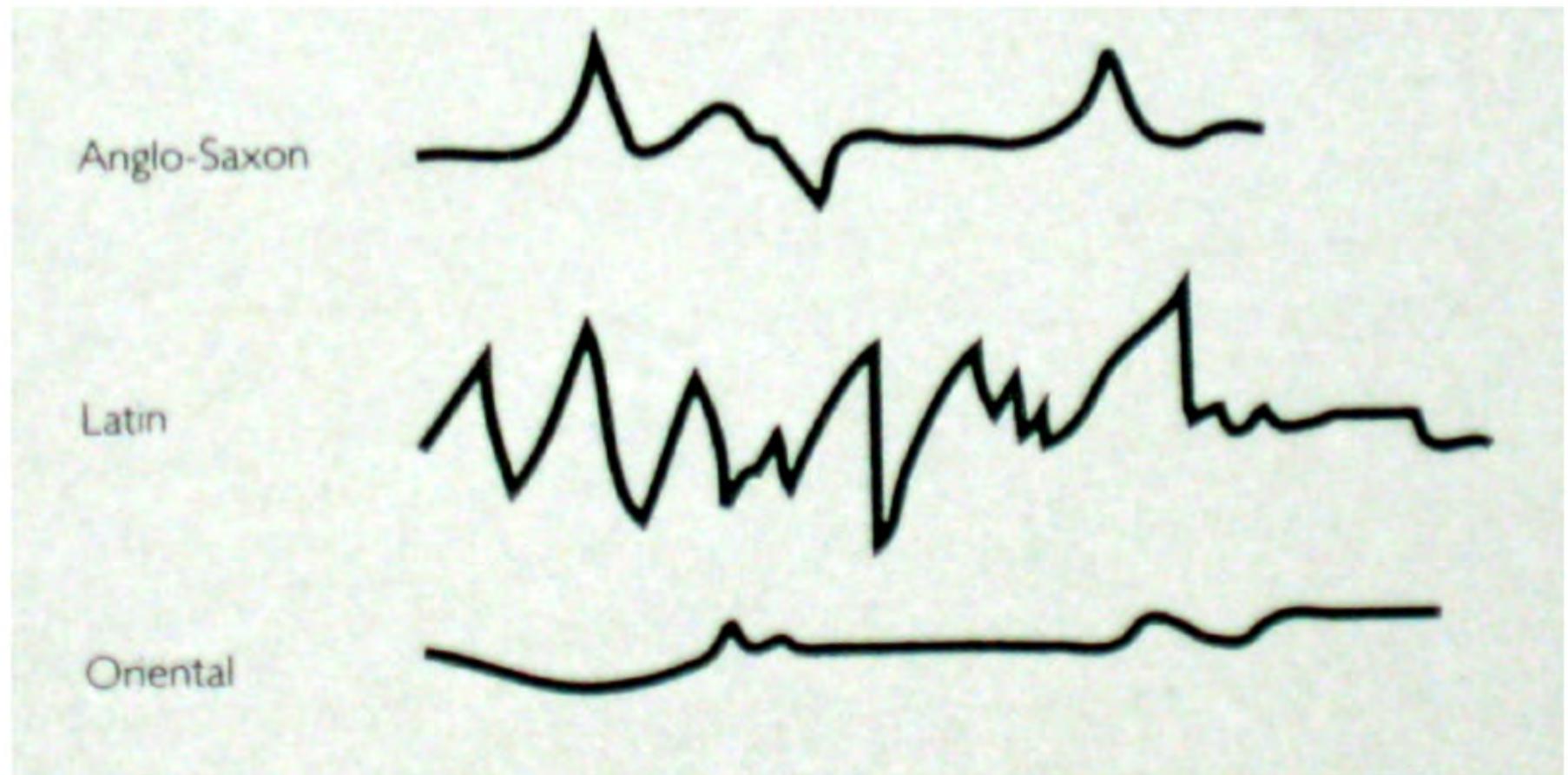
Paralanguage: styles of verbal communication



Chinese prefer to think about the situation for over 30 seconds before they speak

Source: Trompenaars (1997) Riding The Waves of Culture

Paralanguage: tone of voice



Source: Trompenaars (1997) Riding The Waves of Culture



-Context

-Face issues

East
indirect communication helps to prevent the embarrassment of rejection
Strategies
mediated communication:

- asking someone else to transmit the message
- talking to a third person in the presence of the hearer
- acting as delegate (=conveying the message is being from someone else)

Non verbal

Body movements (kinesic behavior)
Actions are universal, meaning is not



Body movements and gestures

Tip: avoid gestures



Facial expressions

honesty vs. hiding emotions

Eye contact

Westerners: impolite not to look
at the speaker



Asian: avoid eye contact with
superiors/parents

Touch

West: People tend to touch those they like
Impression on warmth and caring



Arab World & Asia: no touching

Dressing

Arab world, South Asia: full body coverage

Smoking

Arab world: way of socializing (for men only)
India, USA: lower classes only, if you smoke = you are low class
South Korea = A small image of a white cigarette pack with Korean text and a small logo.

Personal space

Open doors

America = I'm working
Africa = come inside, I feel friendly today

Impression on warmth and caring

Arab World & Asia: no touching

Dressing

Arab world, South Asia: full body coverage

Smoking

Arab world: way of socializing (for men only)

India, USA: lower classes only, if you smoke = you are low class

South Korea =

When I was working, I'd smoke while I was working, or
drinking. When I was people watching, or
posting a site and eating in, study the way. On top of that,
smoking is a way to socialize, a way to be
around other people. I would be smoking my cigarette. I am from
Tobacco. However, I would be more
conscious of the way I smoke. I would be more
conscious of the way I smoke after that. Korea
is smoking to Korean people, or
smoking smoking products are prime air, mind over some
things are a matter of smoking.

Personal space

Open doors

America = I'm working

Africa = come inside, I feel friendly today

Gifts

When? Friends
Business

What?
West: flowers, chocolates, (wine)
India: cloths (don't bring food)
Arabic countries: no wine, no gifts for opposite gender

Open it?
Not in Asia
(and comment?)



