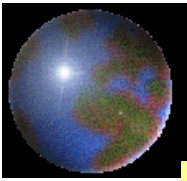


SSME, Masaryk Uni., Brno
Intercultural Management

Derek Mainwaring

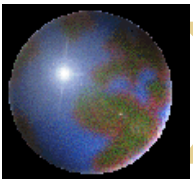
ESIEE Paris

May 2017



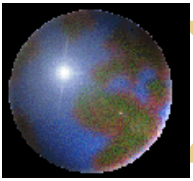
Course Objectives:

- To give participants a « toolbox of ideas and concepts » for living and working in a multicultural context
- To make participants aware of their own cultural paradigm(s)
- To make participants aware of their own preferred work style(s)
- To make participants aware of the « soft skills » needed in multicultural team mgt.
- To give some insights into particular cultures/environments - snapshots



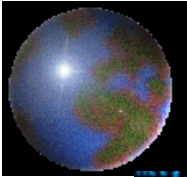
CULTURAL AWARENESS

- Doing something familiar (signing your name) in an unfamiliar way
 - Seeing a familiar thing (your signature) from an unfamiliar angle
 - Feeling delighted / amused / uncomfortable / strange / irritated / unhappy
- with the unfamiliar object/activity



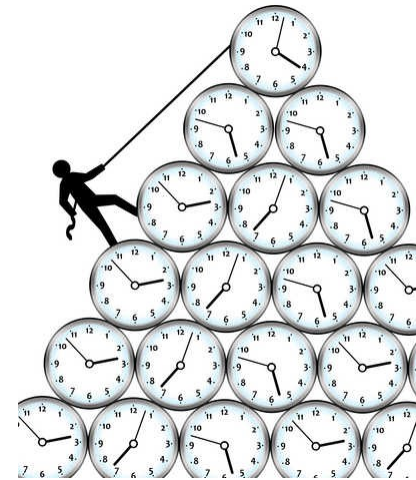
Introductory comments

**7 images to make you think
about
culture.....and its
influence on our lives**



7 images of culture...

```
for (int j = 0; j < loc; j++) res[j] = buf[j];  
return res;  
  
public void checkRe(int[] res) {  
    < res, loc, i = 0; i--> {  
        1] = checkRe(i);  
    }  
  
    decodeMessage( res ) { buf[] = 0;  
    0; i < MAX_RES  
    i = 0;  
    s.length) { i(i000 + 1);  
    1) buf[loc  
    ES_LEN)  
  
    arrCode  
    urn null;  
    extractMessage(res);  
  
    public int[] extractMessage(int[] res) {  
    for (int i = 0; i < MAX_RES_LEN; i++) buf[i] = 0;  
    while (i < res.length) {
```



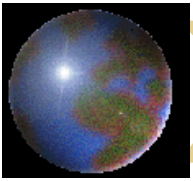
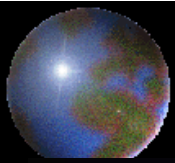


Image 1

Culture is...

...the software of the mind

Hofstede, 1981



Some images – reflect.....



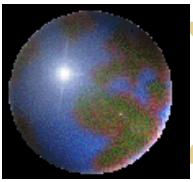
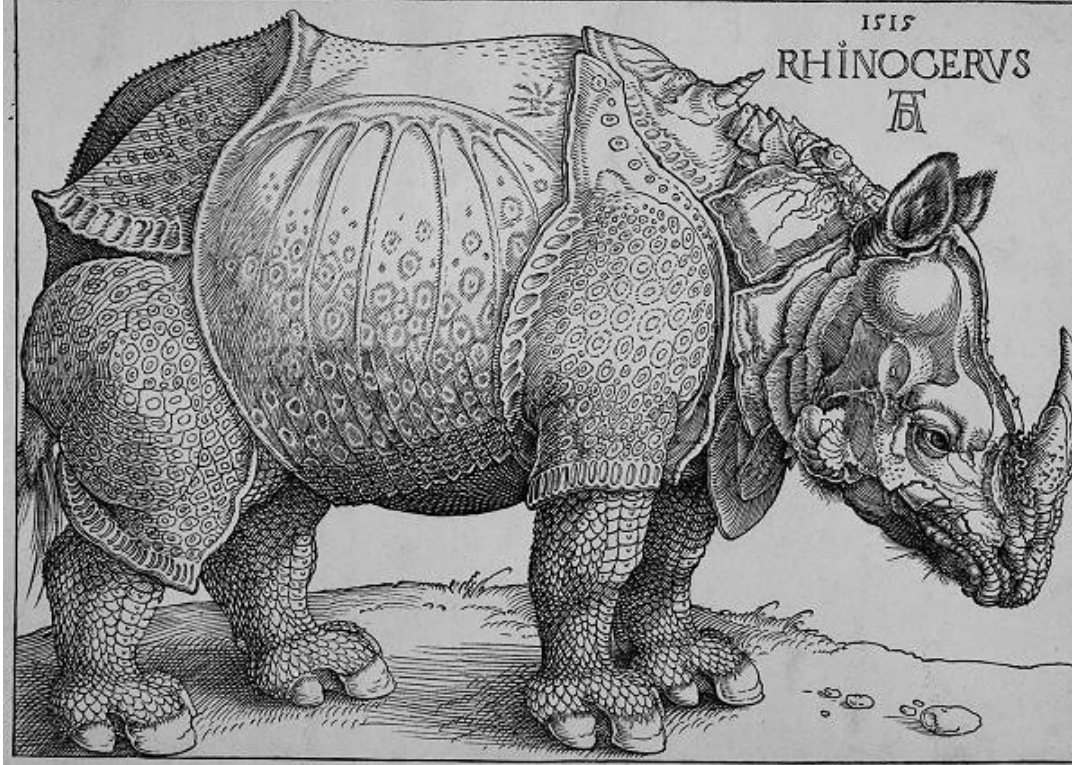
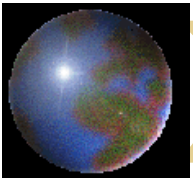


