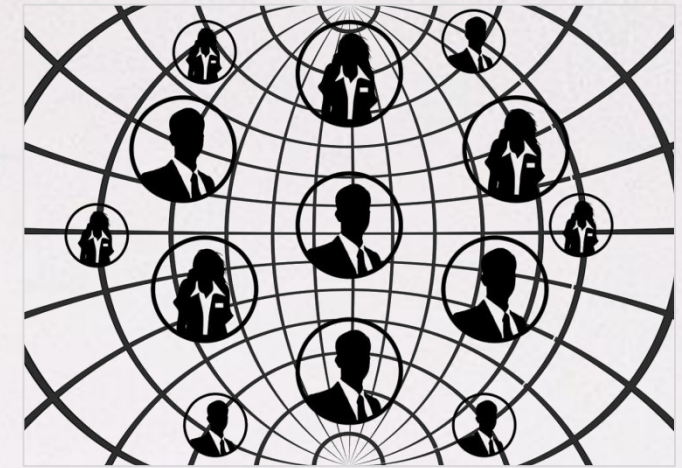


Intercultural Management

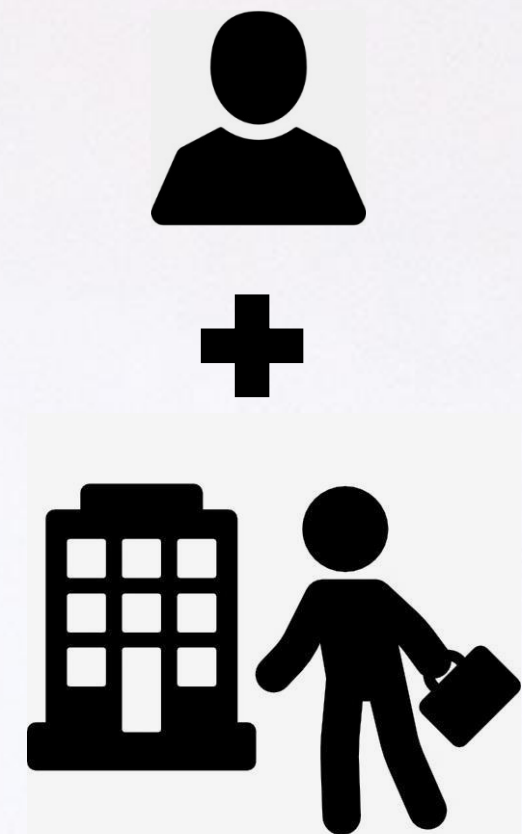
Training - summary

Intercultural Management (ICM) is part of the International Management and is aimed solely at the coordination segment of the "culture" over its entire environment.



Above all, you should be aware of that even with the same cultural background, each person has its own identity.

Besides the individual personality and the intercultural aspects of a person, every employee has adapted to the company culture and their aspects.



4-ears-model by Schulz von Thun

You can receive a message with 4 ears:

Factual ear: How do I understand the factual information?

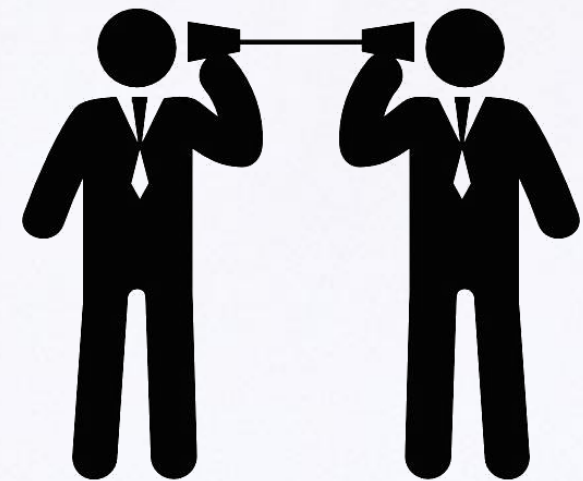


Appeal ear: What am I supposed to do?

Relationship ear: How is this person talking to me?

Self-revealing ear: What type of person am I?

