



Communicating across cultures

Aleksandra Jaskólska for EPITA





CROSS CULTURAL INTELLIGENCE

TRAINING AND CONSULTING COMPANY

- Delphi
- Coca-Cola Hellenic
- Carlsberg
- Nokia
- Siemens Networks
- Accenture
- Tamfelt
- Nordea
- Netia S.A.
- Stora Enso
- Santander BZWBK
- Colgate-Palmolive
- Procter&Gamble
- Roche
- Royal Greenland
- TRW Automative
- Helios
- Vattenfall
- Volvo Group
- Danfoss



Workshop program is aiming at:

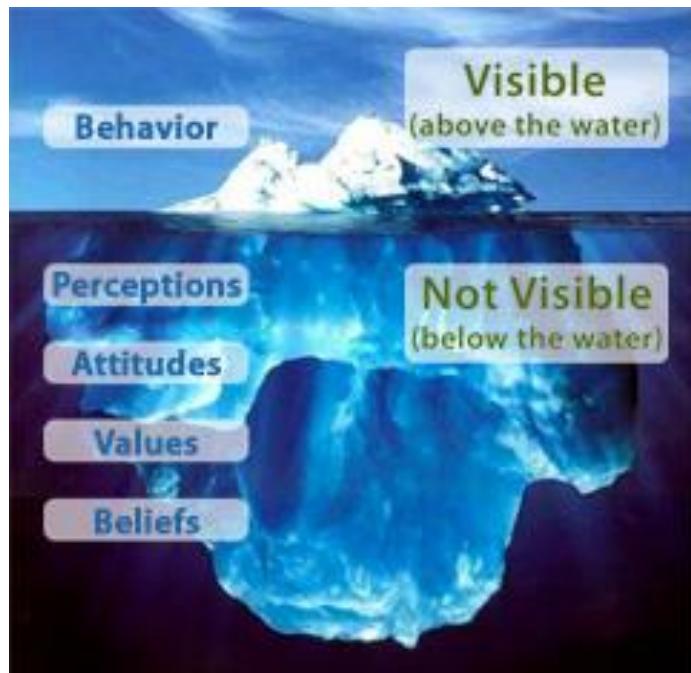
- improving knowledge of cultural impact on business development
- increasing self-awareness of individual cultural preferences
- communication skills enhancement
- cultural diversity and project management
- supporting one-team-acting in multinational environment



Culture is like...
an iceberg?

<https://www.youtube.com/watch?v=YMyofREc5Jk>

Culture is like an iceberg...



dress - age
race/ethnicity
gender - language
eye behavior - facial expressions

body language - sense of self

notions of modesty - concept of cleanliness

emotional response patterns -
rules for social interactions

family practices - decision-making processes

approaches to problem solving

concept of justice - values and fairness

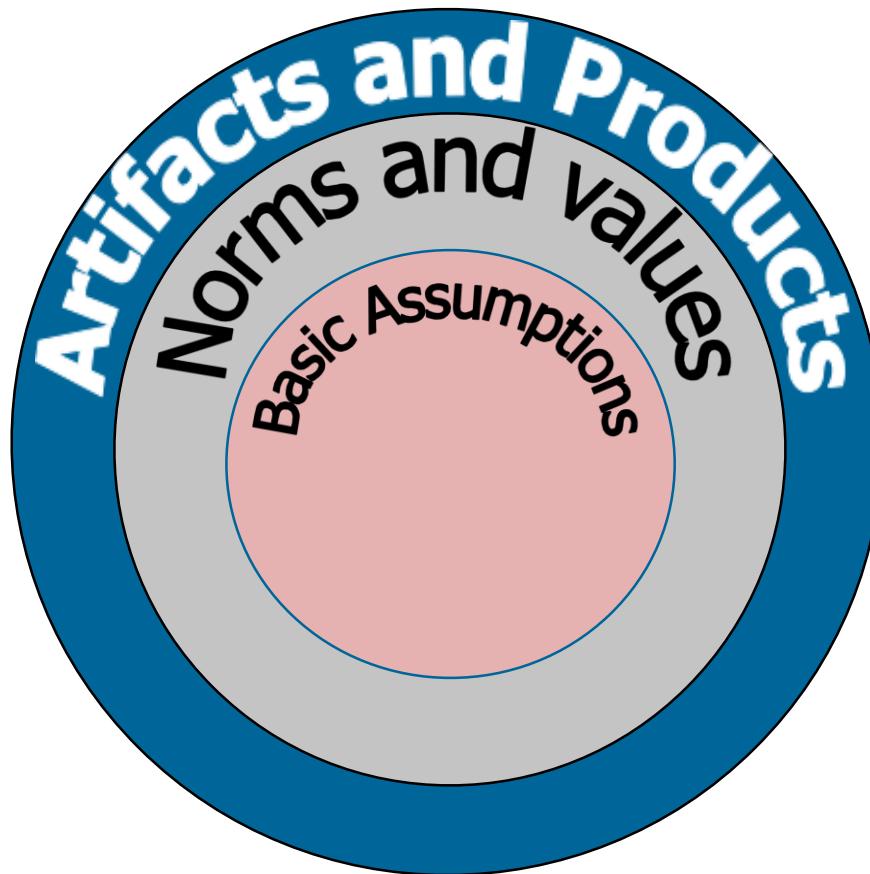
perceptions of mental health,
health, illness, disability

