Mestrado GRH

Gestão Transcultural da Diversidade

4. Gestão transcultural e internacional

Gestão transcultural e mobilidade internacional

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Intercultural Competence

Relevance of cross-cultural competence

Labour , business world

Policy

Academic exchange / cooperation

Migration

Tourism

Foreign employees

Military activities abroad

Medical services

Managing across cultures

Globalisation and the need for effective multicultural interaction and communication

-The countries do more business globally and borders disappear

-Establishing relationships and contacts with people from different cultures

Competencies Needed to Work Effectively Across Cultures

CROSS-CULTURAL COMPETENCY CLUSTER	KNOWLEDGE OR SKILL REQUIRED
1. Building relationships	Ability to gain access to and maintain relationships with members of host culture
2. Valuing people of different cultures	Empathy for difference; sensitivity to diversity
3. Listening and observation	Knows cultural history and reasons for certain cultural actions and customs
4. Coping with ambiguity	Recognizes and interprets implicit behavior, especially nonverbal cues
5. Translating complex information	Knowledge of local language, symbols, or other forms of verbal language and written language
6. Taking action and initiative	Understands intended and potential unintended consequences of actions
7. Managing others	Ability to manage details of a job including maintaining cohesion in a group
8. Adaptability and flexibility	Views change from multiple perspectives
9. Managing stress	Understands own and other's mood, emotions, and personality

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Contrasting Attitudes Toward International Operations – Business World

- **Ethnocentric Attitude**
  - The view that assumes the home country's personnel and ways of doing things are best
- **Polycentric Attitude**
  - The view that assumes local managers in host countries know best how to run their own operations
- **Geocentric Attitude**
  - A world-oriented view that draws upon the best talent from around the world

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Cultural intelligence:

Ability to interpret and act in appropriate ways in unfamiliar cultural surroundings

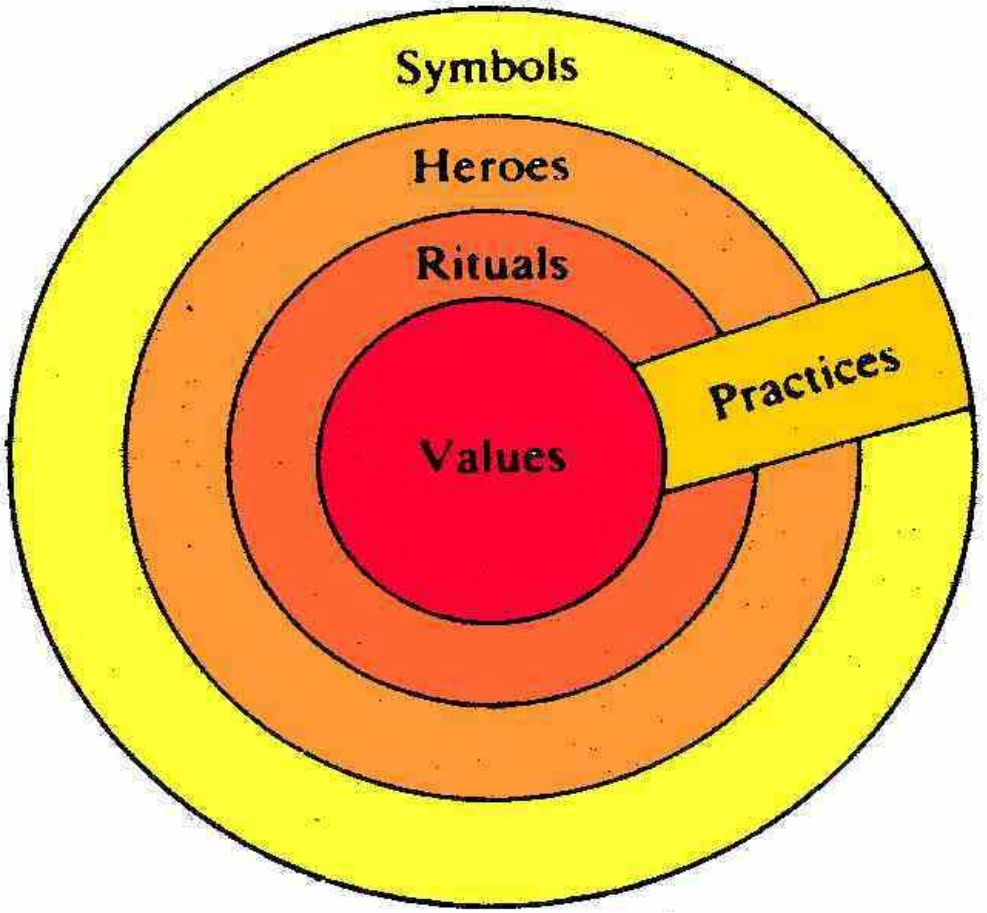
Culture and Business Relations

The Cultural Imperative

- Culture
  - A population's taken-for-granted assumptions, values, beliefs, and symbols that foster patterned behaviour
    - Norms, values, attitudes, role expectations, taboos, symbols, heroes, beliefs, morals, customs, and rituals
  - Cultural roots run deep, have profound effects on behaviour, and can´t be easily altered.