visual

Advantages of visualization for intercultural communication

1. Overcoming linguistic barriers



2. Providing double cues

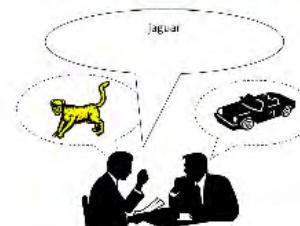


3. Seeing the Big Picture

and the relations



4. Surface misunderstanding



5. Prevent personal conflict



* Power distance

1. Overcoming linguistic barriers



2. Providing double cues

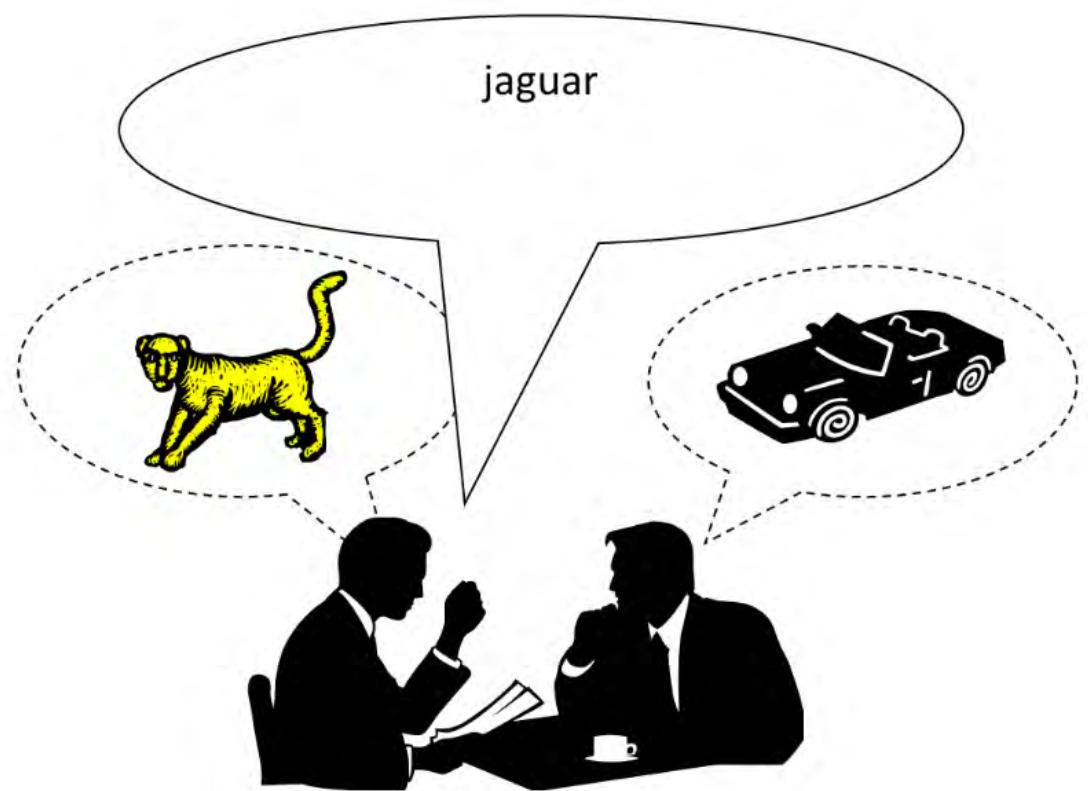


3. Seeing the Big Picture



and the relations

4. Surface misunderstanding



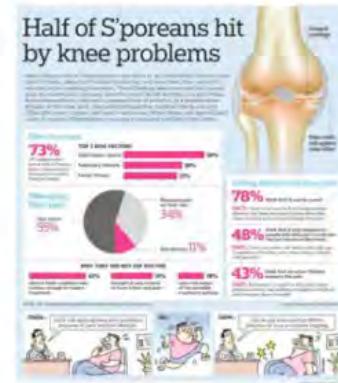
5. Prevent personal conflict

* Power distance



Differences

1. Humor: purpose of cartoons, manga and anime



dramatic Japanese movie dealing with the happenings in Kobe during the Second World War

West
for children
(but changing...)

Asia
serious topics

Japan
dramatic topics

2. Advertising / marketing

Coca Cola around the world



USA



Germany

very structured, clear categories

rules

vs.

relationships



China



Fig. 18: Singapore (<http://www.coca-cola.com.sg/home/home.asp>, retrieved 17.01.2012)



Fig. 19: South Korea (<http://www.cocacola.co.kr/>, retrieved 17.01.2012)



Fig. 20: Japan (<http://www.cocacola.jp/>, retrieved 17.01.2012)

3. Knowledge work

Visualization as a method for analyzing cultural incidents

In class the only ones who were speaking and discussing were the Germans, the Swiss were silent and they gave their opinion only if the lecturer asked for it. If it happened that the Swiss gave their opinion than they did it very cautiously and reserved. Formulations contained very often «It might be that», or «One could see it also from this point of view» or «It were good if» and so on. It was striking to me that the Swiss compared to the Germans were talking slowly and that they had difficulties talking high German. Compared to the Swiss I perceived that the Germans were speaking fast, violently and loudly and in my opinion their attitude consisted of «I am right, I know that». Furthermore, I noticed that the Germans did not have any inhibitions to fall into the word of the other or to take the word itself while the other person was still speaking. And last but not least: I perceived the way the Germans were acting as unfriendly and arrogant. And I disliked their attitude which, from my point of view, consisted of «I am better than you». To illustrate that a little example: A study mate was once talking to me and he mentioned that they had to take an exam in order to study at this university. That means (from his point of view) that this exam is for all aliens a special qualification and that I should think if I could have done it as well. Ooops, I was offended, speechless and furious about his way of acting.



Implications for business presentations

Audience expectation during presentations

(Lewis, 2008)

USA	Singapore	Sub-Saharan Africa	Germany	Italy	France
<ul style="list-style-type: none">humorous openingjoking maintainedgenerositymodernitygimmickssloganscatch phraseshard sellspeedUSA is best	<ul style="list-style-type: none">know-howhumble tonereserve and patienceexport prospectslong-term viewlicensingequality of treatmentolder speakersrespect for their eldersacknowledgement of Singapore's achievementsrespect both democracy and hierarchy	<ul style="list-style-type: none">warmthfriendlinesshumanitysinceritytrustno patronisingno hurrysome humourno "jungle" wordsprofessional appearanceconcessionsphysical proximityhelp us	<ul style="list-style-type: none">solidity of companysolidity of producttechnical infocontextbeginning – middle – endinglots of printfew or no jokessoft sellgood pricequalitydelivery date	<ul style="list-style-type: none">friendlinessflexibilitystyletasteful productelegancewell-dressedpersonalitylaughtersome cultural referencedelicacydesign-conscious	<ul style="list-style-type: none">formalityinnovative product"sexy" appealimaginationlogical presentationreference to Francestyle, appearancepersonal toucha little ironymay interrupt

Behavior

Individual

Motivation

The psychological processes that energize, direct, and sustain behavior.
Extrinsic Theory, Intrinsic Theory

Decision Making

How individuals make decisions
Decision-making process
Decision-making models

Ethics

What is right and wrong
Moral judgment
Moral reasoning
Moral behavior

Group



Group dynamics
Diversity in teams
Impact of diversity on performance

Effectiveness of global teams

Effectiveness of cross-functional teams

Effectiveness of virtual teams

Effectiveness of cross-cultural teams

Effectiveness of cross-functional teams

Effectiveness of cross-cultural teams

Effectiveness of cross-functional teams

Effectiveness of cross-cultural teams

Effectiveness of cross-functional teams

Effectiveness of cross-cultural teams

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Effectiveness of cross-functional teams

Effectiveness of cross-cultural teams

Organizational



Leadership across cultures

Leadership in different cultures
Leadership in different cultures
Leadership in different cultures

Leadership

Leadership in different cultures
Leadership in different cultures
Leadership in different cultures

GLOBE study

GLOBE study
GLOBE study
GLOBE study

Leaders

Leaders
Leaders
Leaders

Leaders

Leaders
Leaders
Leaders

Leaders

Leaders
Leaders
Leaders

Diversity and financial performance

Diversity and financial performance
Diversity and financial performance
Diversity and financial performance

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Diversity and financial performance



Motivation



Required reading: Adler, N (2001) International Dimensions of Organizational Behavior, 3rd ed.; Taylor, chapter 7.