Image 2 : Durer's rhinoceros, 1515

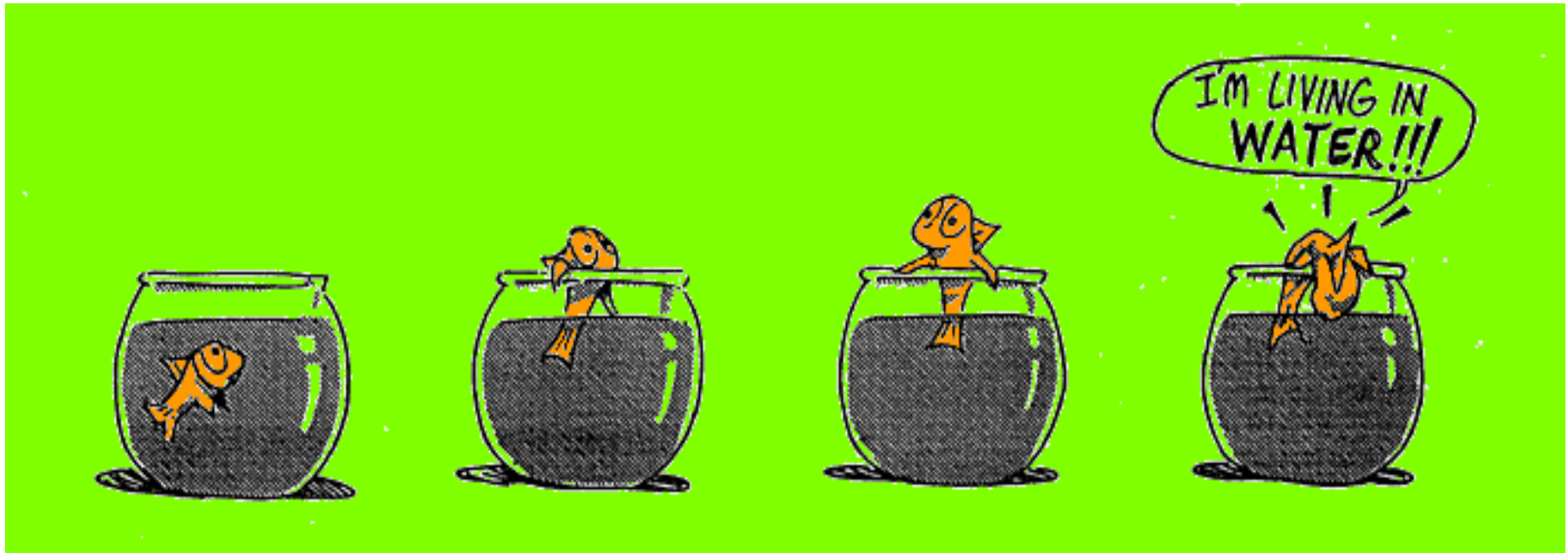
PERCEPTION

Nach Christus genant. 1513. Jar. 2bi. j. May. Hat man dem großmichtigen König von Portugal Ein annellgen Lysabona praechte auß India ein sollich lebendeg Thier. Das nennet sie Rhinoceros. Das ist hyn mit aller seiner gestalt Absonderheit. Es hat ein farb wie ein gepackte Schildkrot. Und ist vñ dicken Schales vberlege fast ist. Und ist in der groß als der Seltsame Aber in der weicheit von paynen vnd fast wech afftig. Es hat ein scharff starck Soen vort auß der nase. Das beghynde es allweg zu wegen wo es bey steynen ist. Das dellig Thier ist der Seltsame fang todt feyndt. Der Seltsame furcht es fast vbel/dann wo es In antambu/s laufft. In das Thier mit dem kopff zuschen drey so dert payn. vnd weiff der Seltsame vndert am pauch auß vñ erwiegt. In des mag er sich mit erweim. Dann das Thier ist also gewapent/das In der Seltsame nicht es kan thun. Sie sagen auch das der Rhinoceros Schnell/ staybig vnd Lellig sey.