Culture – Geert Hofstede‘s concept

Cultural differences



Cultural patterns

Edward T. Hall → Distinguishing features (dimensions) of culture:

1. Time

Monochronous cultures	Polychronous cultures
- people do one thing after the other	- people do things simultaneously
- time is very important → punctuality → making plans → keeping to plans	- time schedules are not so important → people are notoriously unpunctual
- job/work is very important	- people are very important → family/friends/business partners
- more short-term relationships	- more life-long relationships
- work time is clearly separable from personal time	- work time is not clearly separable from personal time

- ***Monochronic time:*** A perception of time as a straight line broken into standard units
  - Timely arrivals and keeping appointments are considered important.

- ***Polychronic time:*** A perception of time as flexible, elastic, and multidimensional
  - Appointment schedules are considered approximations and are not kept precisely.

2. Context

→ characterizes the way in which information is transmitted

low context

- the majority of the information is explicitly communicated in the verbal message

high context

- a lot of information is embedded in the context: feelings, thoughts and information are not explicitly expressed, but also through a variety of **contexts**, such as voice tone, body language, facial expressions, eye contact, speech patterns, use of silence, past interactions, status, common friends, etc. The message is more implicit.

- *e.g. an apology must be clearly articulated* ⟷ *- the same message can be communicated through a variety of nonverbal gestures such as a smile, a sigh, a shrug, or a frown.*

- high context communication assumes a prior relationship, i.e. we are members of a common culture, family etc.
- few rules are given and information is accessed through informal networks

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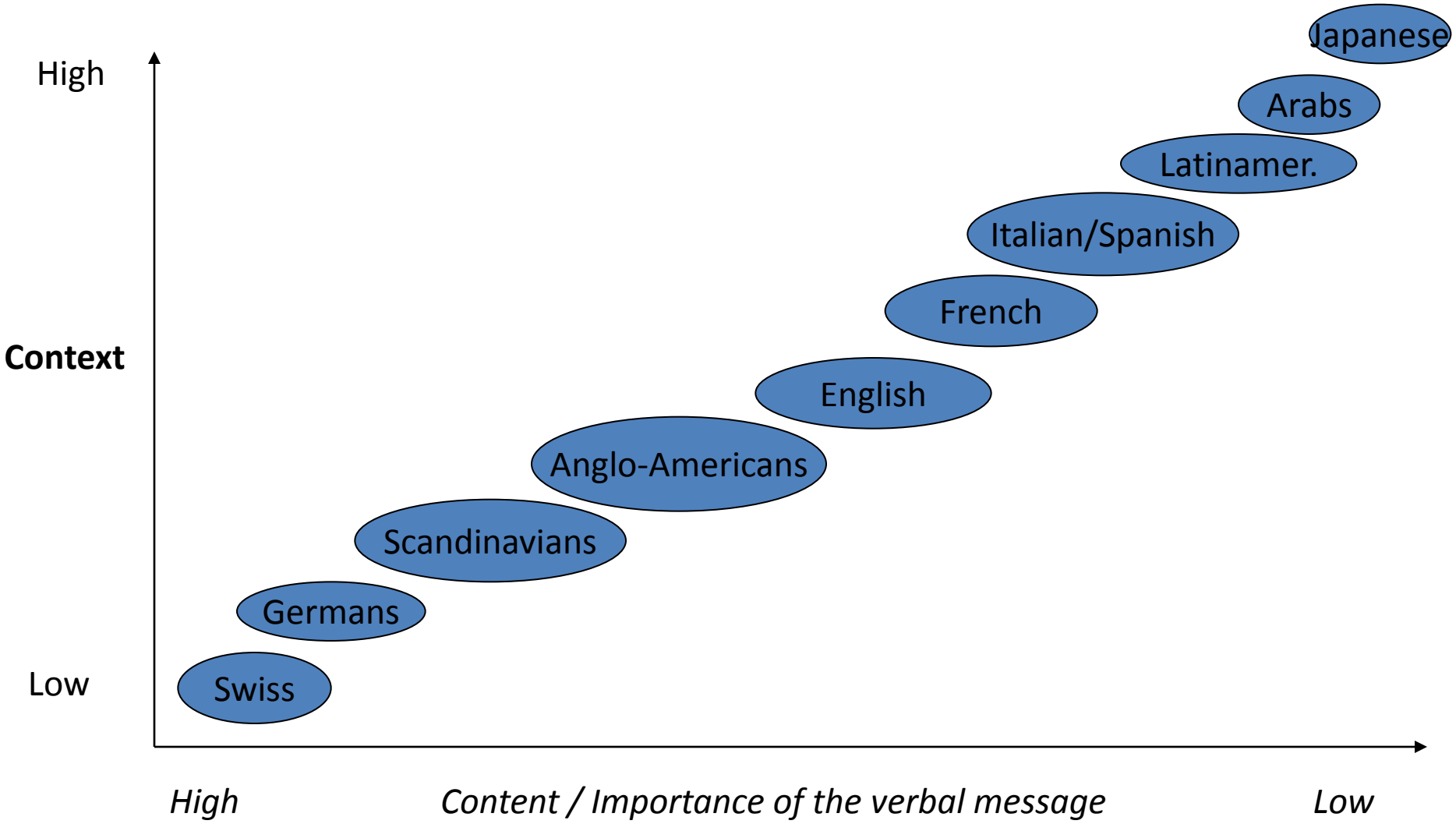
High-Context Cultures

- Cultures in which nonverbal and situational messages convey primary meaning
  - Status of an individual is of tantamount importance in determining relationships.