No general approach

Consider individual differences

Expectancy

Theory

Vroom 1964

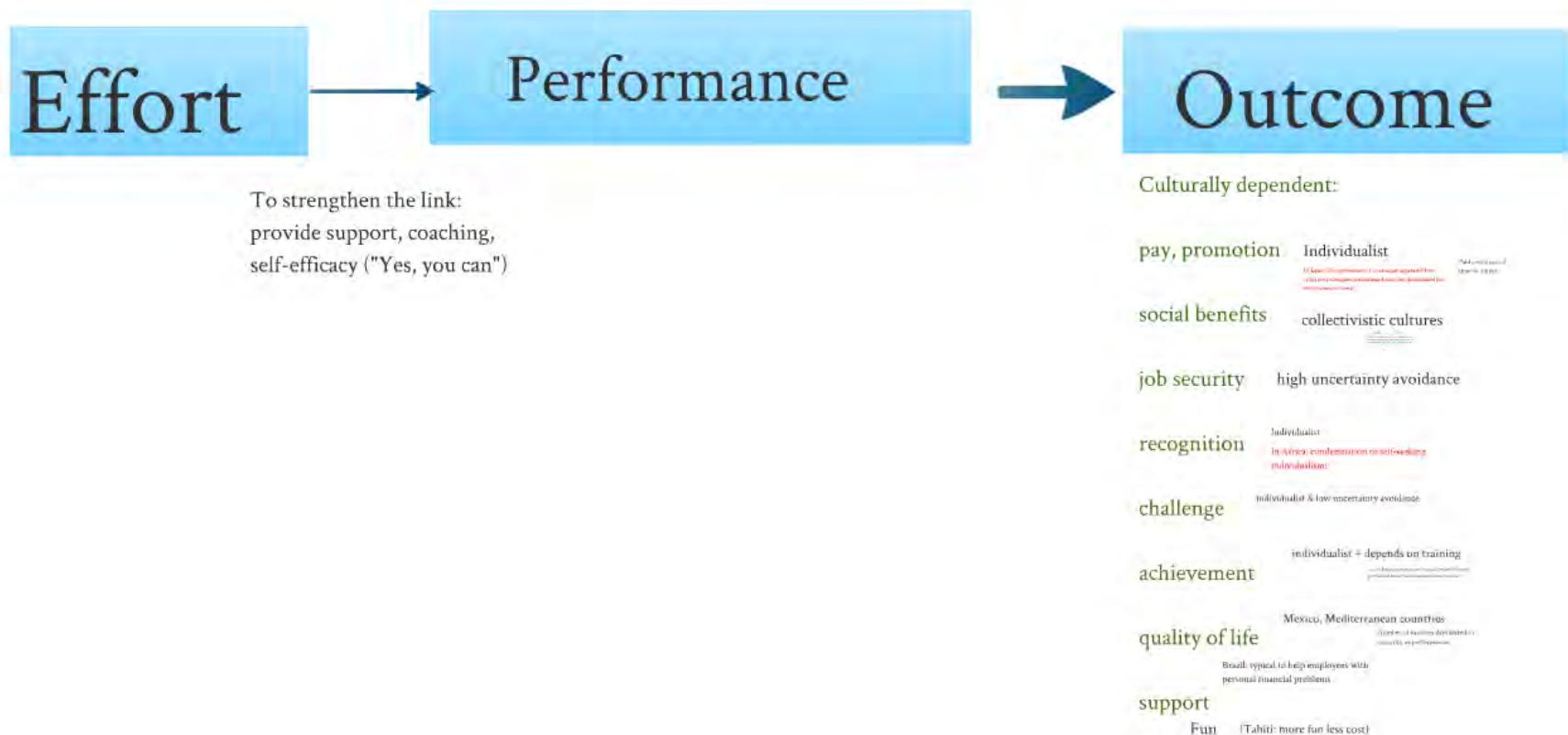
"Belief that effort leads to a specific level of performance"

* Universal principle to the extent that it does not specify the type of rewards

* Universal principle to the extent that it does not specify the type of rewards

"Belief that effort leads to a specific level of performance"

* Universal principle to the extent that it does not specify the type of rewards





Outcome

Culturally dependent:

pay, promotion

Individualist

In Japan: the promotion of a manager separated him from his colleagues, embarrassed him and diminished his motivation to work

Paid on the base of time vs. output

social benefits

collectivistic cultures



job security

high uncertainty avoidance

recognition

Individualist

In Africa: condemnation of self-seeking individualism!

challenge

individualist & low uncertainty avoidance

achievement

individualist + depends on training

i.e. In India entrepreneurs trained for achievement performed better than untrained entrepreneurs.

quality of life

Mexico, Mediterranean countries

Number of vacation days linked to seniority or performance?

Brazil: typical to help employees with personal financial problems

support

Fun (Tahiti: more fun less cost)

Culturally dependent:

pay, promotion

Individualist

In Japan: the promotion of a manager separated him from his colleagues, embarrassed him and diminished his motivation to work

Paid on the base of time vs. output

social benefits

collectivistic cultures

job security

high uncertainty avoidance

India vs. U.S.A.:

"Major Indian companies are not succeeding despite the fact they are pursuing a social mission and investing in their employees. They are succeeding precisely because they do so."

Source: The India Way, Fortune 500, Academy of Management Perspectives, May 2010

job security

high uncertainty avoidance

recognition

Individualist

In Africa: condemnation of self-seeking individualism!

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...

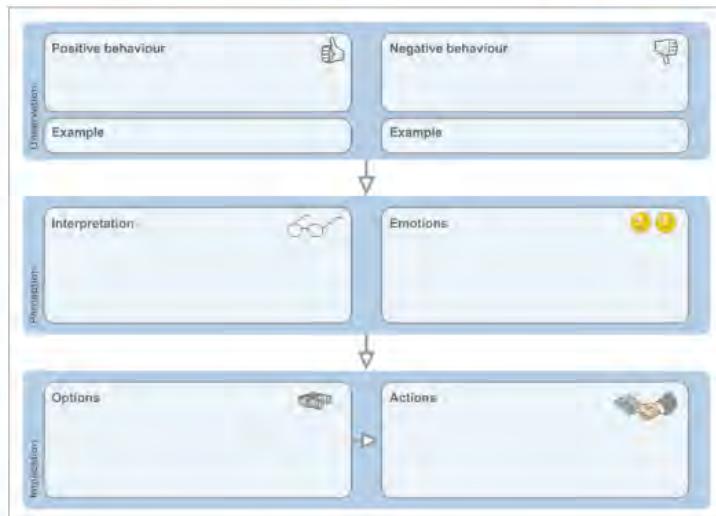
Feedback

Giving and receiving

STRUCTURE:

Start with **positive** feedback
then **negative** feedback
conclude with **suggestions** for improvements

Feedback is necessary for improving
yourself/ your actions/ your products



Challenge

"360-degree review processes are a waste of time:
employees from high-power distance cultures are hesitant
to be critical of their superior and fail to participate in the
process."

Decision Making



Required reading: Adler, N (2001) International Dimensions of Organizational Behavior, 3rd ed.; Taylor, chapter 8.

Five Steps in Decision Making	WEST	Cultural Variations	
		EAST	
1. Problem Recognition	Problem Solving We should change the situation. <small>Westerners</small>	Situation Acceptance Some situations should be accepted as they are. <small>Asians, Africans</small>	
2. Information Search	Gathering "facts" <small>numbers, data</small>	Gathering ideas and possibilities <small>i.e., from family and friends</small>	
3. Construction of Alternatives	New, future-oriented alternatives <small>future-oriented cultures generate more alternatives</small> Adults can learn and change.	Past-, present-, and future-oriented alternatives Adults cannot change.	
4. Choice	Individual decision making Decision-making responsibility is <u>delegated</u> . Decisions are made quickly. Decision rule: Is it true or false?	Team decision making <u>Senior managers</u> often make decisions. Decisions are made slowly. Decision rule: Is it good or bad?	<small>Asian culture: "Intrinsic commitment to take more time to deliberate before making a decision. On the other hand, they are more open to new ideas."</small>
5. Implementation	Slow Managed from the top Responsibility of one person	Fast Involves participation of all levels Responsibility of team	

Americans pride themselves on being quick decision makers. Being 'decisive' is a compliment.