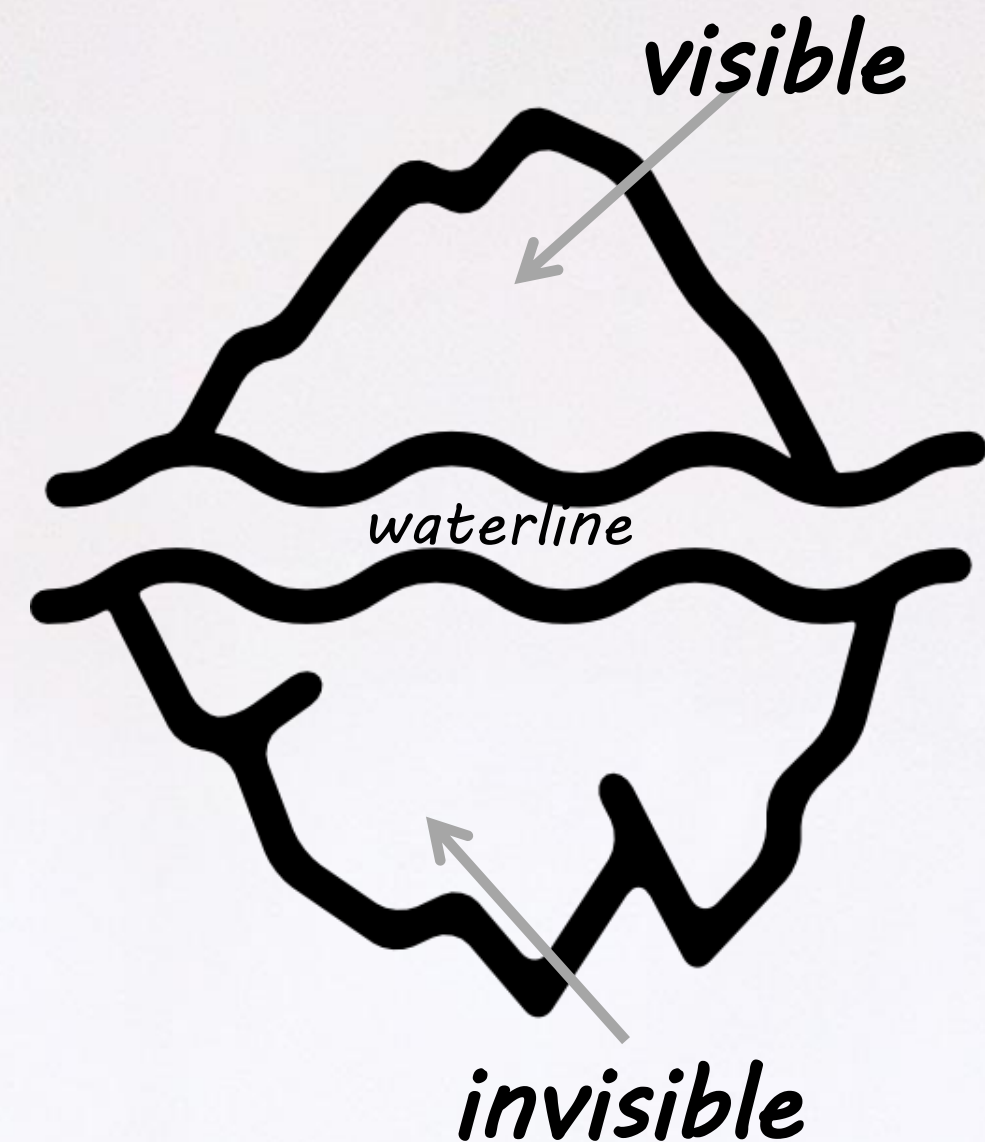
A message is only communicated correctly when the communication partners send and receive messages on the same side.



Iceberg model of culture

An iceberg is divided into a visible and an invisible part. The invisible part of the iceberg very often drives the visible part.

Insufficient knowledge about invisible part can lead to prejudice, stereotypes, categorization and generalization.



For your next job you should avoid:

- judging other people by its culture, religion or behavior
- making assumptions about cultural influences
- applying generalisations to individuals



... but above all, you need to understand the importance of verbal and non-verbal communication!

