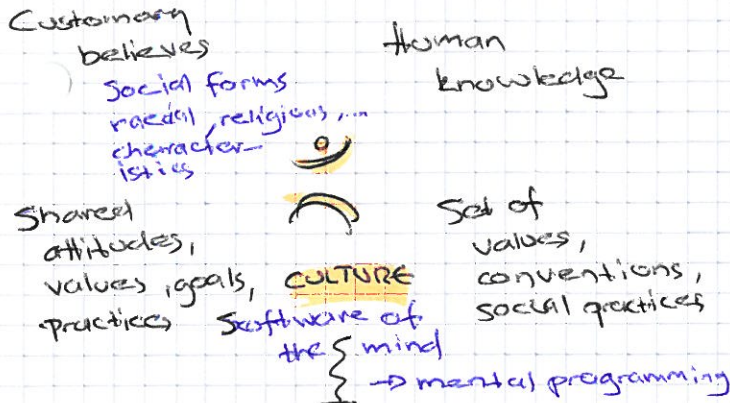


# Cross Cultural Mgmt

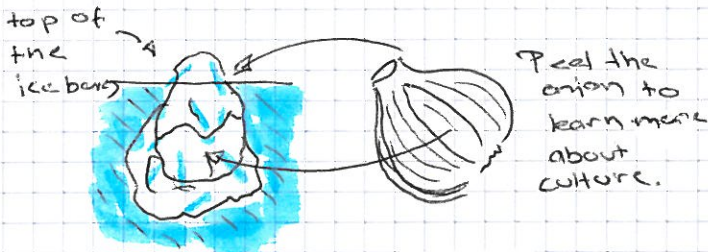


Defines

- a social structure
- decision making practices
- communication styles

Dictates

- behavior
- etiquette
- protocol



Culture can be / is learned.

Core of culture

- Rituals
- Heroes
- Symbols

Doctrines + convictions

Food + table customs

Clothing, appearance

values + norms

Communication + language

Cultural Dimensions

Relationships

Work + habitual behavior

thinking + learning

time & special awareness

sense of self + space

Universalism ↔ Particularism

law is same for everybody

rules differ from case to case

Individualism ↔ Communitarianism

Neutral

Specific

Achievement

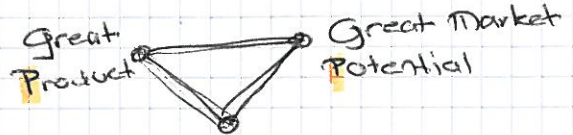
Leistung

How do you react on questions

Diffuse

Ascription

Beziehungen, Vitamin B



Great People to run it

You need all 3?

Power Distance

Collectivism

Individualism

Feminity of life

Uncertainty avoidance

Long term

Masculinity

Money...

Send male delegations

Short term

High context

Low context

pre-programmed information

little information in the message

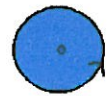
Asian  
French  
Spanish  
Greek

little or no context information available

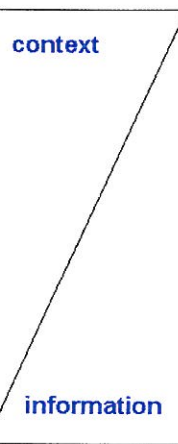
all information has to be in the message

High-context cultures

Information lies in the context, it need not be verbalized. The talk goes around the point.



Swiss  
Scandinavian  
German  
USA

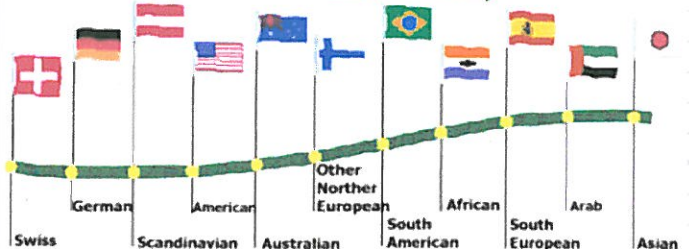


Low-context cultures

The topic is handled straightforwardly.