*Image 3: the goldfish
Culture is what water is to a fish*



...it takes it for granted until it is out of its environment

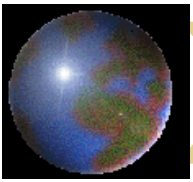
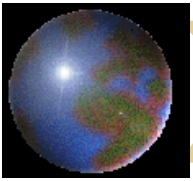
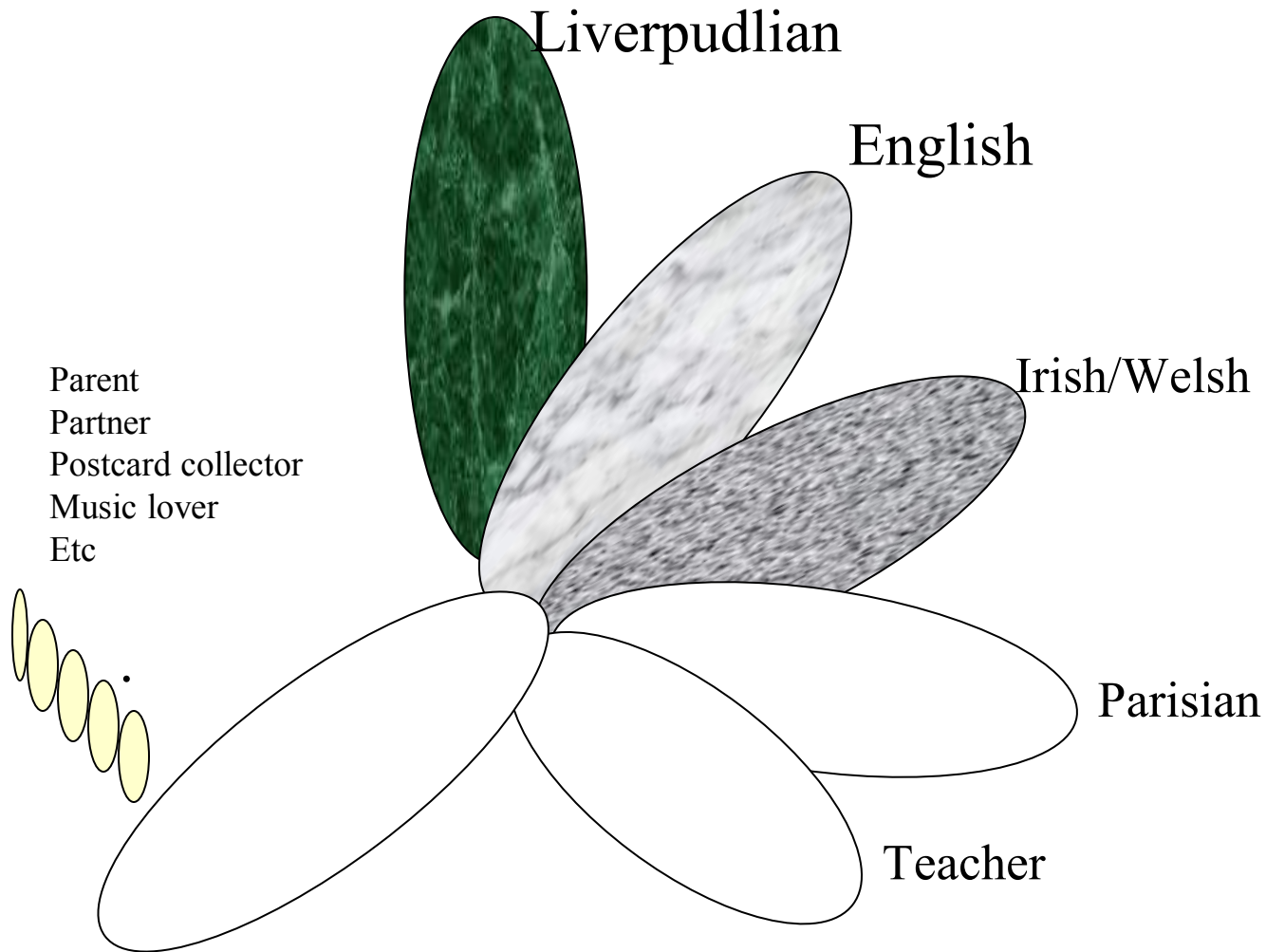


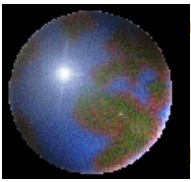
Image 4 - Our identity: a flower

- We have many identities, not just national
- But our identity is how we integrate the fact that we belong to **many groups** and that our belonging to groups **evolves over time**
- So identity is a **process**, NOT a fixed object



Derek's identity





Clusters of identity

Nation region
locality

Academic
background

Organisation
enterprise

Metropolitan
suburban
provincial

Religion
moral code

Home- family
independent

Sport hobby
interests

Etc.,etc.!

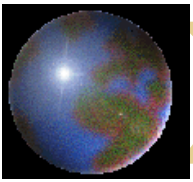
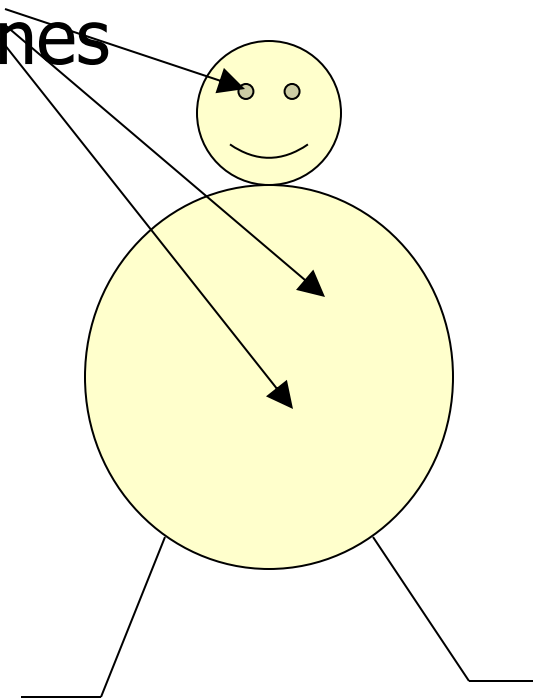
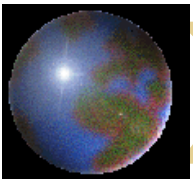