Low-Context Cultures

- Cultures in which words convey primary meaning
  - Nonverbal messages are secondary to spoken words.
  - The terms of the deal are more important than building a business relationship.

High/Low Content/Context Cultures (E.T. Hall)



Direct vs. Indirect Communication

Scene 1

US-American 1: This weekend we go to New Orleans!

US-American 2: Great! I wish I could join you. How long will you stay there?

(He thinks: If he needs anybody to bring him to the airport, he will ask)

US-American 1: Three days. By the way, we need anybody to bring us to the airport - could you do it for us?

US-American 2: Of course, when is it?

US-American 1: At 10:30 am next Sunday.

Direct vs. Indirect Communication

Scene 2

Chinese 1: This weekend we go to New Orleans!

Chinese 2: Great! I wish I could join you. How long will you stay there?

Chinese 1: Three days. (He thinks: I hope he will offer to bring us to the airport.)

Chinese 2: (He thinks: Perhaps he needs somebody to bring him to the airport)

Do you need anybody to bring you to the airport? I could do it for you.

Chienese1: Are you sure, it would be OK for you?

Chinese 2: It will be my pleasure. Don´t worry.

Direct vs. Indirect Communication

Scene 3

Chinese: **This weekend we go to New Orleans!**

US-American: **Great! I wish I could join you. How long will you stay there?**

Chinese: **Three days.** (He thinks: I hope he will offer to bring us to the airport.)

US-American: (He thinks: If he needs anybody to bring him to the airport, he will ask)

Have a great time!

Chinese: (He thinks: If he had it in mind to bring me to the airport, he would offer it to me.

Thanks! We will see each other when we are back here.

3. Space

→ refers to the distance people need for the protection of their privacy.
If people come too close, they can offend other people's privacy

Cultures that need more (private) space

e.g. Germany (big 'bubble' needed)

→ people have distinctive places which they call "mine" and don't want them to be "disturbed"
→ closed doors
→ private offices and partitions
→ minimal interruptions and disruption
→ permission needed to enter private space
→ no touching without agreement

Cultures that need less (private) space

e.g. Mediterranean countries (small 'bubble')

→ large rooms, few if any partitions
→ managers interspersed with employees

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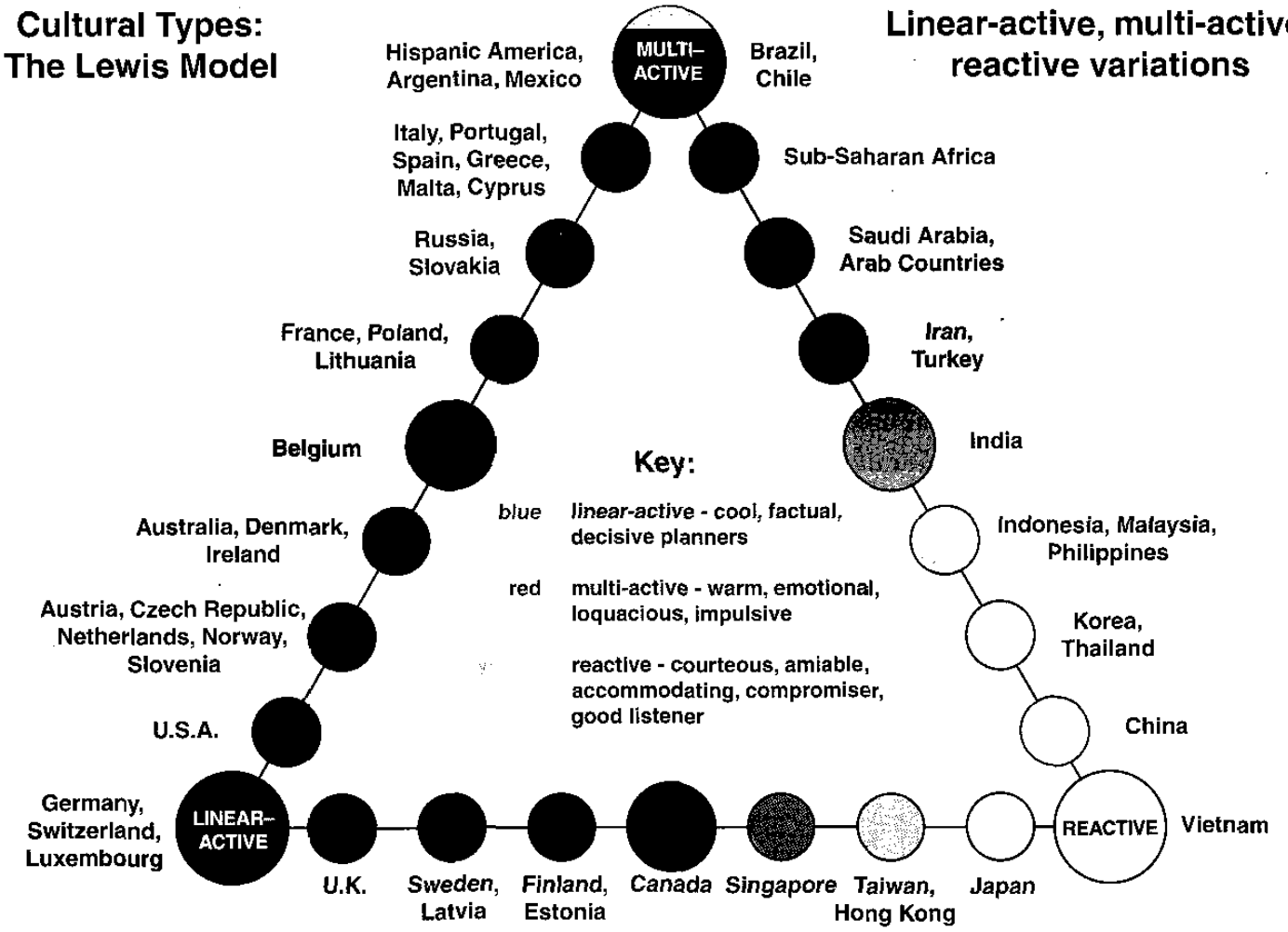
Richard D. Lewis: linear, multiactive and reactive cultures