Middle East : "Americans' unwillingness to take more time reflects the lack of importance they place on the business relationship and the particular work at hand"

Recruiting (HR)

Desired employees qualities are culturally dependent!

UK: Mini-case

A Norwegian master student applies for a job in a bank, in London

My approach to the personal interviews was to exhibit maturity in the work related knowledge, an area in which I was confident that I possessed the necessary skills. In terms of personality fit and motivation, I wanted to present myself as humble and hard working. I highlighted my strengths, but at the same time focused on giving modest answers, and tried to communicate that I saw the potential employment as an opportunity to satisfy personal goals through a rewarding and interesting job.

but...

it was a disappointment and surprise when I received a negative response to my candidacy. The feedback was that I had shown superior mastery of the technical knowledge related to the business. However, the representatives had the impression I was not ambitious and competitive enough to deliver the required results, and that my motivation put too much weight on personal goals rather than achieving monetary results for the firm. Similarly, I had proven the ability to produce excellent business ideas, but had too easily conformed to the general opinion of the group, which had even left the impression that I seemed somewhat uninterested in the task.

Western/Multinational companies

- Use heavily Linked-in
- will check your online presence

=> you should have one
(positive)



Desired employees qualities are cultu

UK. Mini-case

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Ethics

Humane interactions across boundaries

Ethical behavior is different across cultures!

"Ethics in Confucian thought are based on relationships and situations rather than on some absolute and abstract good.

From a North American point of view, applying different rules to different people and situations may seem to violate the sacred code of fairness and equality that accompanies the individualistic values"

(Samovar and Porter)



Dimensions:
particularism
collectivism

Dimensions:
universalism
individualism

Would you report a classmate who cheated in an exam?

Would you report to the authorities if the company you work for is conducting business unethically?

Critical incident

A major North American company operating in Asia discovered one of the local employees stealing company property of minimal value. The senior managers at the location, all of whom were expatriate Americans, had little doubt about the employee's guilt.

Following the company's standard worldwide procedure, the North American managing director reported the case to the local police. Similar to many other North American companies, this company believed that it was best to let officials from the local culture deal with theft and similar violations in whatever way they found most appropriate, rather than imposing the system of justice from their home culture. The local police arrived at the company, arrested the employee, took him to the police station, and interrogated him according to local procedures. The employee confessed. The police then took the employee outside and shot him dead.

The North American managing director was devastated. For months, he was haunted by the fact that his action, taken because he thought it was culturally appropriate and fair, had led to the murder of an employee.

Western manufacturers, burned by the experience of seeing their former Chinese partners produce copycat versions of their products, increasingly shift (part of) the production to India

Gupta and Wang, 2009

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Dimensions:
particularism
collectivism

Dimensions:
universalism
individualism

(Samovar and Porter)

Is it okay to...

steal others' properties? And what can you do if somebody steals your property?

kill people? Is it ok to kill people?

kill animals? Is it ok to kill animals?

lie? Is it ok to lie?

Is it okay to...

steal others' properties?

And what can you do if somebody
stills something from you?

kill people?

death penalty / private property

kill animals?

India's sacred cow

lie?

10 commandments

cheat taxes?

cheat partner?

bribe?

A common practice in many countries
Unacceptable in North America and northern Europe

copy?

no copyright in Russia
high concern about intellectual property in the West



→ Western manufacturers, burned by the experience of seeing their former Chinese partners produce copycat versions of their products, increasingly shift (part of) the production to India

Gupta and Wang, 2009

Group



Required reading: Adler, N (2001) International Dimensions of Organizational Behavior, 3rd ed.; Taylor, chapter 5.

Types of Diversity in Teams

Homogeneous

- o Evaluate, perceive, interpret similarly



Token

- o Today: significant attention on leveraging potential contributions of "token" member



Bicultural

- o Balance, recognize & integrate perspectives
- o Dominance of culture representation

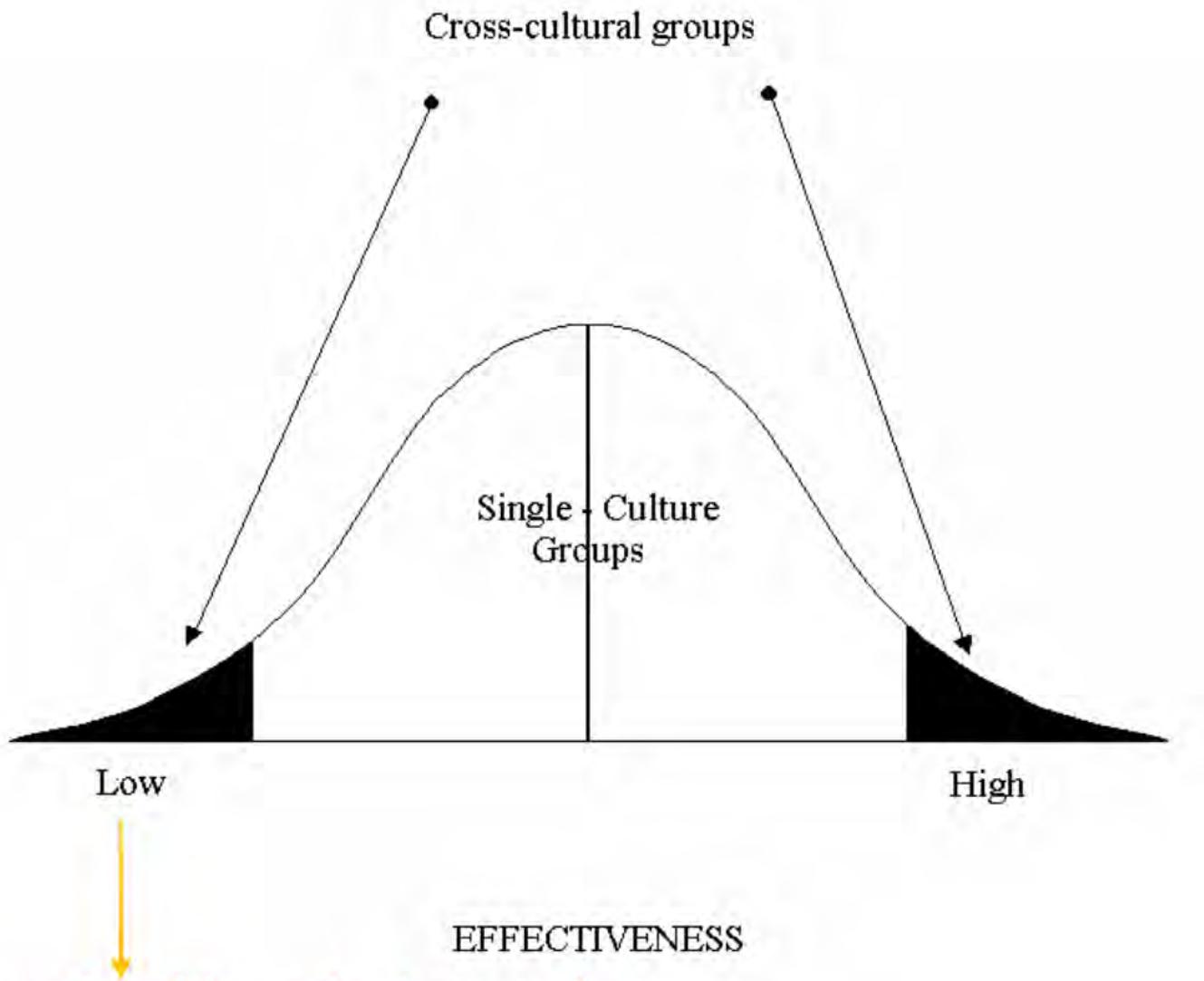


Multicultural

- o Need to recognize & integrate all perspectives
- o Globally distanced teams are increasing (electronic meetings)



Effectiveness of global teams



Diversity should not be ignored!