Image 5 – the stick man

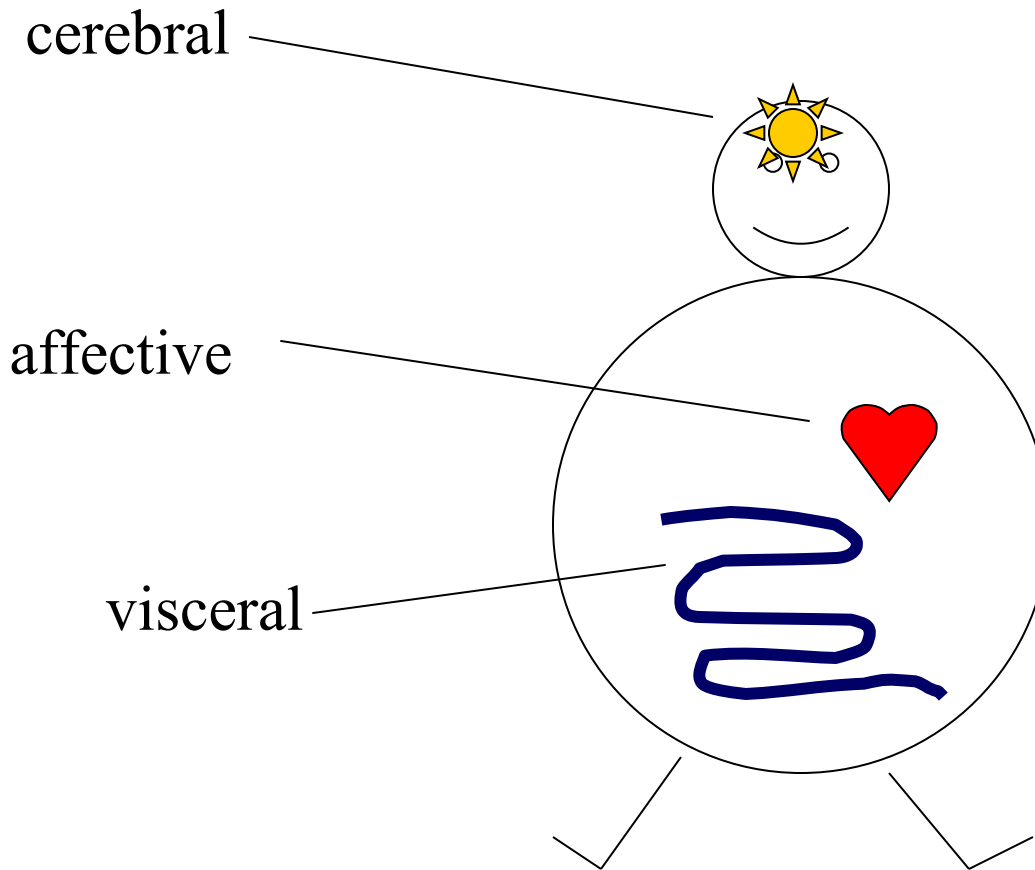
- How do we perceive culture?
- How does contact with a new culture affect us?

- 3 zones





3 zones



...and
these are
ALL
normal!

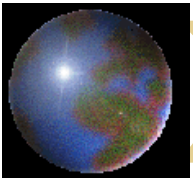
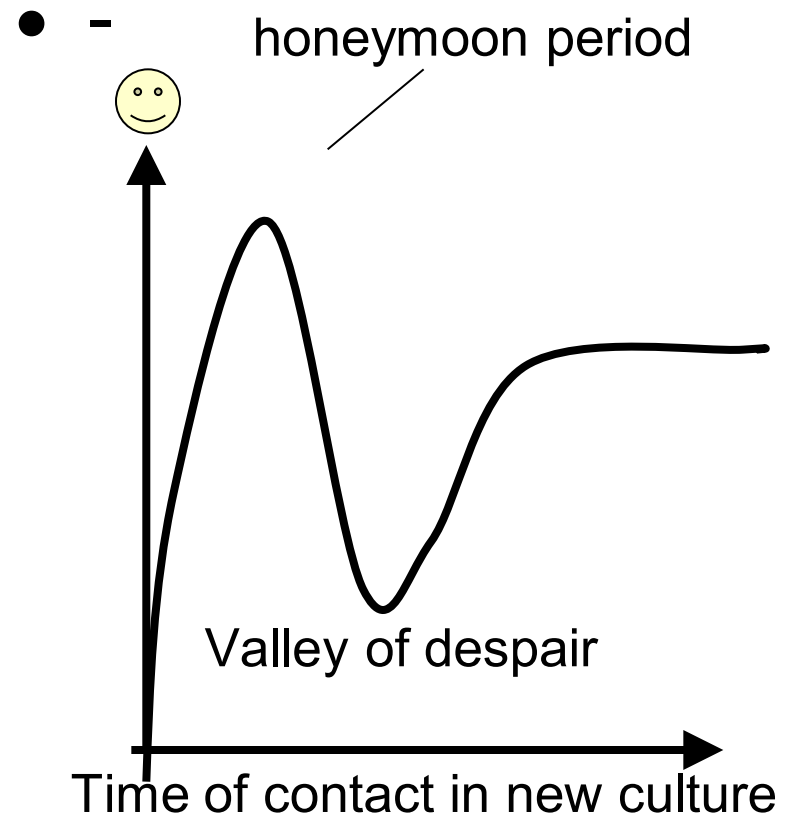


Image 6: the time curve...

