Everyone comes from somewhere..., but so what?

Klik om het opmaakprofiel modelondertitel 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.
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.
- Perseverence, thrift, versus orientation on the present
- High LTO are willing to take short term inconvenience
Pyotr Velikiy meets Holland

1697: Mikhailov learns shipbuilding
1717: Visit from Tsar
May 2011: Methodology Exchange, Innovation Management in SMEs.
Russia meets the Netherlands

**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. *(Mmanson?)*
- 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)
Better not judge people from other cultures by your own standards.

http://www.geert-hofstede.com/
спасибо