patterns of superior and subordinate roles
in relation to status by age, gender class

What is Culture?

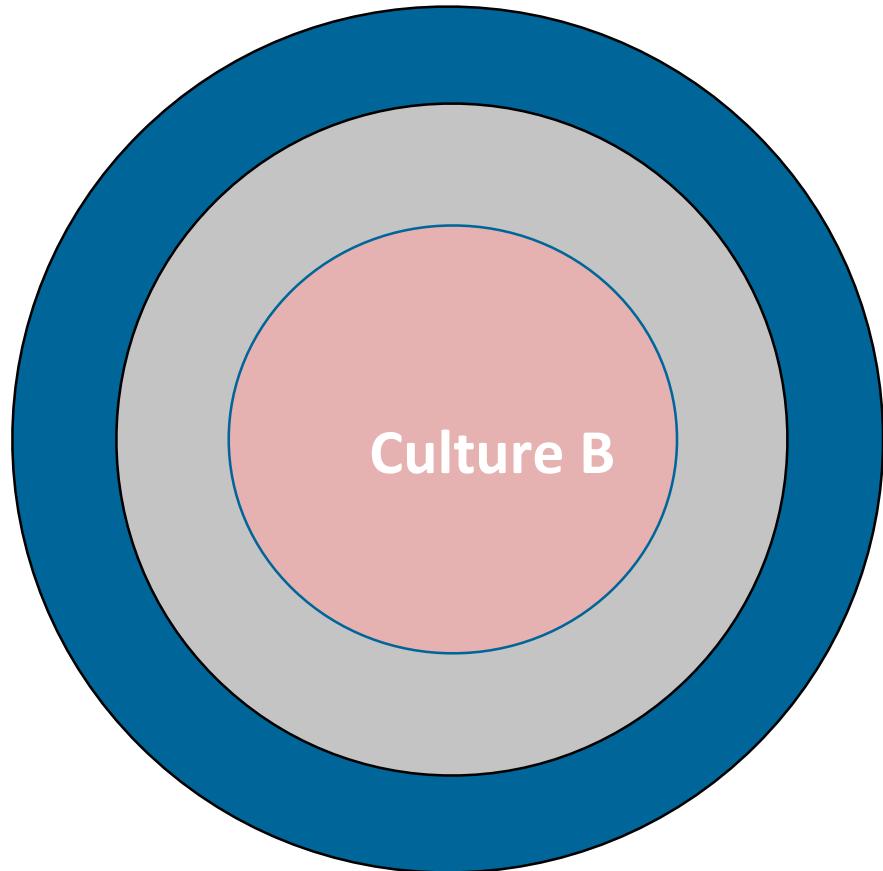
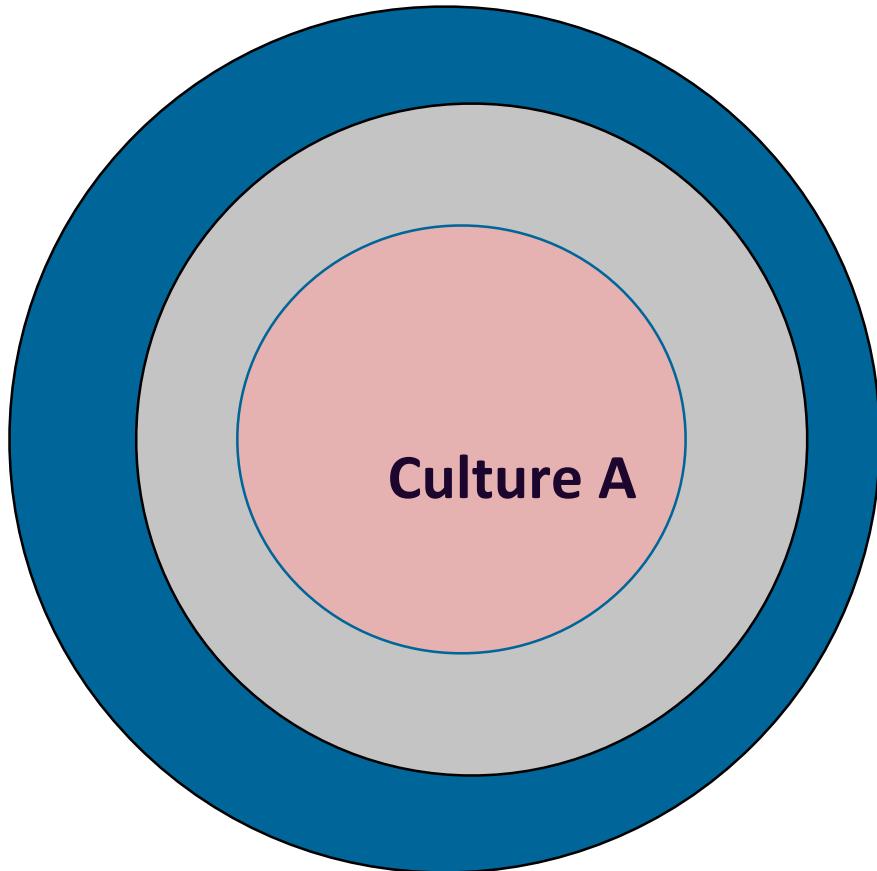