- Our reaction to a new (cultural) experience varies over time



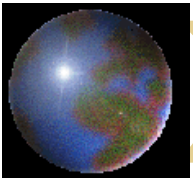
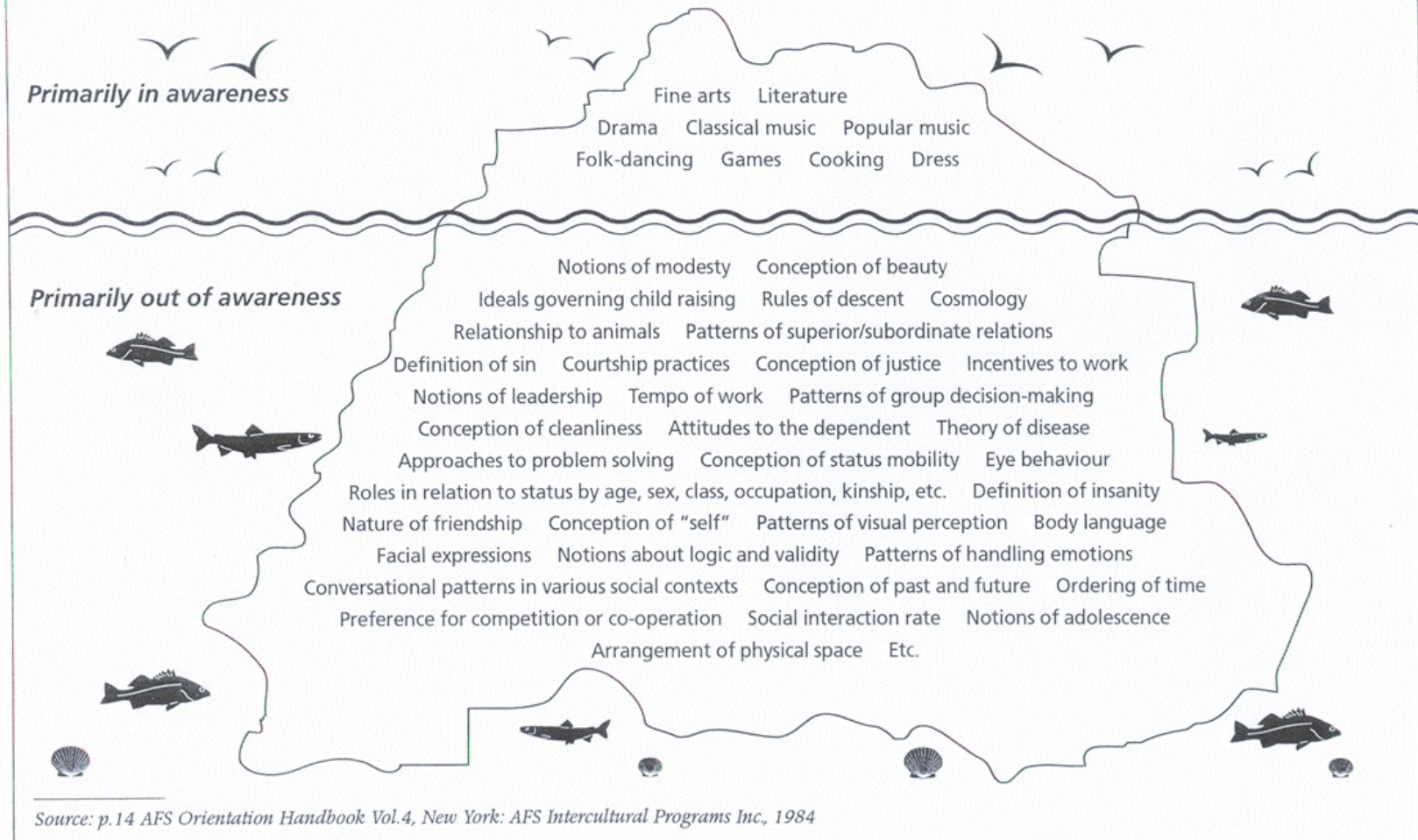
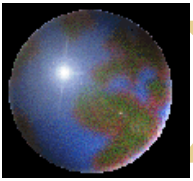


Image 7 – the Iceberg

- Many aspects of « culture » are not visible, evident or conscious
Metaphor: the iceberg

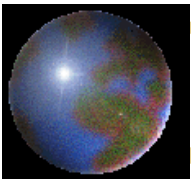
Fig. 1: The iceberg concept of culture





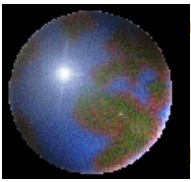
Review of 7 images

1. **Software**
2. **Rhino**
3. *Goldfish*
4. *Flower*
5. **Stick man - Head, heart & guts!**
6. *Time curve*
7. **Iceberg**



Intercultural Management: contexts





Contexts

Single-Track

Multi-Track

Individual
i.e. YOU!

Short-term:
« Business trip »
Long-term:
Expatriation

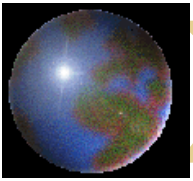
Multi-national team,
multi-national project,
Cross-functional team

Organisational

Transfer of procedure
(HR, IS etc.) to
« offshore » location

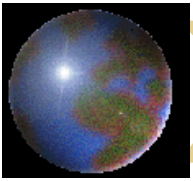
Global organisation

- multi-national
- multi-cultural
- multi-functional - matrix



Keywords

- ❖ Culture
- ❖ Teamwork
- ❖ Management

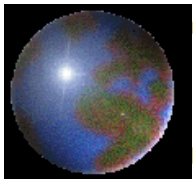


“The Globally Competent Engineer”

- Working effectively with people who define problems differently

*Title of article, Journal of Engineering Education,
April 2006 – Downey, Lucena et al.*

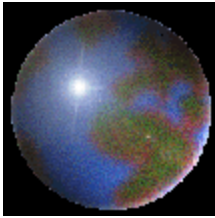
Example: deductive/inductive pb.solving



Example: Main reasons why American managers fail on foreign assignments



- 1) **The manager's spouse cannot adjust to new physical or cultural surroundings**
- 2) **The manager cannot adapt to new physical or cultural surroundings**
- 3) **Family problems**
- 4) **The manager is emotionally immature**
- 5) **The manager cannot cope with foreign duties**
- 6) **The manager is not technically competent**
- 7) **The manager lacks the proper motivation for foreign assignments**