9 Dimension - Globe Study

Culture can be divided into 9 Dimensions:

ISSUES
RELATIONS

- Power Distance
- In-Group Collectivism (Individualism)
- Gender Equality
- Assertiveness
- Humane Orientation

Horizontal dimensions
How are relations handled?

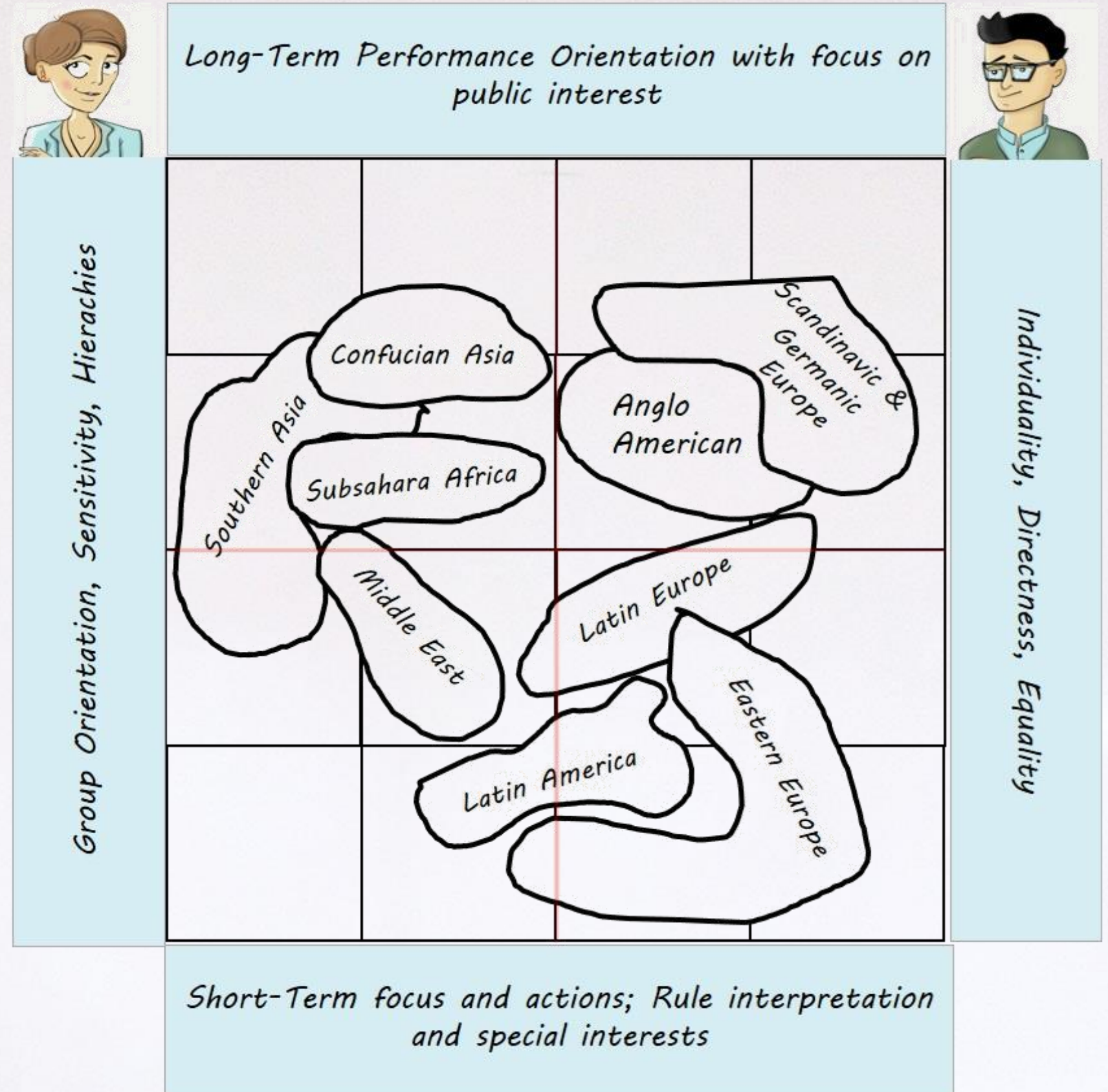
ISSUES
RELATIONS

- Performance Orientation
- Future Orientation
- Uncertainty Avoidance
- Institutional Collectivism

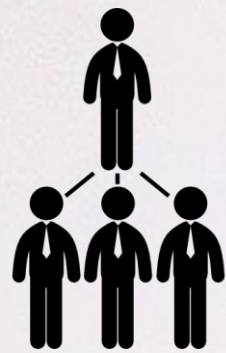
Vertical dimensions
How are issues handled?