Problem: "North America cultural norms encourage managers to blind themselves to gender, race, and ethnicity"

Paradox of multicultural team effectiveness

multicultural teams have the potential to be: - the **most productive**

- the **least productive**

homogeneous teams tend to be of average effectiveness

Why?



- creativity and effectiveness tend to be enhanced with diversity
- critical to address conflicting values and attitudes directly
- "trained incapacity" of functional specialists

Diversity-Related Advantages

- Multiple perspectives and interpretations
- Richer alternatives & more ideas
- Increased creativity and problem solving skills
- Increased flexibility
- Limited groupthink: less likely to engage in
 1. self-censoring
 2. sharing an illusion of unanimity
 3. directly pressuring
 4. emergence of self-appointed mindguards

Diversity-Related Problems

2. sharing an illusion of unanimity
3. directly pressuring
4. emergence of self-appointed mindguards

Diversity-Related Problems

- Increased ambiguity and confusion
- Difficulty to converge meanings
- Miscommunication
- Lack of trust
- Harder to reach agreement
- Lower cohesiveness
- Harder to make decisions and agree on specific actions

Actual productivity=potential activity-losses

(faulty process)

A successful team should:

- recognize the differences
- Establishing a vision
- Equalizing power
- Create mutual respect
- Giving feedback

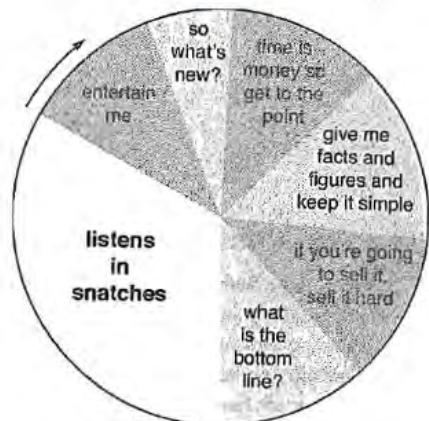
Due to extreme differences in opinion on what constitutes good medical practice, the team designed the new product with maximum flexibility to suit the requirements of each country. We later discovered that the greater flexibility was a huge advantage in developing and marketing a wide range of internationally competitive products.⁵

pg. 139

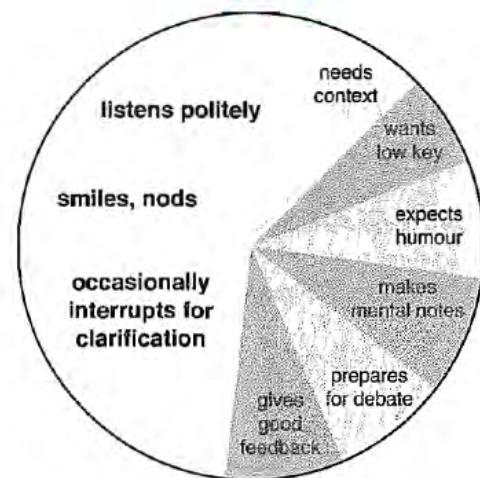
Listening habits

(Lewis, 2008)

U.S.A.



U.K.



China



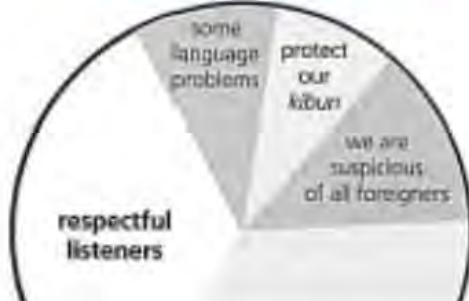
Japan

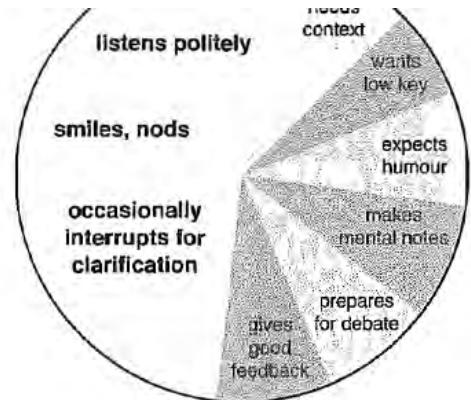


Hong Kong



South Korea





Switzerland

South Korea

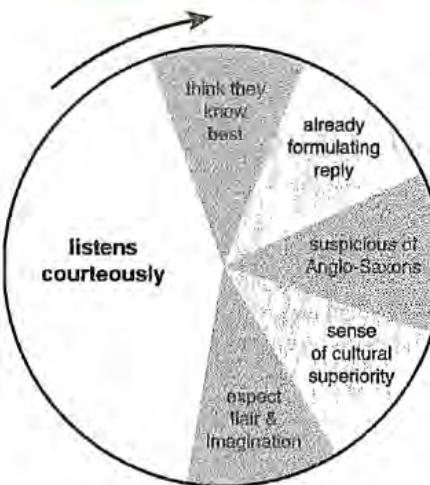


India



Korean Listening Habits

Hispanic America



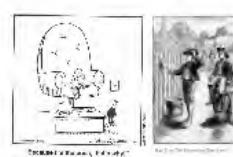
Organizational



Why?



- creativity and effectiveness tend to be enhanced with diversity
- critical to address conflicting values and attitudes directly
- "blended incapacity" of functional specialists



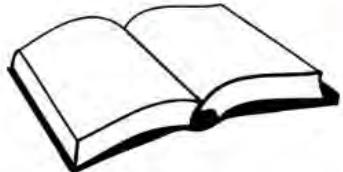
"It is important for a manager to always have precise answers for most of the questions followers ask."

TRUE FALSE



TRUE FALSE

Diversity and Financial Performance



Niclas, L., Erhardt, N.L., Werbel, J. D. & Shrader C. B. (2003). Board of Director Diversity and Firm Financial Performance, *Corporate Governance*, 11 (2): 102-111.

Diversity =

* definition specific to this study



Hypothesis:

greater demographic diversity on boards of directors has a positive impact on financial performances

Why?



Sample:
112 large US companies

Measures:
board diversity
financial performances

Results

executive board of director diversity was positively associated with both return on investment and return on asset

Indra Nooyi, CEO of PepsiCo.

second largest food and beverage business
in the world by net revenue

"I look at the amazing diversity of our executive Committee. We have 29 people in the Executive Committee. We have a Sudanese leading Europe, a North American as vice chair, an Italian who is leading North American beverages, a Middle Easterner runs Asia, and I don't even want to talk about the CEO. That diversity is what keeps our company grounded and helps us make market-based, sensible decisions."

Diversity affects teams' performance



The overall effects of diversity on the performance of teams and decision-making groups, especially Boards of Directors, are positive. To increase diversity, firms should consider acquiring beyond traditional talent pools.

Hypothesis:

greater demographic diversity on boards of directors has a positive impact on financial performances

Why?