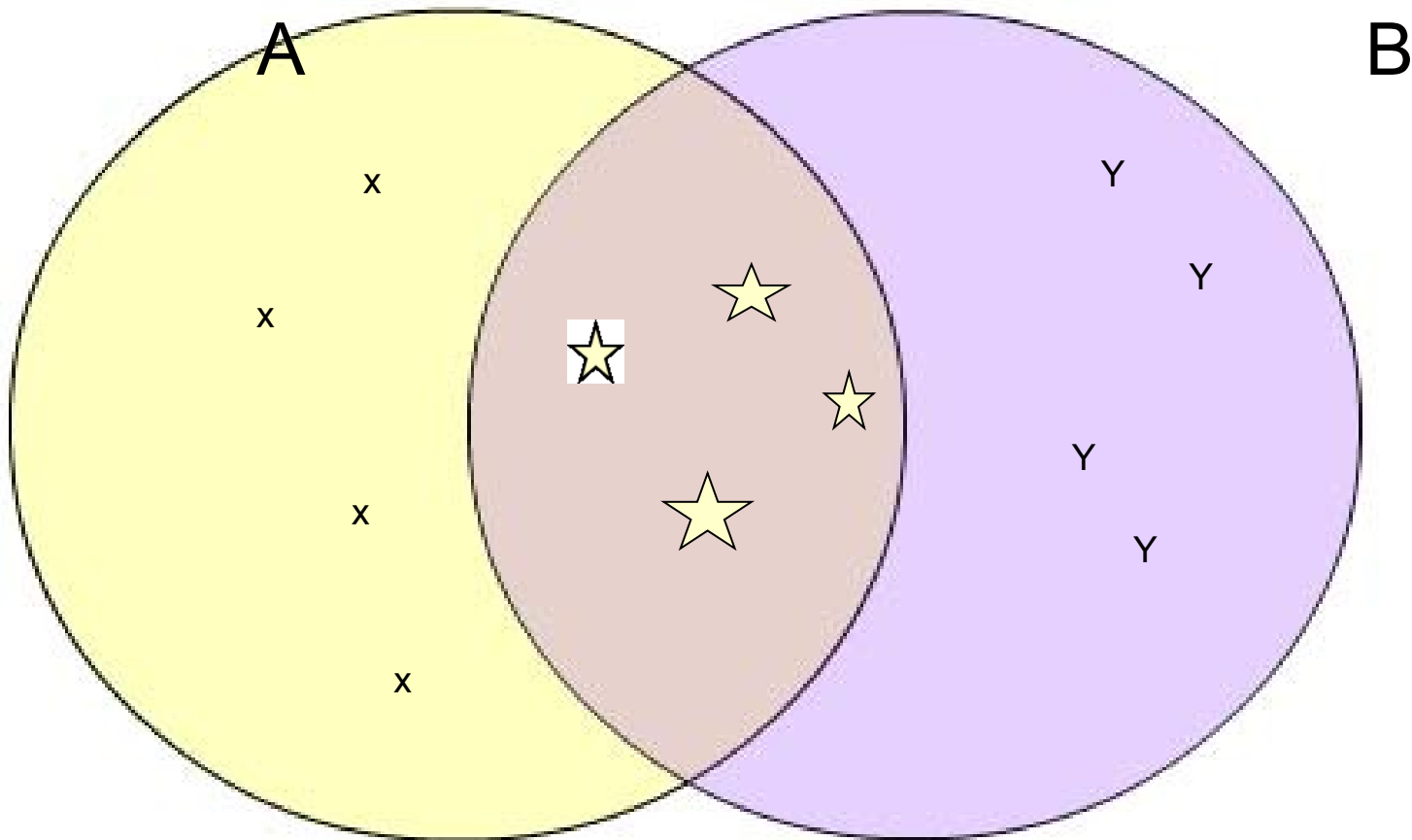
The Cultural Environment

A few general ideas to start with.....

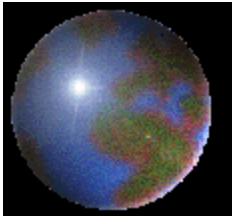
All about working and living with people....

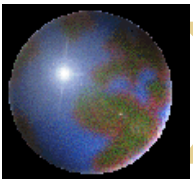
- Culture as software
- Perceptions
- Feelings
- Adapting
- Awareness / Competence

Cultural differences & similarities



Concepts & competencies.....Time





Space, Time and Context Across Cultures

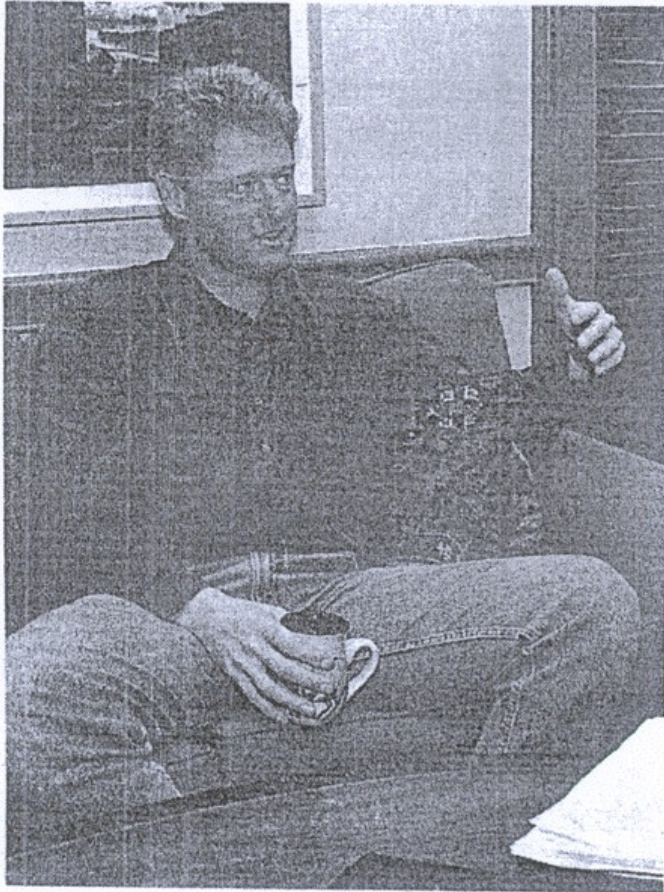
The work of E.T.Hall

- What is the appropriate **personal distance**?
- **Monochronic** time
(clock time, sequential, linear)
- **Polychronic** time
(**relational time**, simultaneous activities, circular)
- **Low & High Context** Communication

FRENCH OR FOE ?

