

Everyone comes from somewhere..,  
but so what?

*Klik om het opmaakprofiel  
model ondertitelt te bewerken*



# The French Castle.

- Talk of culture brings risk of prejudice and misunderstanding.
- The French Castle

# Culture is a mental programming

What do you believe, how do you act?

- Acquired
  - Family, tribe
  - Education, role models
- Mix of behavior, views
  - Rituals, dancing
  - View about life
  - How to behave with others
- Shared characteristics
  - Group quality
- Internalised
  - The ultimate truth
  - “My behavior is normal”

# Cultural relativism

Someone's behavior and beliefs can be understood (or judged) only in terms of his/her own culture:

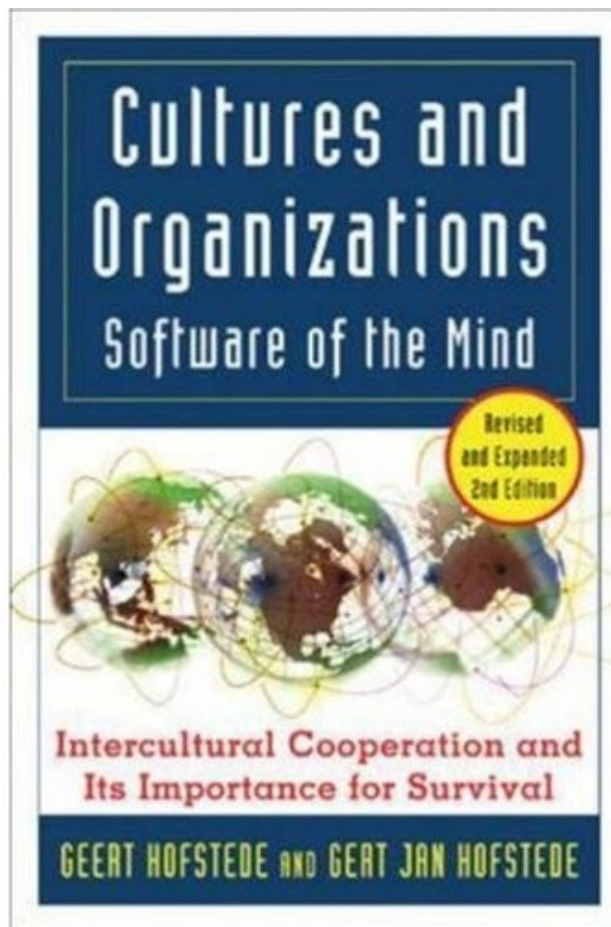
A culture has no criteria to judge another culture as lower or higher.

# Geert Hofstede: Five dimensions

- IBM strategy take up in '70s
- International questionnaires  
Example:  
“How often does employee not dare to say to chef that he disagrees?”

5 dimensions:

- Power distance
- Individualism
- Masculinity
- Uncertainty Avoidance
- (Long Term Orientation)





# Power Distance Index

- Degree of inequality between people  
How you value hierarchy, respect authority?
- Inequality of power and wealth is principally expected, accepted and perpetuated
  - Arabic speaking countries
  - Russia, India, China
- Low: Equality is collective aim
  - Australia, Canada



# Individualism (IDV)

- Value of individual versus collective achievement  
How do you favor rights of individuals?
- Personal achievements are critical.
  - You take care of yourself, have many loose ties
  - United States, Western Europe
- Low: Individuals derive identity from group.
  - Harmony, protection
  - Lose face, shame (Dk, Delhi)
  - China, Korea, Japan



# Masculinity (MAS)

- Not literally!
  - Value 'masculine' competitiveness and control, versus 'feminine' relationship building, and quality of life.
  - Value assertiveness vs. modest nurturing behaviour
- High: Gender differentiation
  - Japan, Austria
- Low: Less gender differentiation
  - Females treated equally
  - Scandinavia





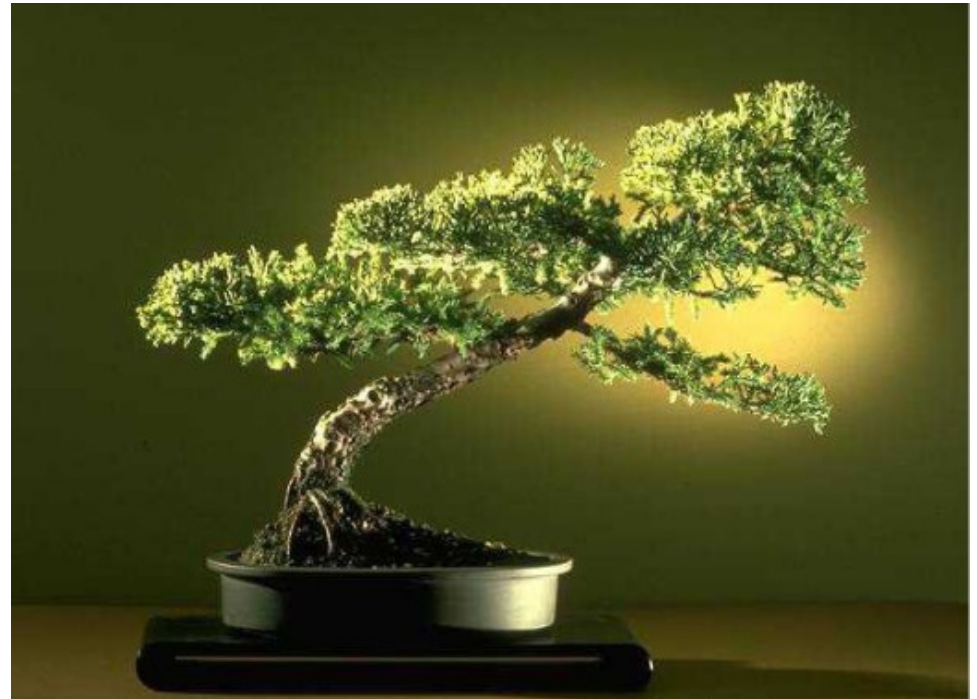
# Uncertainty avoidance (VAI)