The 9 dimensions can be mapped into one model which helps to group countries according to their cultural values.

Geographical regions, which react in similar ways, can thus be easily identified with this model.



Power Distance:



The degree to which members of an organization or society accept and support power differences, status privileges and authority.

High

- Society differentiates into classes
- Limited upward mobility

Low

- Large middle class
- Power is seen as source of competition and domination

In-Group Collectivism:



What is more important in a society or culture:

The Individual with individual desires.

The Group with their goals and their desire for harmony.

High

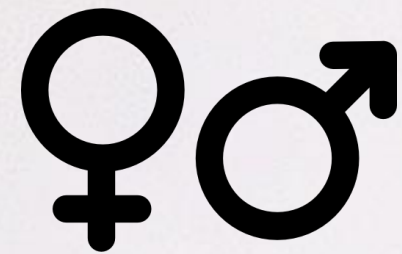
- Indirect communication
- Low level of trust (against foreigners)

Low

- Higher loyalty towards company
- Performance & track records as determinants in hiring decision

Gender Equality:

To which degree does the biological sex determine one's role in society?



High

- *Many women in positions of authority*
- *Similar levels of education*

Low

- *Gender discrimination (different salaries, restriction in regards to education, ...)*

Assertiveness:

Are people assertive, aggressive
and though in their
relationships?



High

- Asking for what you want
- Express exactly what you think
- Sympathy for the strong

Low

- Fail to express their true thoughts
- Value people and warm relationships

ISS
UES
RELATIONS

Humane Orientation:



To which degree a society values and rewards altruism, fairness and generosity.

How do people treat one another?

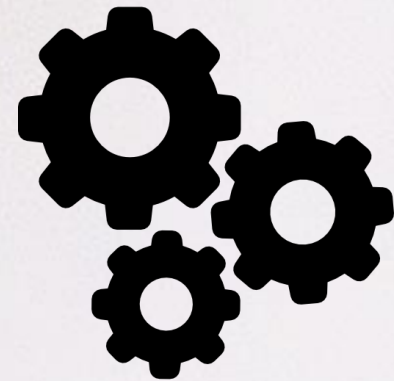
High

- Providing social and financial support to others (friends, family)
- Generous behavior

Low

- Self-interest and Self-gratification are important
- Lack of support for others
- Welfare State (low family support)

Performance Orientation:



Level at which a society values and rewards individual performance and encourages innovations and high standards.

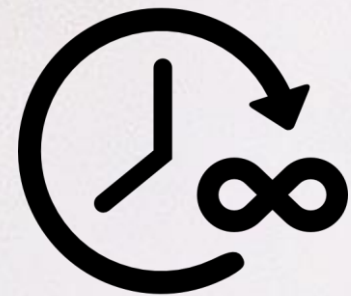
High

- Value assertiveness, competitiveness and materialism
- Value and reward individual achievements
- High punctuality

Low

- High respect for quality of life
- View feedback as judgmental
- Emphasize seniority and experience

Future Orientation:



Describes the degree to which members of a society plan their actions in the future. Also how far (or short) those plans reach into the future

High

- Formulate future perspectives
- Seek to achieve goals and develop strategies for achieving them

Low

- Free of past worries or future anxieties → enjoy the moment
- May show incapability to plan
- Simplify live and rely on others

Uncertainty Avoidance:



The degree to which a society or group rely on social norms, values, rules or laws to avoid uncertainty in the future.

High

- Document agreements in legal contracts
- Show stronger resistance to change
- Calculate risks in advance

Low

- Rely on the word of others
- Low desire to establish rules
- Tolerance for breaking rules

Institutional Collectivism:



What is more important: Public interests or individual interests?
To which degree is the state involved in this matter?

High

- High trust in the state
- Rule of law

Low

- Tendency to avoid paying taxes
- High level of corruption