Grown-up Americans take up more space, too, even sitting for photographers, than Europeans.

Jeff Mitchell (Reuters / Bettmann)

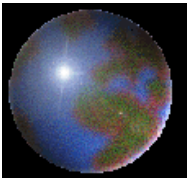


U.S.'s President Clinton

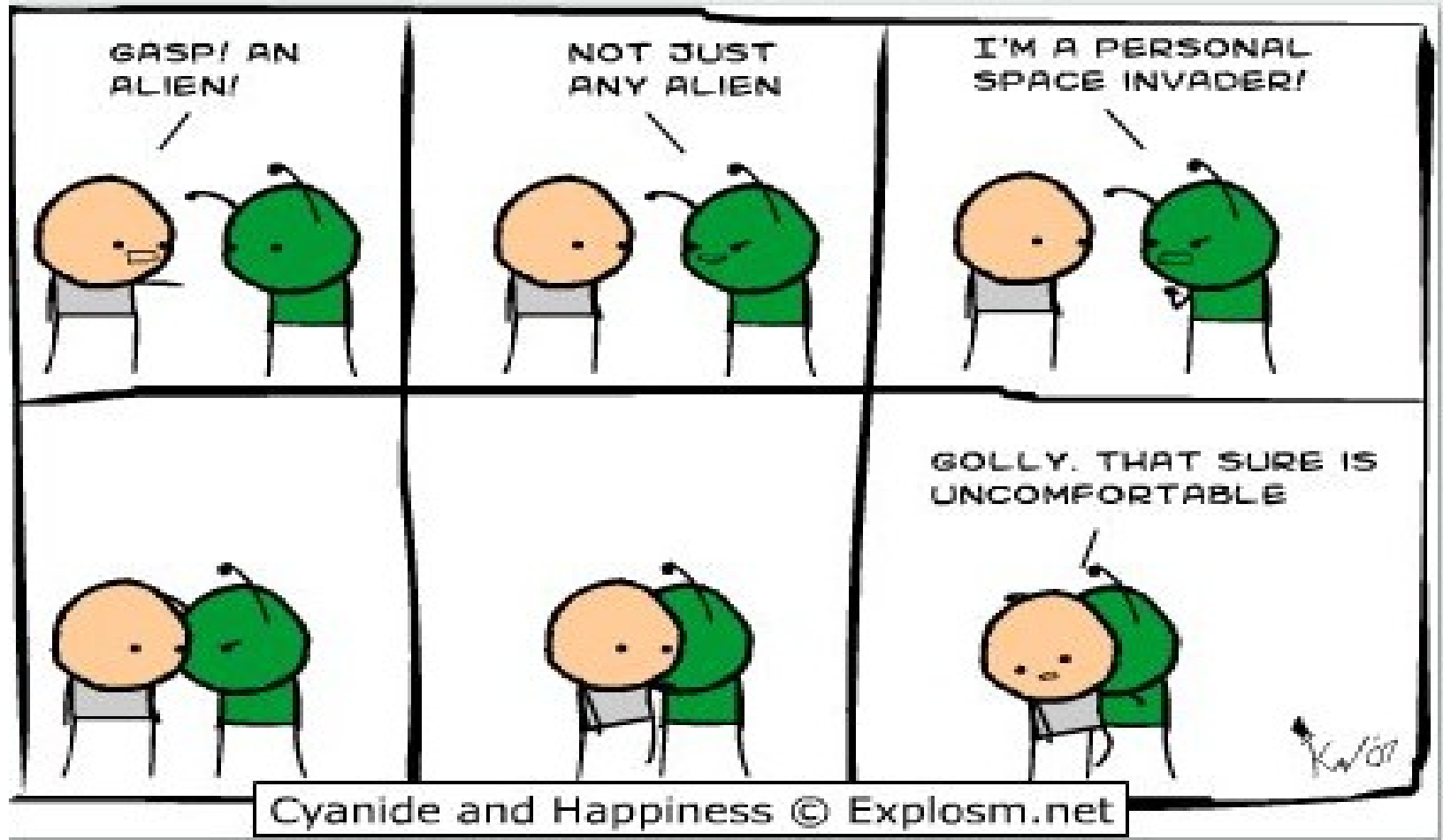


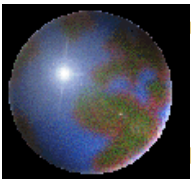
M. Delluc / L'expansion

France's former Prime Minister Balladur



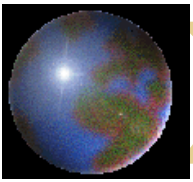
Personal space





Work space

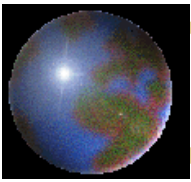




Territoriality – Hall: Proxemics

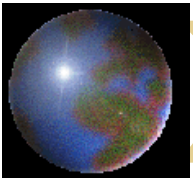
- **High** territoriality = property & boundaries are important
 - Ownership of material things
 - Security of property
 - Developed concept of « mine »
 - Feel comfortable in « own » space

High territoriality often = low context



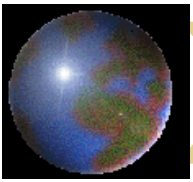
High territoriality





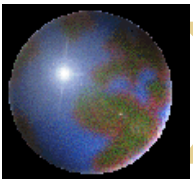
Low territoriality

- Ownership of space and boundaries less important
- Share territory and objects
- Sense of « stealing » less developed