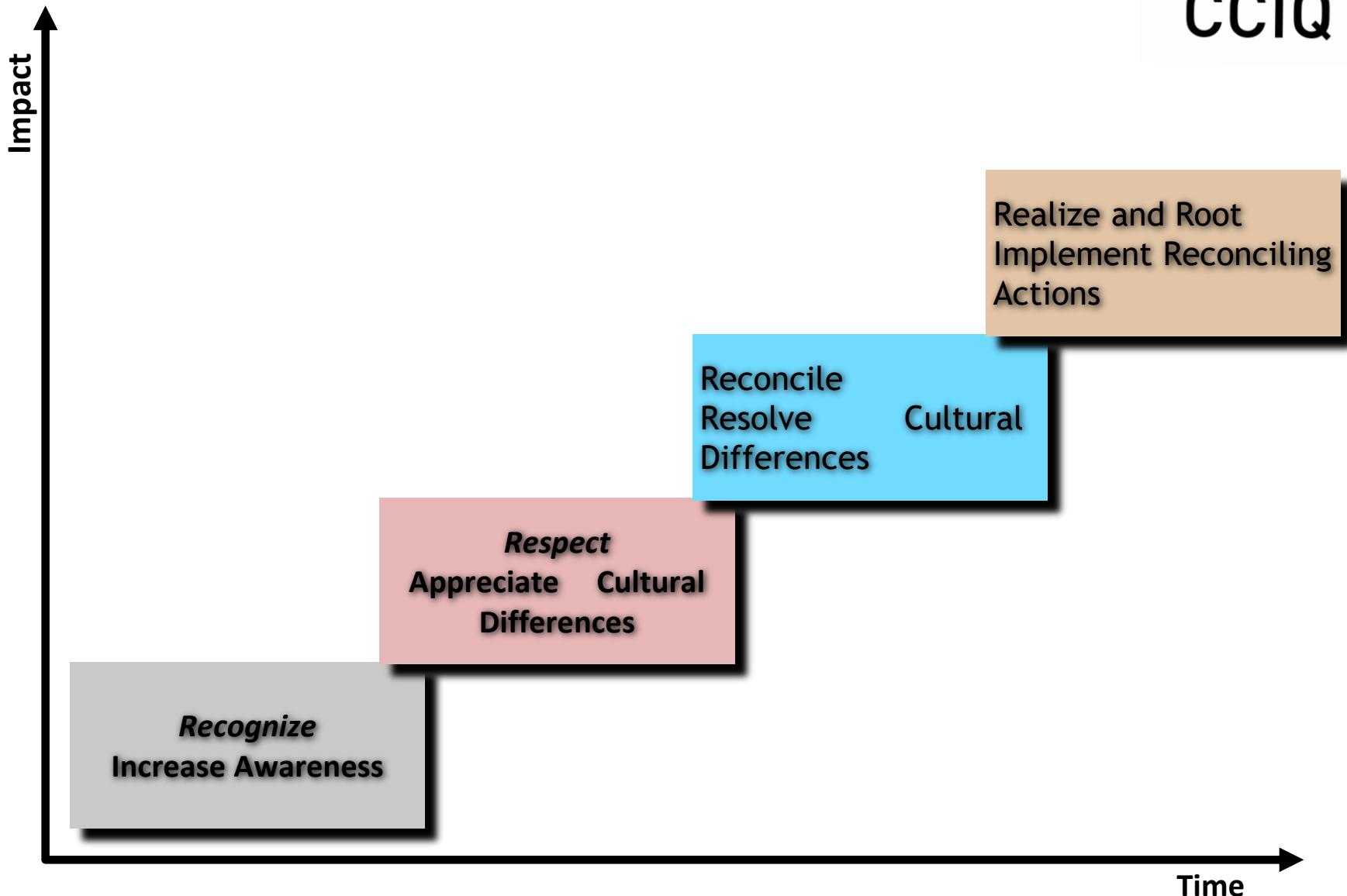
Explicit
Culture



Implicit
Culture

Culture Clash





WHAT IS CULTURE?

”The software of the mind” - *Hofstede*

”The collective programming of the mind” – *Hofstede*

”The way in which a group of people solve problems”
– *Trompenaars*

”A shared system of meanings”

”The way we do things around here”

Riding the waves of culture: Fons Trompenaars at TEDxAmsterdam

<https://www.youtube.com/watch?v=hmyfjKjcbm0>



Cross cultural communication | Pellegrino Riccardi | TEDxBergen

<https://www.youtube.com/watch?v=YMyofREc5Jk>

