THE CULTURE MAP

BREAKING THROUGH THE INVISIBLE BOUNDARIES OF GLOBAL BUSINESS

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FIGURE I.1.

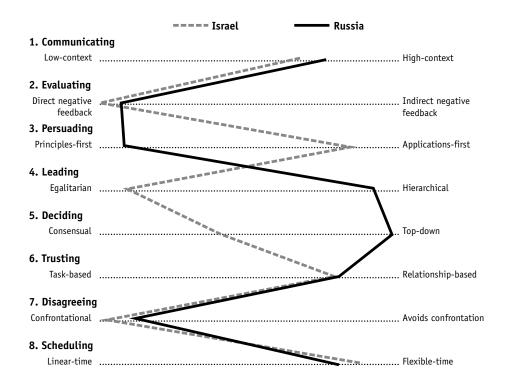


FIGURE 1.2.

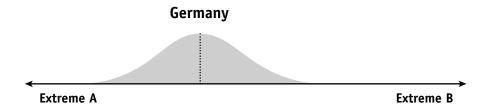


FIGURE I.3.

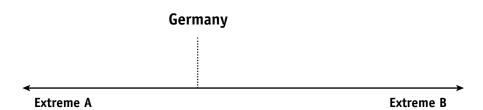


FIGURE I.4.

Dutch range						
British range						
Direct negative feedback	Indirect negative feedback					
FIGU	RE I.5.					
	Spain					
Task-based	Relationship-based					

FIGURE I.6.

Germany	UK	France	India
← Linear-time			→ Flexible-time

FIGURE 1.1. COMMUNICATING

	erlands Finland Germany Denmark Poland UK	Spain Italy Singapore Brazil Mexico France I Argentina Peru Russia	Iran China Japan ndia Kenya Korea Saudi Indonesia Arabia
Low-Contex	t		High-Context
Low-Context	Good communication is precise understood at face falue. Repe		•
High-Context	Good communication is sophis and read between the lines. Mo		

FIGURE 1.2. COMMUNICATING

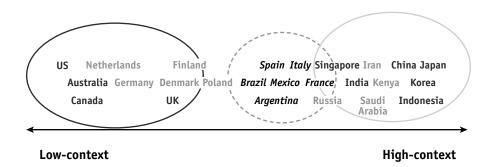


FIGURE 2.1. ANGLO-DUTCH TRANSLATION GUIDE

What the British say	What the British mean	What the Dutch understand
With all due respect	I think you are wrong.	He is listening to me.
Perhaps you would think aboutI would suggest	This is an order. Do it or be prepared to justify yourself.	Think about this idea and do it if you like.
Oh, by the way	The following criticism is the purpose of this discussion.	This is not very important.
I was a bit disappointed that	I am very upset and angry that	It doesn't really matter.
Very interesting	I don't like it.	He is impressed.
Could you consider some other options?	Your idea is not a good one.	He has not yet decided.
Please think about that some more.	It's a bad idea. Don't do it.	It's a good idea. Keep developing it.
I'm sure it's my fault.	It's not my fault.	It's his fault.
That is an original point of view.	Your idea is stupid.	He likes my idea!

Source: Nanette Ripmeester

FIGURE 2.2. EVALUATING

Russia France Italy US UK Brazil India Saudi Arabia Japan Mexico Thailand Israel Germany Norway Australia Canada China Korea Netherlands Denmark Spain Argentina Kenya Ghana Indonesia

Direct negative feedback

Indirect negative feedback

Direct negative feedback

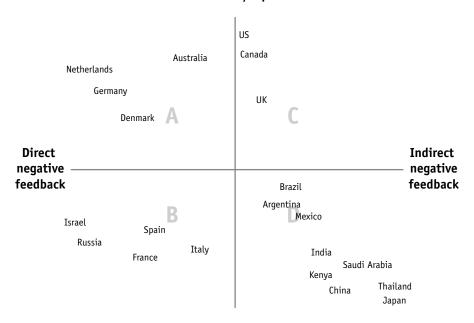
Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticizing. Criticism may be given to an individual in front of a group.

feedback

Indirect negative Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.

FIGURE 2.3.

Low-context/explicit



High-context/implicit

FIGURE 3.1. PERSUADING

Italy Russia Germany Sweden Netherlands Australia Argentina France Spain Brazil Mexico Denmark UK Canada US

Principles-first

Applications-first

Principlesfirst

Individuals are trained to begin with a fact, statement, or opinion and later add concepts to back up or explain the conclusion as necessary. The preference is to begin a message or report with an executive summary or bullet points. Discussions are approached in a practical, concrete manner. Theoretical or philosophical discussions are avoided in a business environment.

first

Applications- Individuals have been trained to first develop the theory or complex concept before presenting a fact, statement, or opinion. The preference is to begin a message or report by building up a theoretical argument before moving on to a conclusion. The conceptual principles underlying each situation are valued.