Lewis, 2006

Germany: linear-active

- Fair
- Honest
- Conformist
- Time-dominated
- Tendency to complicate
- Organized; good planners
- Strong sense of duty
- Soul-searching
- Requiring context

- Frank, direct (truth before tact)
- Logical
- Serious
- Law-abiding
- Faithful
- Intense

Lewis, 2006

Brazil: multi-active

- Loquacious, exuberant
- Emotional, theatrical
- Future-oriented
- Group-oriented
- Impatient
- Enjoy being Brazilian
- Compassionate
- Friendly, tolerant
- Love music, dancing
- Grandiose, exaggerating
- Patriotic
- Optimistic
- Flexible
- Hospitable
- Avoid unpleasantness
- Cheerful
- Relaxed time
- Break rules
- Easy racial relations
- Imaginative
- Unruly

Lewis, 2006

China: reactive

- Modesty
- Tolerance
- Courtesy
- Patience
- Respect for elderly
- Sincerity
- Loyalty
- Family closeness
- Tradition
- Trustworthiness
- Stoicism
- Tenacity
- Self-sacrifice
- Kindness
- Purity
- Gentleness
- Wisdom

- Patriotism
- Moderation
- Diligence
- Harmony
- Resistance to corruption
- Learning
- Respect for hierarchy
- Generosity
- Adaptability
- Conscientiousness
- Sense of duty
- Pride (no losing face)
- Undemanding nature
- Friendships
- Gratitude for favors