The danger of a single story | Chimamanda Ngozi Adichie

<https://www.youtube.com/watch?v=D9lhs241zeg>

How Culture Drives Behaviours and Learn a new culture | Julien S. Bourrelle

<https://www.youtube.com/watch?v=l-Yy6poJ2zs>

<https://www.youtube.com/watch?v=GhA9eypocE0>

HSBC - Cultural differences

<https://www.youtube.com/watch?v=nI2VmTRR4-E&list=PLAEKUX2eV4jJEqwQnxJjXjlz09G7GGk7f&index=4>

For a German and a Finn, the truth is the truth.

In Japan and Britain it is all right if it doesn't rock the boat.

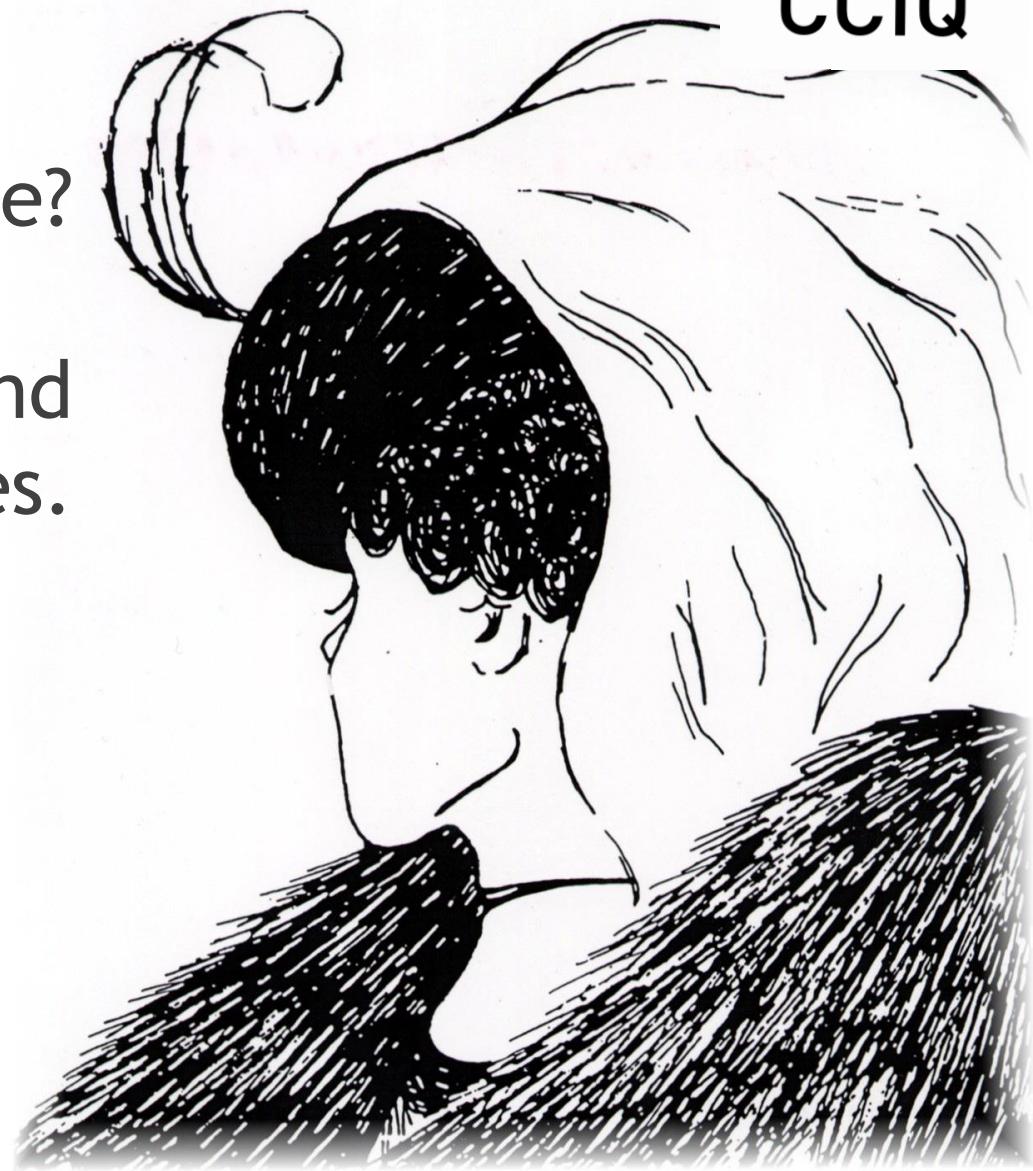
In China there is no absolute truth. In Italy it is negotiable.