FIGURE 3.2



FIGURE 3.3. Left: American portrait. Right: Japanese portrait



FIGURE 4.1. LEADING

Denmark	Israel	Canada	US			France	Polar	d Saud	li Arabia	Japan
Netherland	ds	Finland		UK	Germany	Italy	J	Russia	India	Korea
Sweden	Australia				Brazil	Spain	Mexico	Peru	China	Nigeria

Egalitarian Hierarchical

Egalitarian

The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.

Hierarchical The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.

FIGURE 4.2.

"It is important for a manager to have at hand precise answers to most of the questions that subordinates may raise about their work"

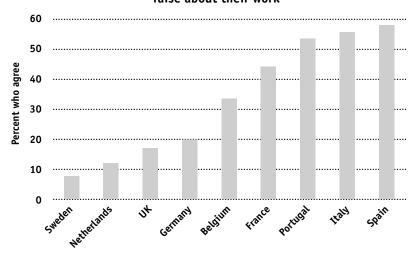


FIGURE 4.3.

General traits of egalitarian cultures:	General traits of hierarchical cultures:				
It's okay to disagree with the boss openly even in front of others.	An effort is made to defer to the boss's opinion especially in public.				
People are more likely to move to action without getting the boss's okay.	People are more likely to get the boss's approval before moving to action.				
If meeting with a client or supplier, there is less focus on matching hierarchical levels.	If you send your boss, they will send their boss. If your boss cancels, their boss also may not come.				
It's okay to e-mail or call people several levels below or above you.	Communication follows the hierarchical chain.				
With clients or partners you will be seated and spoken to in no specific order.	With clients or partners you may be seated and spoken to in order of position.				

FIGURE 5.1.



FIGURE 5.2.

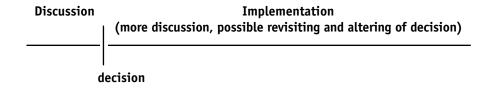


FIGURE 5.3. DECIDING



Top-down Decisions are made by individuals (usually the boss).

FIGURE 6.1. TRUSTING

US	S Denmark	Germany	UK	Poland	France	Italy	Mexico	Brazil	Saudi Arabia
	Netherlands	Finland			Spa	ain	Russia 1	Γhailand	India
	Au	ıstralia		Austria			Japan Turl	key C	hina Nigeria

Task-based

Relationship-based

Task-based

Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

based

Relationship- Trust is built through sharing meals, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, $\boldsymbol{\mathrm{I}}$ know others well who trust you, I trust you.

FIGURE 7.1. DISAGREEING

Israel Germany Denmark Australia US Sweden India China Indonesia France Russia Spain Italy UK Brazil Mexico Peru Ghana Japan Netherlands Singapore Saudi Arabia Thailand

Confrontational Avoids confrontation

Confrontational Disagreement and debate are positive for the team or organization.

Open confrontation is appropriate and will not negatively impact

the relationship.

Avoids confrontation Disagreement and debate are negative for the team or organization.

Open confrontation is inappropriate and will break group harmony

or negatively impact the relationship.

FIGURE 7.2.

TOP ROW: PAKISTANI CHILDREN PLAYING IN PAIRS

8-year-olds winning 8-year-olds losing



8-year-olds winning 8-year-olds losing BOTTOM ROW: DUTCH CHILDREN PLAYING IN PAIRS

FIGURE 7.2. (CONTINUED)

TOP ROW: PAKISTANI CHILDREN PLAYING IN PAIRS

12-year-olds winning

12-year-olds losing



12-year-olds winning

12-year-olds losing

BOTTOM ROW: DUTCH CHILDREN PLAYING IN PAIRS

FIGURE 7.3.

Emotionally expressive

Gree Israel Franco	Consis		Brazil	India Saud Mexico	i Arabia Peru		
	Α			C		Philippi	nes
Confrontational		US					Avoids
Commontationat			UK				confrontation
N	letherlands B			D			
Ge	Denmark ermany		Sv	veden	China	a	
						Korea	
							Japan

Emotionally unexpressive

FIGURE 8.1. SCHEDULING

Germany Japan Netherland	s Poland	Spain Italy	Brazil China	Saudi Arabia
Switzerland Sweden US I	JK Czech Republic	France Russia	Mexico	India Nigeria
Denmark			Turkey	Kenya
,				,

Linear-time Flexible-time

Linear-time

Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organization over flexibility.

Flexible-time Project steps are approached in a fluid manner, changing tasks as opportunities arise. Many things are dealt with at once and interruptions accepted. The focus is on adaptability, and flexibility is valued over organization.

FIGURE E.1.