Lewis, 2006

Meeting-Structure Linear-Active

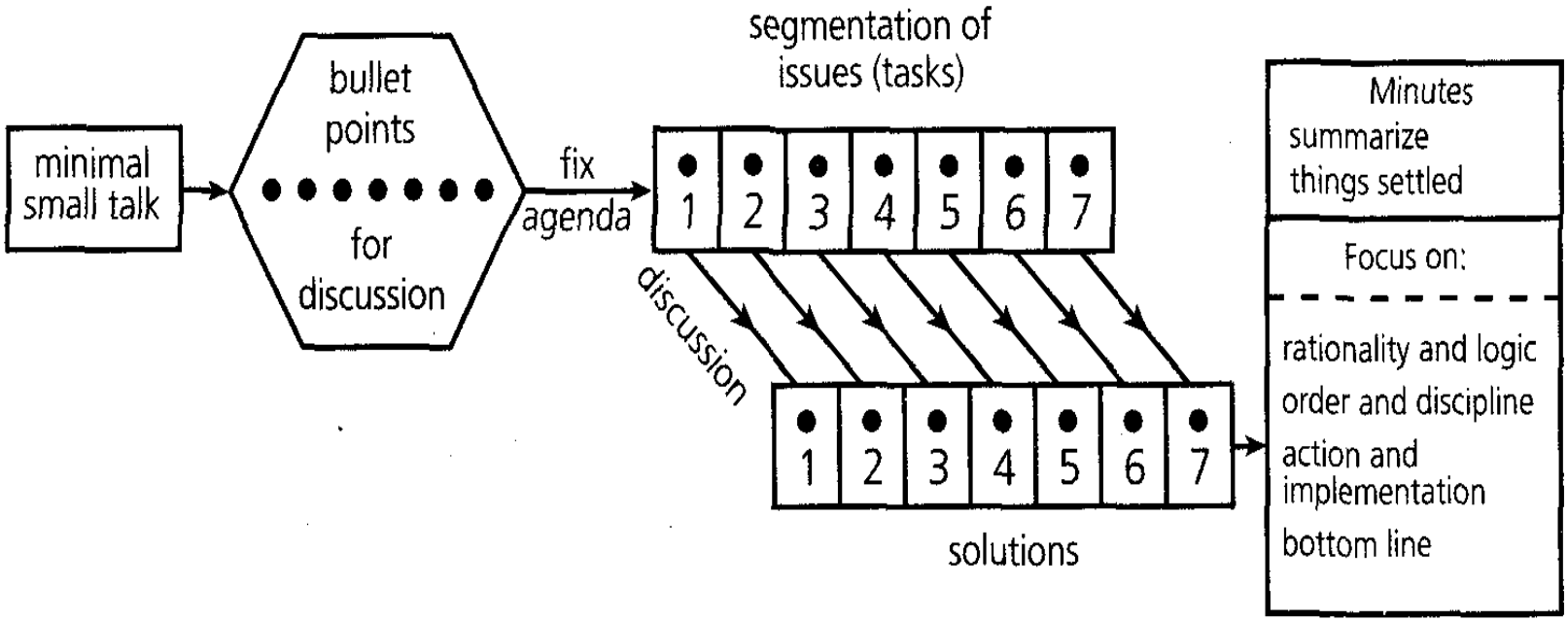


Figure 10.2 Structuring a Meeting—Linear-Active

Lewis, 2006

Meeting-Structure Multi-Active