What do you see?

We see what is behind
our eyes.







Geert Hofstede
Fons Trompenaars
Richard D. Lewis



<http://www2.thtconsulting.com/>

http://www.cultureforbusiness.com/bac/tester1.asp?RB_PW_BOK_



HOFSTEDE'S CULTURAL DIMENSIONS

- Individualism-collectivism
 - Masculinity-femininity
 - Power distance
 - Uncertainty avoidance
-
- Long Term Orientation/Short Term Normative Orientation
 - Indulgence/Restraint

<http://geert-hofstede.com/poland.html>



Power Distance Index (PDI)

That is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. Power and inequality, of course, are extremely fundamental facts of any society and anybody with some international experience will be aware that 'all societies are unequal, but some are more unequal than others'.



Uncertainty Avoidance Index (UAI)

Deals with a society's tolerance for uncertainty and ambiguity; it ultimately refers to man's search for Truth. It indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, different from usual. Uncertainty avoiding cultures try to minimize the possibility of such situations by strict laws and rules, safety and security measures, and on the philosophical and religious level by a belief in absolute Truth; 'there can only be one Truth and we have it'. People in uncertainty avoiding countries are also more emotional, and motivated by inner nervous energy. The opposite type, uncertainty accepting cultures, are more tolerant of opinions different from what they are used to; they try to have as few rules as possible, and on the philosophical and religious level they are relativist and allow many currents to flow side by side. People within these cultures are more phlegmatic and contemplative, and not expected by their environment to express emotions.

Individualism (IDV)

Individualism on the one side versus its opposite, collectivism, that is the degree to which individuals are integrated into groups. On the individualist side we find societies in which the ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family. On the collectivist side, we find societies in which people from birth onwards are integrated into strong, cohesive in-groups, often extended families (with uncles, aunts and grandparents) which continue protecting them in exchange for unquestioning loyalty. The word 'collectivism' in this sense has no political meaning: it refers to the group, not to the state. Again, the issue addressed by this dimension is an extremely fundamental one, regarding all societies in the world.

Masculinity (MAS)

Versus its opposite, femininity, refers to the distribution of roles between the genders which is another fundamental issue for any society to which a range of solutions are found. The IBM studies revealed that (a) women's values differ less among societies than men's values; (b) men's values from one country to another contain a dimension from very assertive and competitive and maximally different from women's values on the one side, to modest and caring and similar to women's values on the other. The assertive pole has been called 'masculine' and the modest, caring pole 'feminine'. The women in feminine countries have the same modest, caring values as the men; in the masculine countries they are somewhat assertive and competitive, but not as much as the men, so that these countries show a gap between men's values and women's values.