Diversity



greater knowledge base
increases creativity, innovation,
quality of decision making
more effective in dealing with org. change



negatively related to consensus
more time and effort to reach decisions
reduced team performances



positive impact on the "controlling function"
minimize group think

Diversity



greater knowledge base
increases creativity, innovation,
quality of decision making
more effective in dealing with org. change



negatively related to consensus
more time and effort to reach decisions
reduced team performances

positive impact on the "controlling function"
minimize group think



Sample:

112 large US companies

Measures:

board diversity

percentage of women and minorities to white
Anglo-Saxons for executive board of directors

financial performances

ROA 1993 and 1998
ROI 1993 and 1998

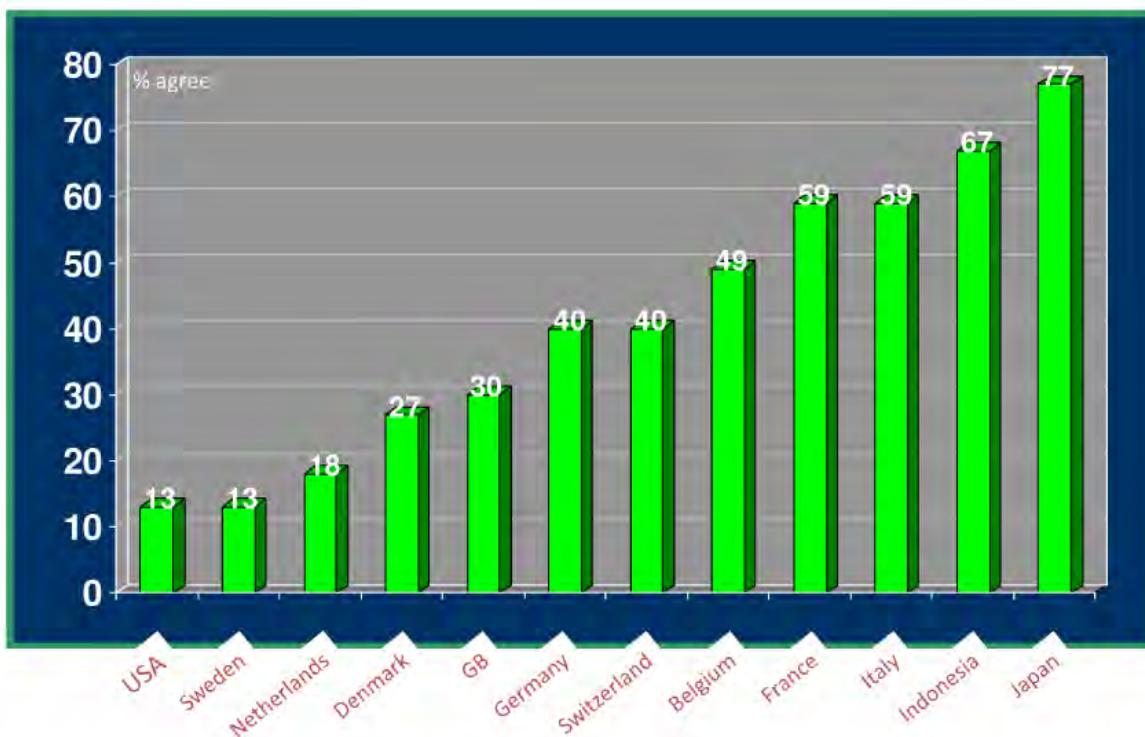
Results

executive board of director diversity was positively associated with both return on investment and return on asset

“It is important for a manager to always have precise answers for most of the questions followers ask.”

TRUE

FALSE



Leadership across cultures



Required reading: Javidan, M., Dorfman, P. W., De Luque, M. S., & House, R. J. (2006). In the eye of the beholder: Cross cultural lessons in leadership from Project GLOBE. *The academy of management perspectives*, 20(1), 67-90.



Leadership

The the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members (House & Javidan, 2004, p.15)

GLOBE study

GLOBE study
 Goal: investigating relationships between societal culture, organisational culture, leadership, and organisational effectiveness
 Data: >60 countries
 >17.000 middle managers
 >900 Organisations

Cultural Views of Leadership Effectiveness

The following is a partial list of leadership attributes with the corresponding primary leadership dimension in parentheses.

Universal Facilitators of Leadership Effectiveness

- Being trustworthy, just, and honest (integrity)
- Having foresight and planning ahead (charismatic-visionary)
- Being positive, dynamic, encouraging, motivating, and building confidence (charismatic-inspirational)
- Being communicative, informed, a coordinator, and team integrator (team builder)

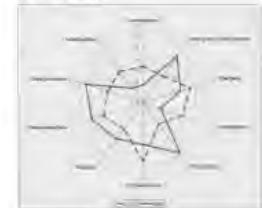
Universal Impediments to Leadership Effectiveness

- Being a loner and asocial (self-protective)
- Being non-cooperative and irritable (malevolent)
- Being dictatorial (autocratic)

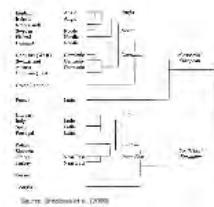
Culturally Contingent Endorsement of Leader Attributes

- Being individualistic (autonomous)
- Being status conscious (status conscious)
- Being a risk taker (charismatic III: self-sacrificial)

Brazil vs. USA



Europe



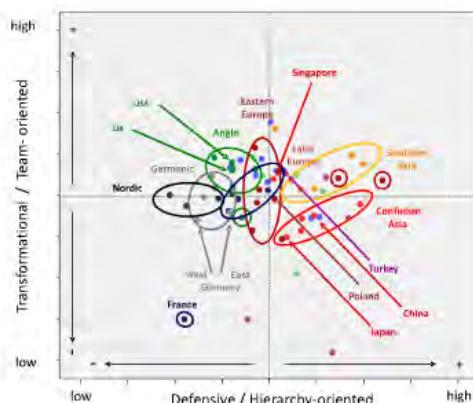
Example



Different expectations on the attributes of good leadership across cultures

Solution?

Understand attributes of a good leader:
 - Worldwide
 - Culture-specific



Source: MDS GLOBE countries (Brodbeck, Oholan & House, 2007/8)

Leadership

The the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members
(House & Javidan, 2004, p.15)

Example

BEHAVIOR	ATTRIBUTION
American: "How long will it take you to finish this report?"	American: I asked him to participate. Greek: His behavior makes no sense. He is the boss. Why doesn't he tell me?
Greek: "I don't know. How long should it take?"	American: He refuses to take responsibility. Greek: I asked him for an order.
American: "You are in the best position to analyze time requirements."	American: I press him to take responsibility for his actions. Greek: What nonsense: I'd better give him an answer.
Greek: "10 days."	American: He lacks the ability to estimate time; this time estimate is totally inadequate.
American: "Take 15. Is it agreed? You will do it in 15 days?"	American: I offer a contract. Greek: These are my orders: 15 days.
In fact, the report needed 30 days of regular work. So the Greek worked day and night, but at the end of the 15th day, he still needed to do one more day's work.	
American: "Where is the report?"	American: I am making sure he fulfills his contract. Greek: He is asking for the report. (Both attribute that it is not ready.)
Greek: "It will be ready tomorrow."	American: I must teach him to fulfill a contract. Greek: The stupid, incompetent boss! Not only did he give me the wrong orders, but he doesn't even appreciate that I did a 30-day job in 16 days.
American: "But we agreed it would be ready today."	The American is surprised. Greek: I can't work for such a man.
The Greek hands in his resignation.	

Different expectations on the attributes of good leadership across cultures

Solution?