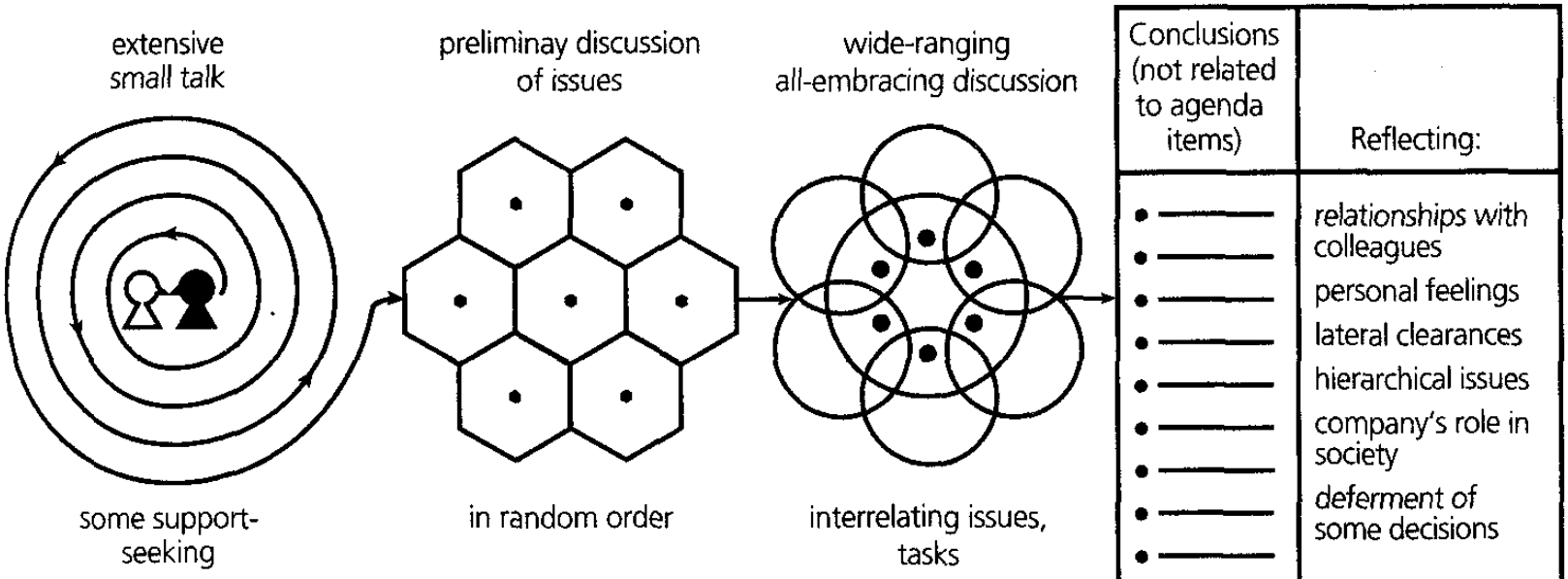


Figure 10.3 Structuring a Meeting—Multi-Active

Lewis, 2006

Meeting-Structure Reactive

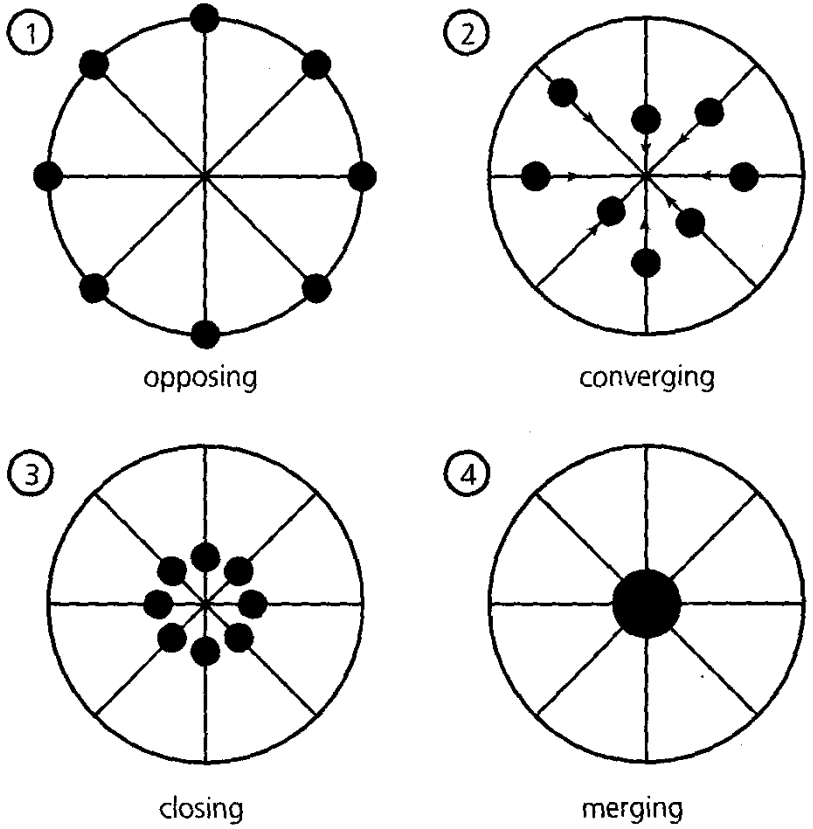
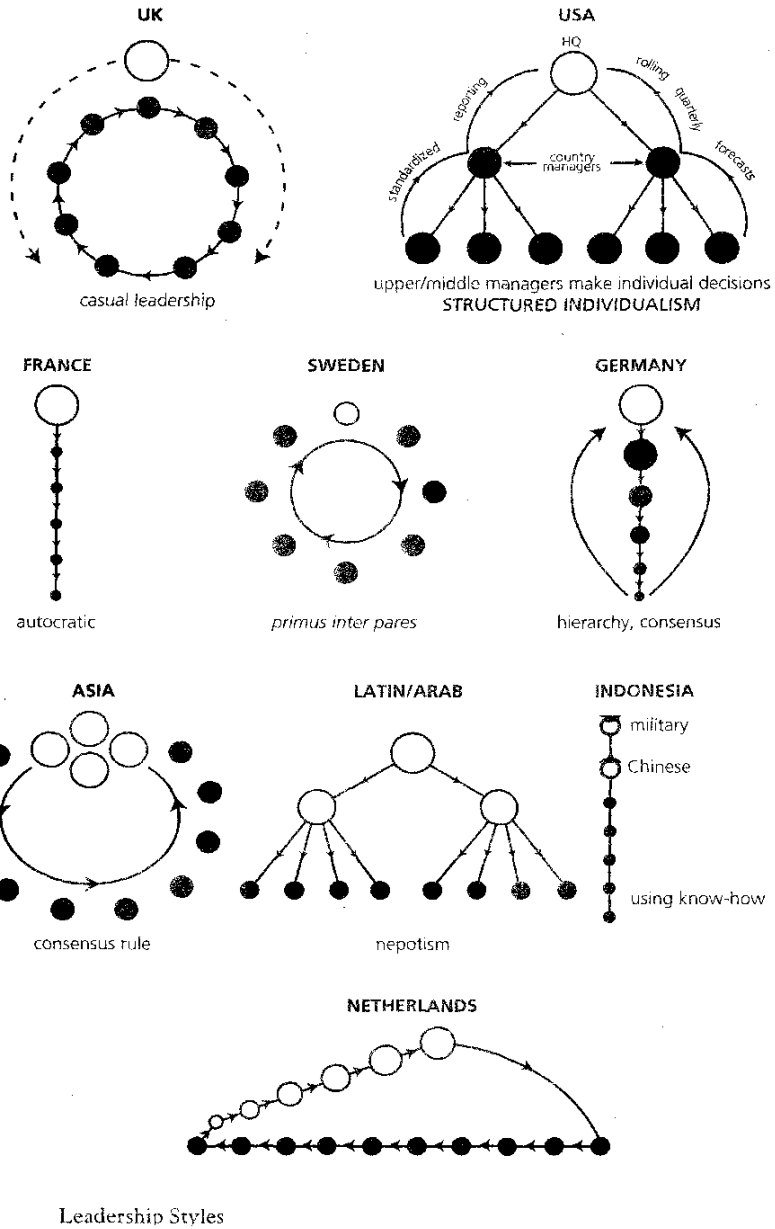