- About acceptance of uncertainty and ambiguity, risk
- High: Low tolerance for uncertainty
  - Rule oriented: laws,
  - Greece, Portugal, Shinkansen it.
- Low: Tolerance for variety and experimentation.
  - Ready for change, new ideas, risks
  - Singapore, Jamaica



# Long Term Orientation (LTO)

- Confucius, 500 BC.
- Perseverance, thrift, versus orientation on the present
- High LTO are willing to take short term inconvenience



# Pyotr Velikiy meets Holland

1697: Mikhailov learns about the Dutch

1717: Visit from Tsar



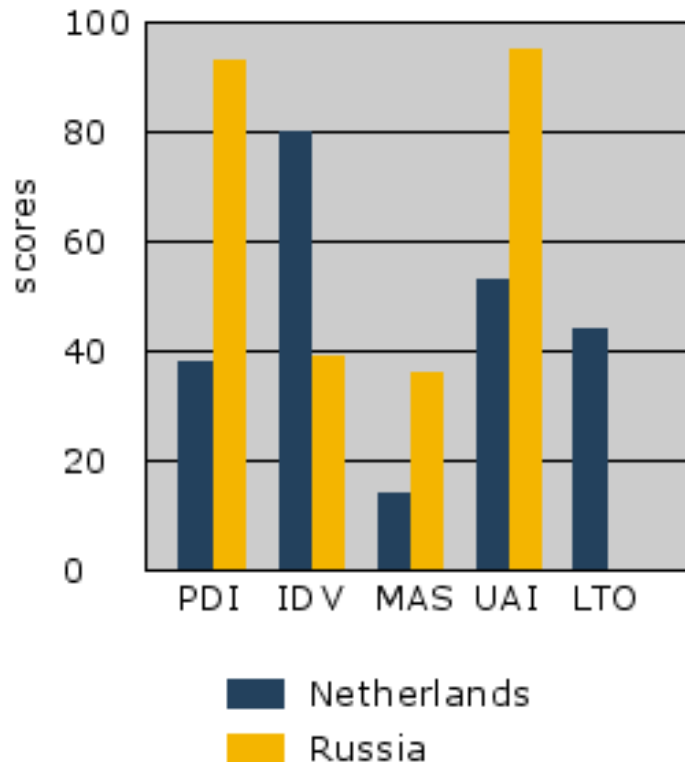


# May 2011: Methodology Exchange, Innovation Management in SMEs.



# Russia meets the Netherlands

The 5D Model of professor Geert Hofstede



## Power distance

Ru: 93 NL: 38

NL: less hierarchy

## Individualism

Ru: 39 NL: 80

NL: less group  
orientation

## Masculinity

Ru: 35 NL: 14

NL: less competition

## Uncertainty avoidance

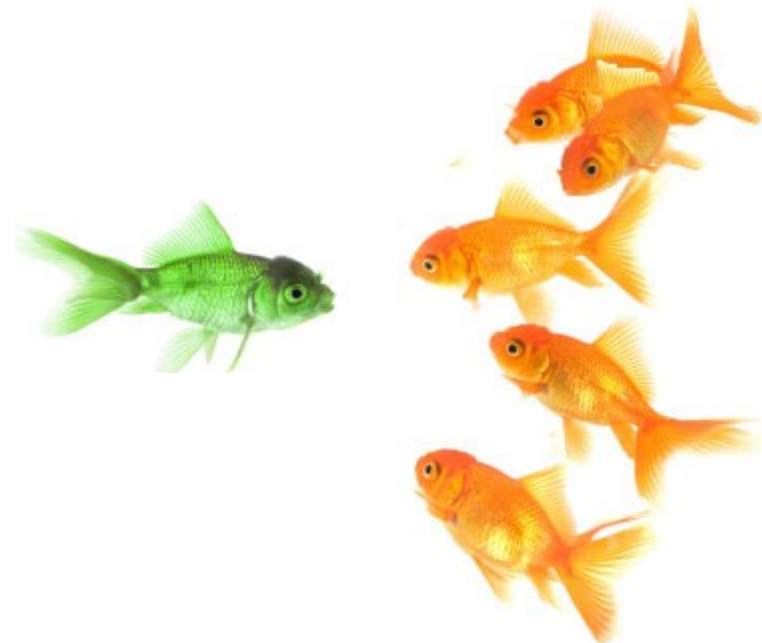
Ru: 95 NL: 53

NL: less regulations



# Dutch individualism may surprise Russian people

- People may try and stand out from the rest.
- Laws protect personal choices, and freedom of speech.
- Individual expression, appearance or behavior is tolerated. (Manson?)
- Business and personal life may very well be kept separate.
- Role of family is low (b.o.s.)