Understand attributes of a good leader:

- Worldwide
- Culture-specific

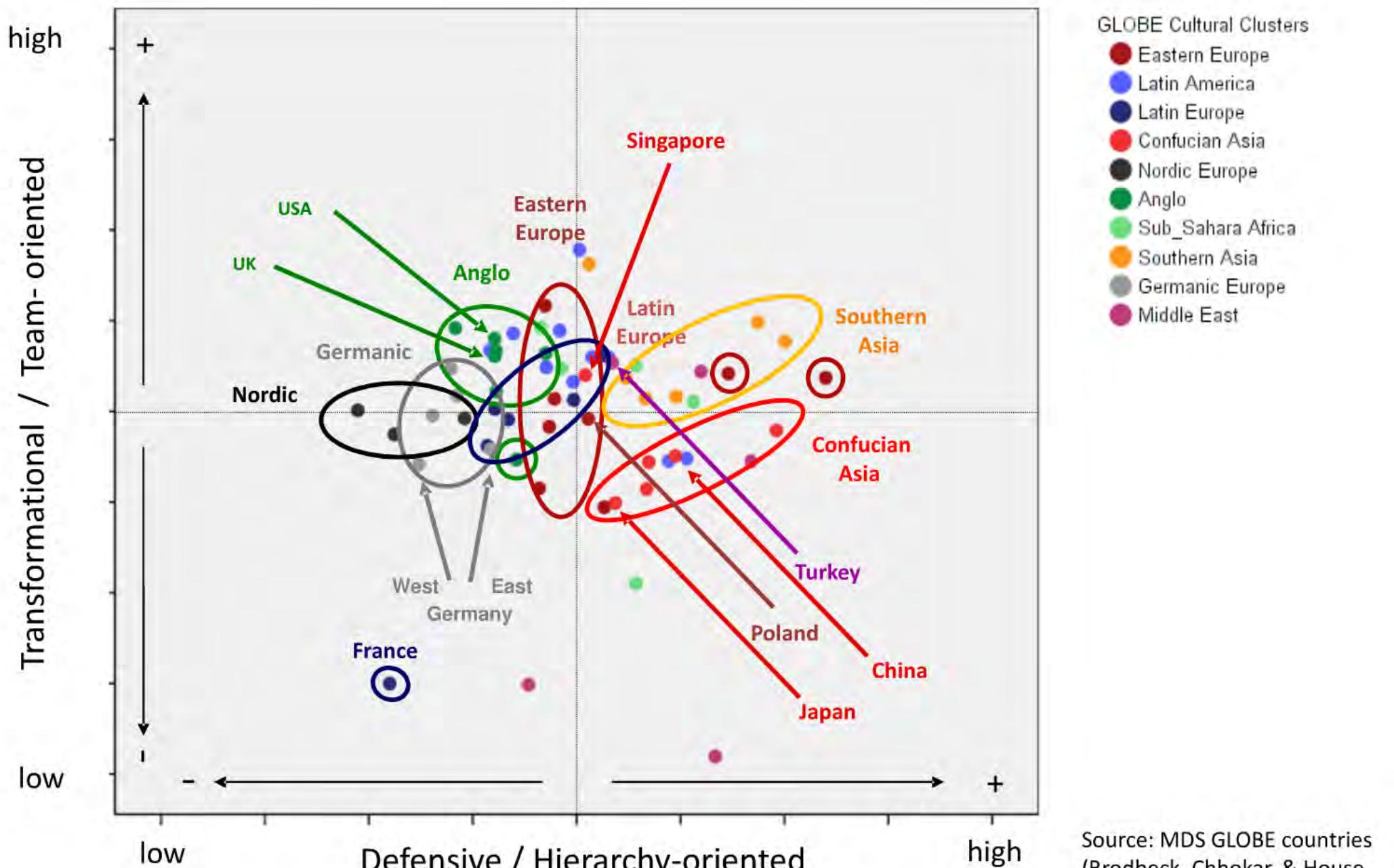
GLOBE study

G L O B E study

G lobal
L eadership &
O rganisational
B ehaviour
E ffectiveness

Goal: investigating relationships between
societal culture, organisational culture, leadership, and
organisational effectiveness

Data: >60 countries
>17.000 middle managers
> 900 Organisations



Source: MDS GLOBE countries
(Brodbeck, Chhokar, & House, 2007/8)

Cultural Clusters Classified on Societal Culture Practices (As Is) Scores

Cultural Dimension	High-Score Clusters	Mid-Score Clusters	Low-Score Clusters	Cluster Average Range
Performance Orientation	Confucian Asia	Southern Asia	Latin America	3.73–4.58
	Germanic Europe	Sub-Saharan Africa	Eastern Europe	
	Anglo	Latin Europe		
		Nordic Europe		
		Middle East		
Assertiveness	Germanic Europe	Sub-Saharan Africa	Nordic Europe	3.66–4.55
	Eastern Europe	Latin America		
		Anglo		
		Middle East		
		Confucian Asia		
		Latin Europe		
		Southern Asia		
Future Orientation	Germanic Europe	Confucian Asia	Middle East	3.38–4.40
	Nordic Europe	Anglo	Latin America	
		Southern Asia	Eastern Europe	
		Sub-Saharan Africa		
		Latin Europe		
Humane Orientation	Southern Asia	Middle East	Latin Europe	3.55–4.71
	Sub-Saharan Africa	Anglo	Germanic Europe	
		Nordic Europe		
		Latin America		
		Confucian Asia		
		Eastern Europe		
Institutional Collectivism	Nordic Europe	Anglo	Germanic Europe	3.86–4.88
	Confucian Asia	Southern Asia	Latin Europe	
		Sub-Saharan Africa	Latin America	
		Middle East		
		Eastern Europe		
In-Group Collectivism	Southern Asia	Sub-Saharan Africa	Anglo	3.75–5.87
	Middle East	Latin Europe	Germanic Europe	
	Eastern Europe		Nordic Europe	
	Latin America			
	Confucian Asia			
Gender Egalitarianism	Eastern Europe	Latin America	Middle East	2.95–3.84
	Nordic Europe	Anglo		
		Latin Europe		
		Sub-Saharan Africa		
		Southern Asia		
		Confucian Asia		
		Germanic Europe		
Power Distance		Southern Asia	Nordic Europe	4.54–5.39
		Latin America		
		Eastern Europe		
		Sub-Saharan Africa		
		Middle East		
		Latin Europe		
		Confucian Asia		
		Anglo		
		Germanic Europe		
Uncertainty Avoidance	Nordic Europe	Confucian Asia	Middle East	3.56–5.19
	Germanic Europe	Anglo	Latin America	
		Sub-Saharan Africa	Eastern Europe	
		Latin Europe		
		Southern Asia		

Cultural Views of Leadership Effectiveness

The following is a partial list of leadership attributes with the corresponding primary leadership dimension in parentheses.

Universal Facilitators of Leadership Effectiveness

- Being trustworthy, just, and honest (integrity)
- Having foresight and planning ahead (charismatic—visionary)
- Being positive, dynamic, encouraging, motivating, and building confidence (charismatic—inspirational)
- Being communicative, informed, a coordinator, and team integrator (team builder)