Figure 10.4 Structuring a Meeting—Reactive

Leadership- Styles I

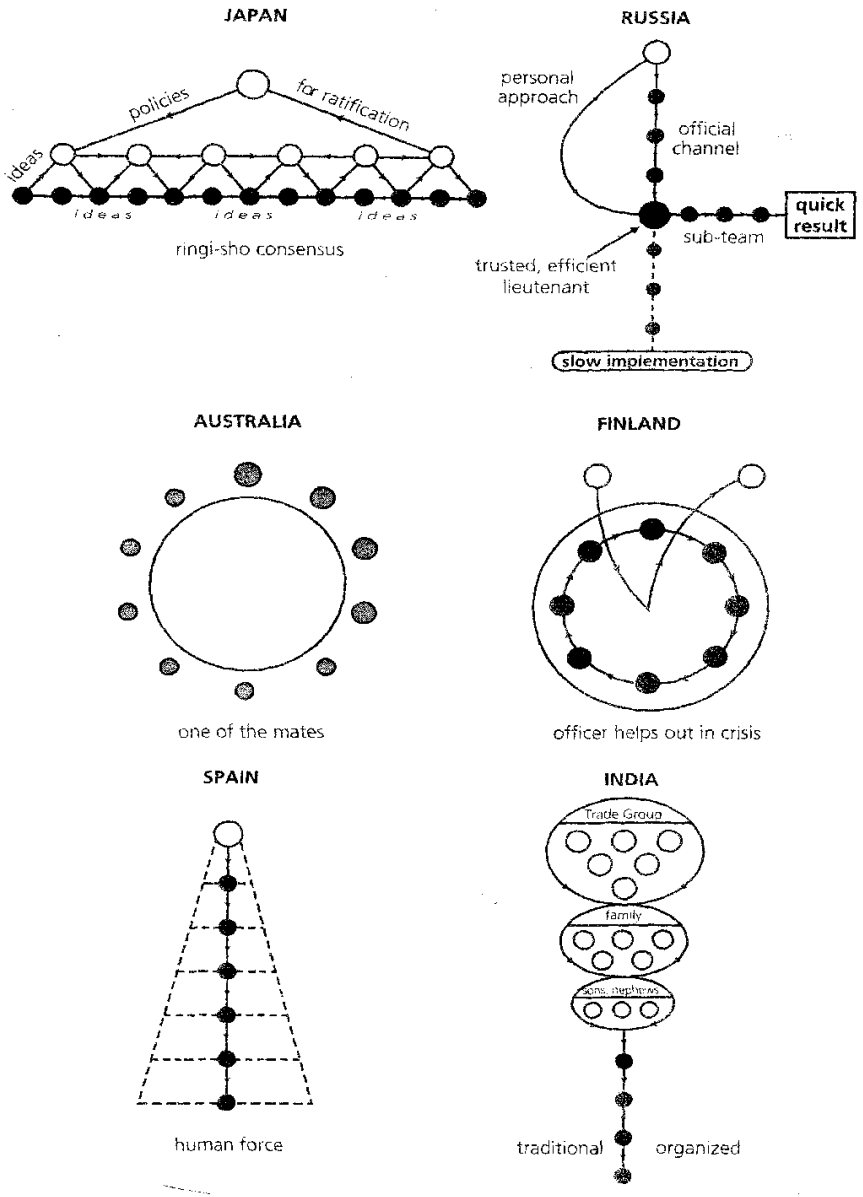


Leadership Styles

Lewis, 2006

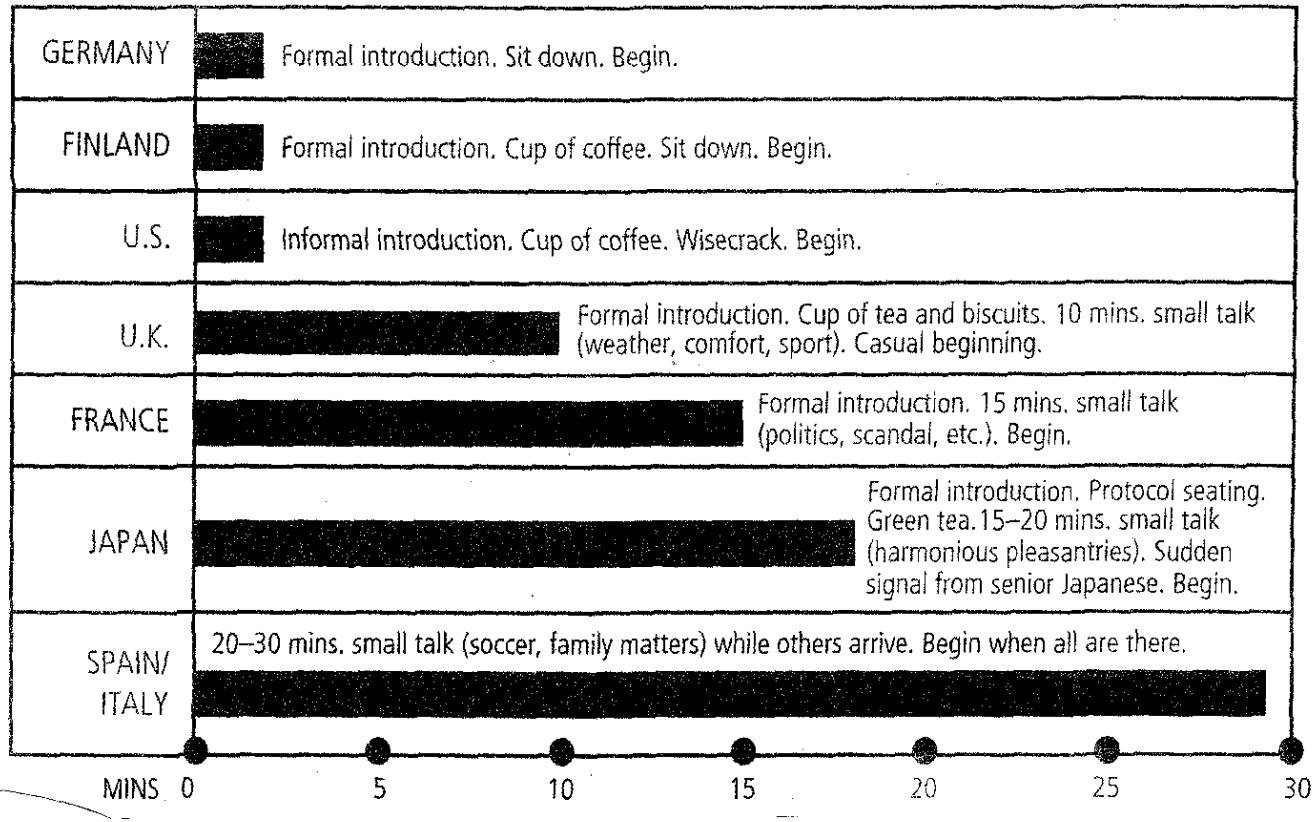
Leadership – Styles II

Leadership-Styles II



Lewis,2006

Beginning a meeting .....