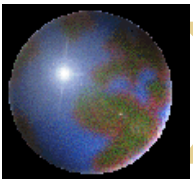
Low territoriality





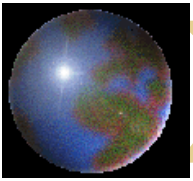
MONOCHRONIC

- Does one thing at a time
- Makes time-based commitments
- Sticks to deadlines
- Adheres to plans
- Emphasises promptness
- Is committed to job in hand
- Is used to short-term relationships
- Is low context, needs information



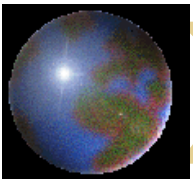
POLYCHRONIC

- Does many things at once
- Considers time commitments as flexible
- Is committed to relationships
- Is easily distracted
- Tends to form long-term relationships
- Changes plans frequently
- Is high context, interprets situation

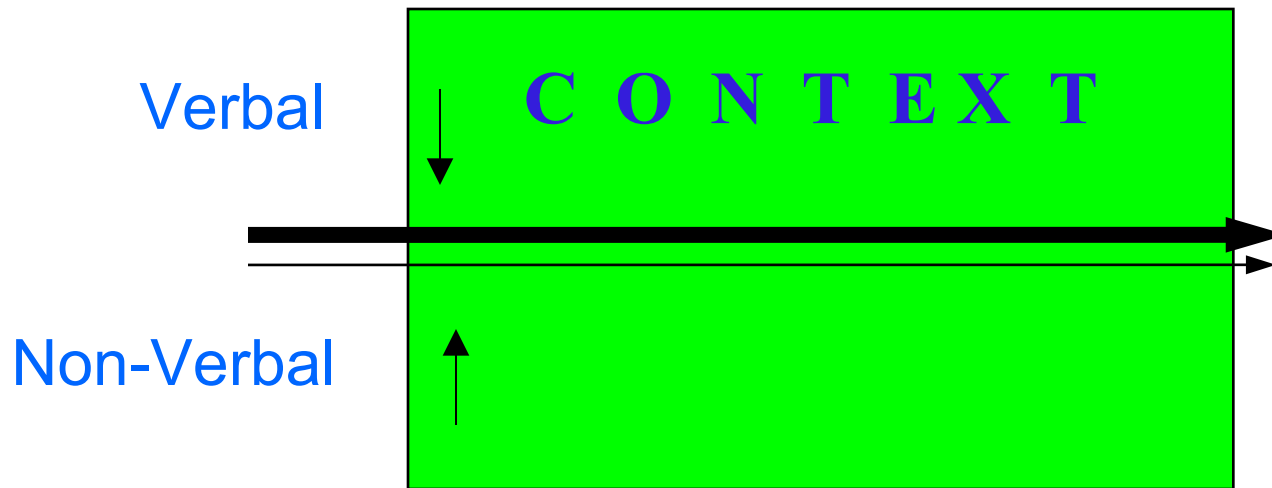


Communication & context

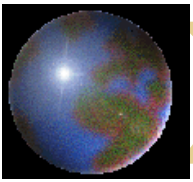
- Low & high context
- Direct & indirect communication styles
- Self-enhancement or effacement
- Person-oriented or status-oriented



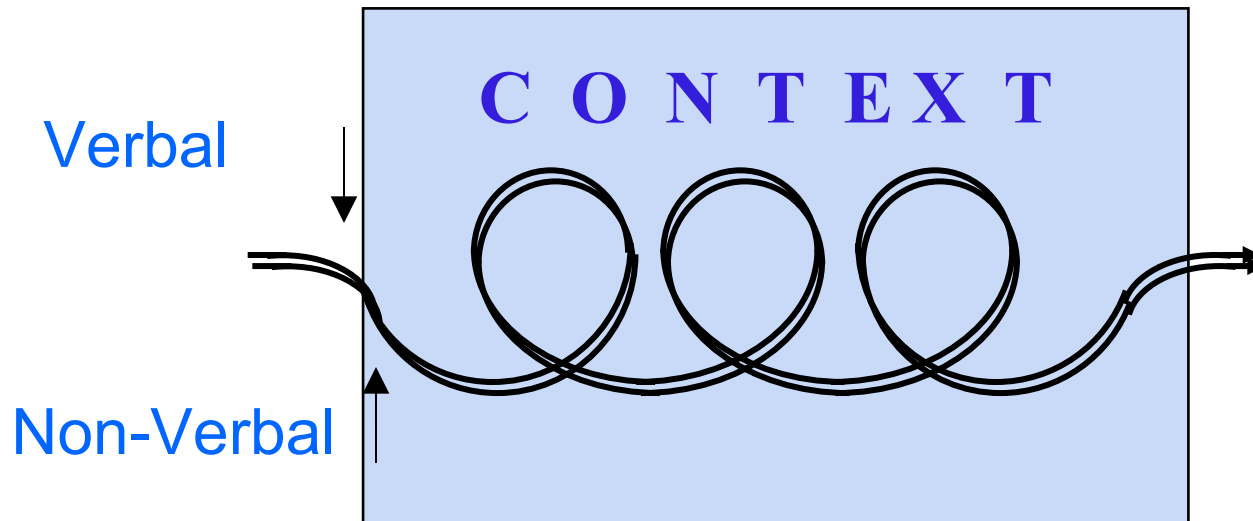
Direct Communication = Low Context



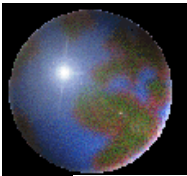
- Meaning is in the verbal message
 - Seek clarity of expression
 - “Speaking one’s mind”
 - Face-to-face communication
- > BUT *can be perceived as pushy, unsophisticated or aggressive by those with less direct communication style*



Indirect Communication = High Context



- Meaning is in the context
 - Vague and ambiguous language
 - Many things are left “unsaid”
- BUT *can be perceived as deceiving by individuals who prefer a more direct communication style*



High Context vs. Low Context Cultures



Source: Grein, 2000