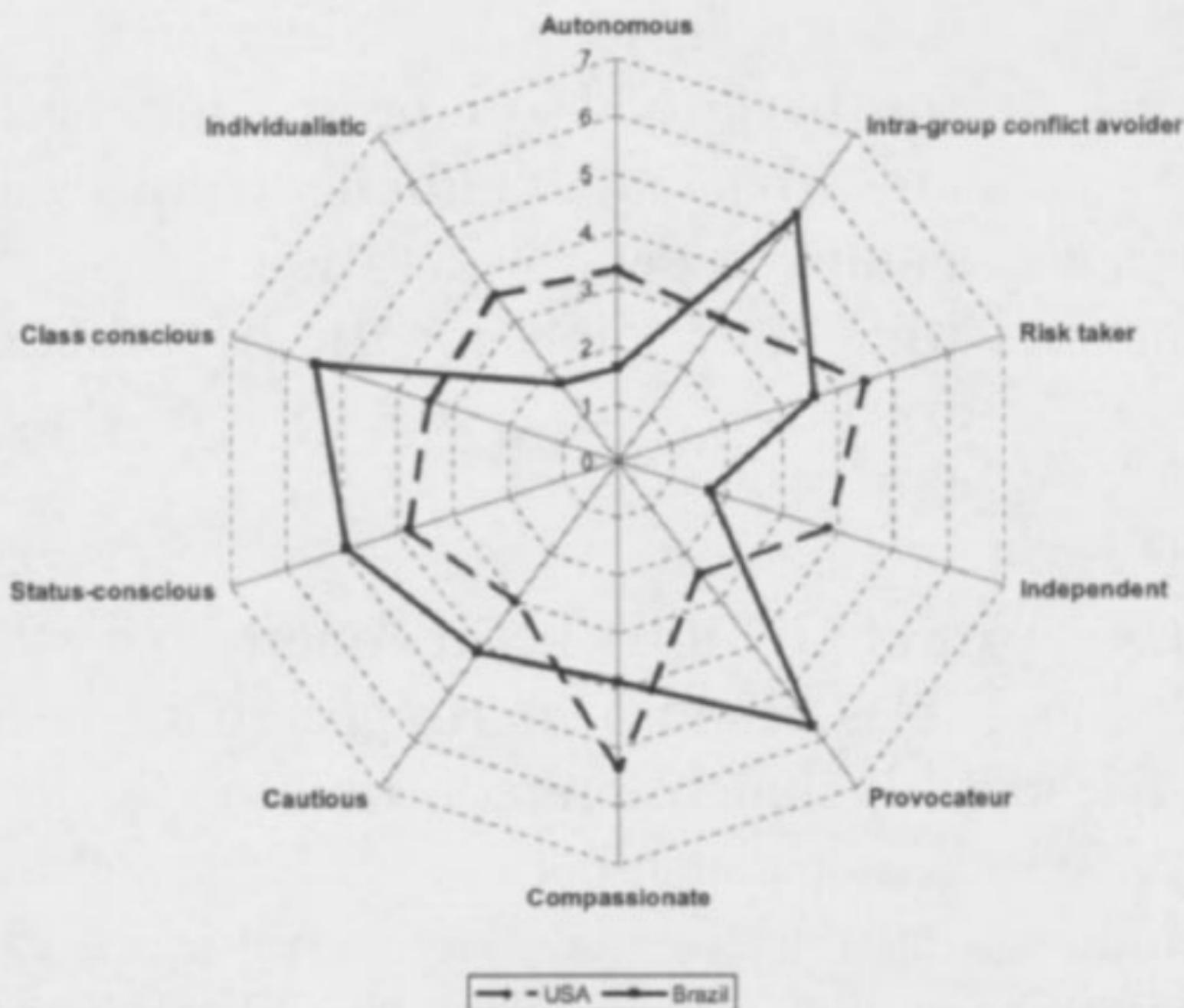
Universal Impediments to Leadership Effectiveness

- Being a loner and asocial (self-protective)
- Being non-cooperative and irritable (malevolent)
- Being dictatorial (autocratic)

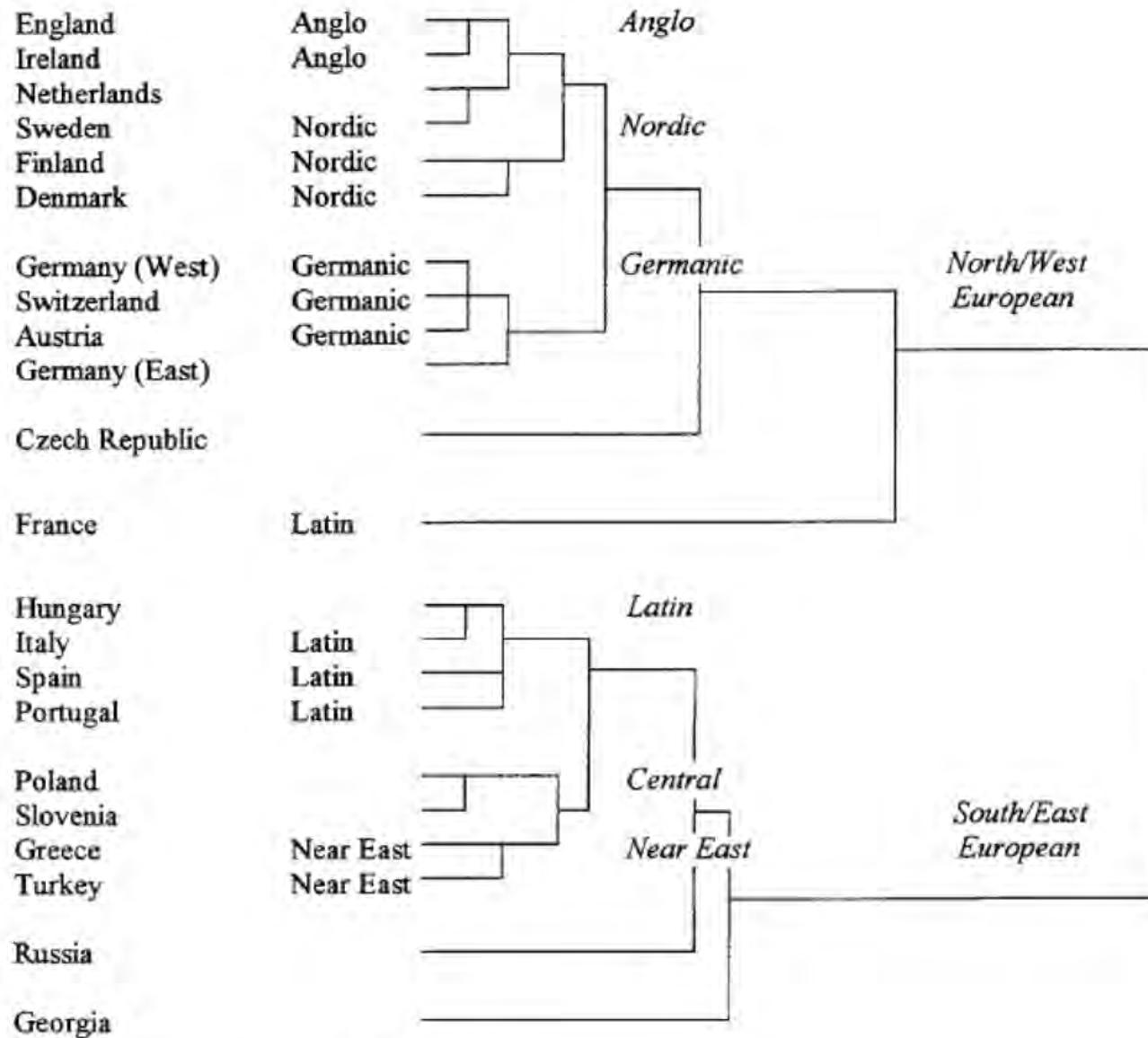
Culturally Contingent Endorsement of Leader Attributes

- Being individualistic (autonomous)
- Being status conscious (status conscious)
- Being a risk taker (charismatic III: self-sacrificial)

Brazil vs. USA



Europe



Source: Brodbeck et al. (2000)

Leaders

U.S.A.



Jack Welsh
former CEO of GE



Mark Zuckerberg
Founder and CEO of Facebook



India



Narayana Murthy, co-founder and CEO of Infosys

Europe



Richard Branson, founder and CEO of Virgin

China



Jack Ma, owner of Alibaba and Taobao

"eBay may be a shark in the ocean, but I am a crocodile in the Yangtze river. If we fight in the ocean, we lose - but if we fight in the river, we win."

Jack Ma, CEO Alibaba Group

"A leader's most important job is to maintain the team's morale and foster a never-give-up attitude"