Lewis, 2006

Negotiations

Germans : all difficult questions from the start

Spaniards: Studiying ***you*** more than your proposals

Swedes: Expect modernity, efficiency and new ideas

Dutch: Friendly and adaptable, but excellent negotiators

Brazilians: Never believe the first price

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Lewis, 2006

Leadership and management styles

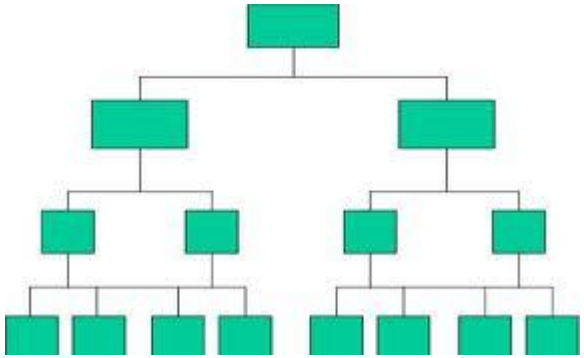
- Leadership should match the cultural values and expectations

1. Individualistic culture
   - Less emphasis on hierarchy
   - Participatory styles – even with the option to contradict the manager´s decision openly
   - A lot of personal initiative and readiness to take on individual responsibility is expected
   - The private life is separated from work- life

Leadership and management styles

1. Individualistic culture (cont.):

- By doing something wrong the employee will most usually be reprimanded directly by the manager
- The manager position is related to his practical functions and to his qualifications
- Great differences in salary are accepted by employees only reluctantly



Leadership and management styles

2. Collectivistic cultures:

- Authoritarian, “paternalistic“ leadership style
- The superior alone decides
- The employee usually refuse to express personal initative and to take responsibility; instead he/she expects the boss´s “paternal“ protection in return to their obedience
- The relationship between superior and subordinates can extend well beyond the work relationship
- The superior does not criticise the subordinate directly.

Work incentives

- The range of work incentives:
  - Payment
  - Flexible working hours
  - Flexible task assignment (“job rotation“)
  - Opening up career prospects
  - Supporting individuals responsibility and freedom for decision- making
  - Positive leadership style
  - Good working climate

Work incentives

- Individualistic cultures:

  - prefer the chance of self-fulfillment at work (a lot of freedom in decision making)

  - prefer career development

  - prefer advantages of working conditions (e.g. using the company car)

  - the salary is more important than a good working climate

Work incentives

- Collectivistic cultures: what serves as the basic for promotion?

  - more often the employee´s age
  - duration of employment in the company

Problem: How to assess the performance and efficiency of their employees from other cultures?

Personnel recruitment and selection

- Intercultural problems for job applicants:
  - Individualistic cultures: the tendency to ”sell“ themselves in a very active way and to emphasise the outstanding qualifications
  - Other cultures: in a more reserved way, to make rather a pleasing impression

Cross-Cultural Training

Cross-Cultural Training

- Cross-Cultural Training
  - A guided experience that helps people live and work in foreign cultures.

- Specific Training Techniques
  - Documentary programs familiarize the expatriate with assignment destination.
  - Culture assimilator exposes the expatriate to simulated intercultural incidents and situations.
  - Language instruction builds the expatriate's conversational skills in a foreign language.

Cross-Cultural Training

- Specific Training Techniques (cont'd)
  - Sensitivity training provides experiential exercises to teach expatriates to be aware of the impact of their actions on others in another culture.
  - Field experiences provide firsthand exposure to ethnic subcultures that heightens expatriates' cultural awareness.

Cross-Cultural Training

- Is One Technique Better Than Another?
  - A combination of documentary and interpersonal training is the best combination for expatriates.

- An Integrated Expatriate Staffing System
  - Provide orientation for both expatriate and family.
  - Have family sponsors or assigned mentors available at the foreign assignment.
  - Repatriation is an importance part of the entire foreign assignment experience.

Relying on Local Management

- Advantages of Using Local Managers
  - They know the language and culture.
  - They do not require huge location expenses.
  - Host governments favour more local control.

- Disadvantage
  - Local managers may not be attuned to home-office goals and procedures.

Considering an International Career?

Here is a quick checklist to help you decide if you have the 'right stuff' for working in an international job assignment.

1) Do you tend to be judgmental?
2) Do you enjoy people, or are you more task oriented?
3) Are you flexible and welcome change?
4) Do you like family and friends around you?
5) Is it good news if your spouse can go with you?
6) How willing are you to take risks?