# Dutch 'femininity' may surprise Russian people

- Conflicts should ideally be solved through negotiation
- Working overtime is not the norm, meaning longer vacations and flexible working hours. (afternoon off)
- We also do sport, but social, relaxing
- We appreciate tough women in business (Aysel)



# Russian masculinity surprises Dutch people

- Settle conflicts with aggressive means
- Make sacrifices: longer work hours, shorter holidays
- People will discuss business anytime, also at social gatherings
- Self-promotion is acceptable, part of business culture

This is  
Japanese !



# Less certainty may surprise Russian people

- Risk is embraced as part of business
- Pushing boundaries is encouraged
- Matrix structure for projects means two bosses?
- Allow employees autonomy to execute their tasks on their own (Syntens)





# Russian hierarchy surprises us:

- Subordinates are used to take the blame for things going wrong.
- Class divisions within society are accepted (**professors**).
- We can not expect subordinates to take initiatives.
- We must pay respect to those higher up the ladder.
- We encounter more bureaucracy.





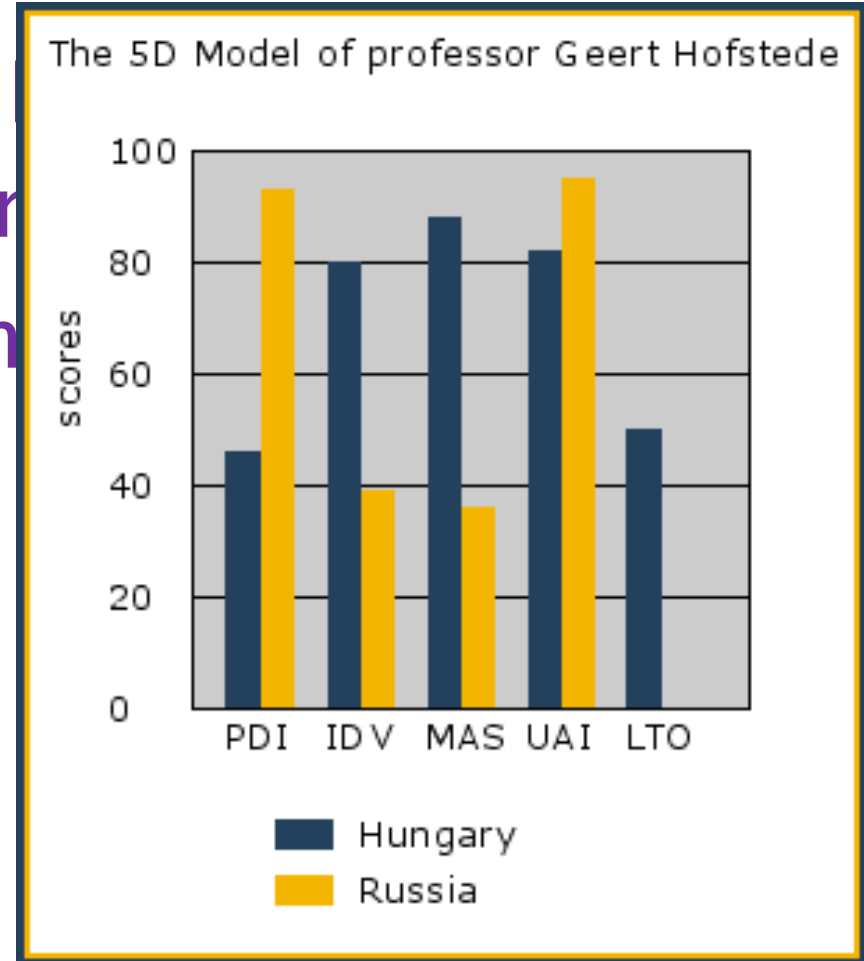
# Less hierarchy may surprise Russian people

- Don't expect treatment with respect you are used (**Pyotr**)
- Managers socialize with subordinates
- You may expect subordinates to take initiative
- Boss uses first name, gets own coffee, makes own xerox
- Do not judge people on appearance, privilege or status
- Role change is possible (**Jazz TL**)



<http://www.geert-hofstede.com/>

Better not judge  
from other culture  
by your own stan



спасибо

Thank  
You

*Mahalo*

Kiitos

*Tack*

Toda

Grazie

*Obrigado*

Thanks

Takk

Gracias

Merci