Lower Context

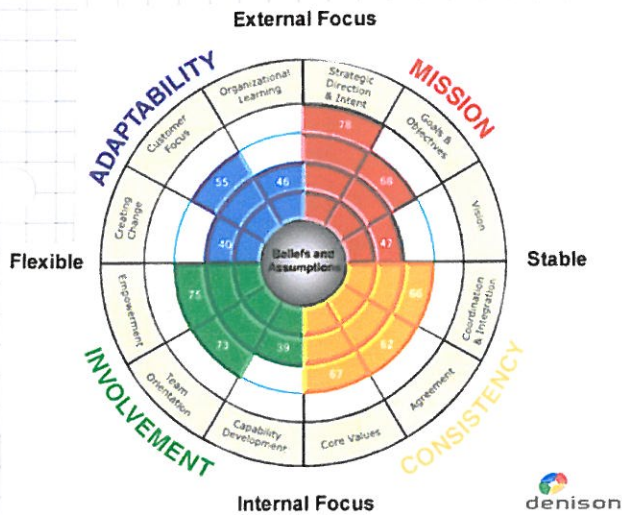
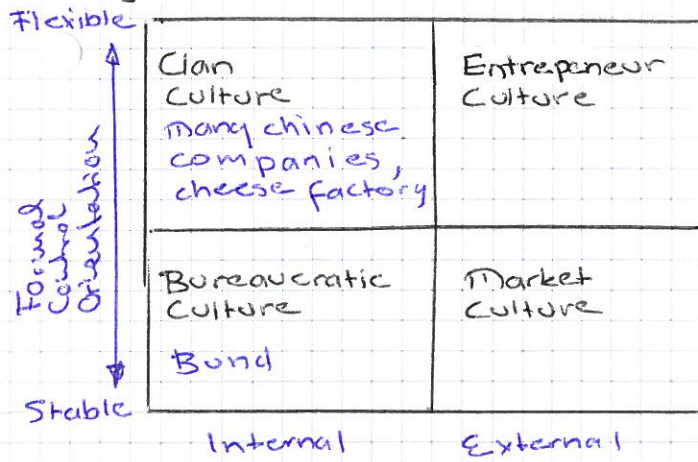
Higher Context





# CORPORATE CULTURES

## Organizational cultures



## Cultural adjustment

- Stage 1: Enthusiasm / Excitement
- " 2: Withdrawal / Loneliness
- " 3: Reemergence / Adjustment
- " 4: Achievement / Enthusiasm

## Symptoms of cultural shock

- Homesickness
- Boredom
- Lethargy
- Withdrawal
- Irritability
- Hostility toward local people
- Irrational anger
- excessive sleeping

## Approaches to cultural conflicts

- Practical approach - street smart
- Effective communication
- Treat them individually
- Follow the rules - yet be creative
- Intermediation
- Little things can make a difference
- Think win-win

Cross-cultural

Intercultural

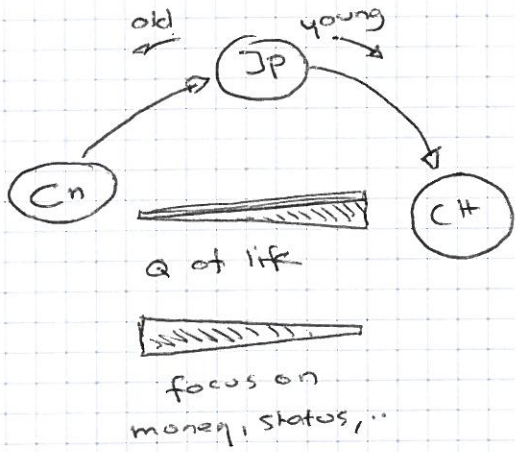
Solid understanding of own and other culture.

CH, EU

US

- Dominant culture ethnocentric model *often first used model*
- Cultural compromise model
- Cultural synergy, Polycentric model

# Work life balance



# Time management

Monochronic Culture

Polychronic Culture

multi-tasking

Lead & reward through titles, awards, ...

Linear Active

multi Active

reactive

highly-specialized planner

people oriented  
focus on relationship building

introvert, respect oriented listeners

eg Swiss

eg Africans

eg Japanese

Dialogue

Monologue  
→ Pause  
→ Reflection  
→ monologue