Long-Term Orientation (LTO)

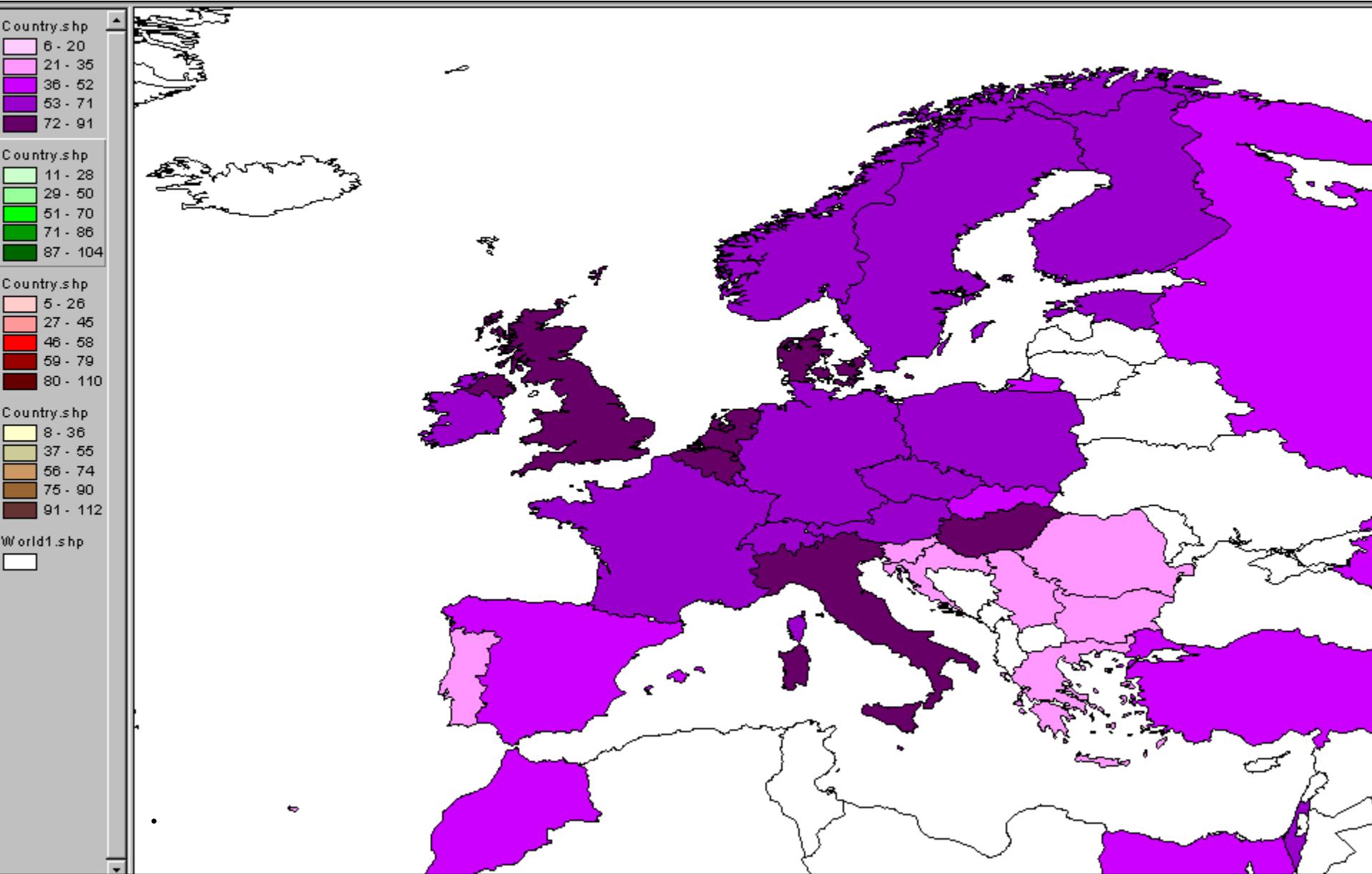
Versus short-term orientation: this fifth dimension was found in a study among students in 23 countries around the world, using a questionnaire designed by Chinese scholars. It can be said to deal with Virtue regardless of Truth. Values associated with Long Term Orientation are thrift and perseverance; values associated with Short Term Orientation are respect for tradition, fulfilling social obligations, and protecting one's 'face'. Both the positively and the negatively rated values of this dimension are found in the teachings of Confucius, the most influential Chinese philosopher who lived around 500 B.C.; however, the dimension also applies to countries without a Confucian heritage.



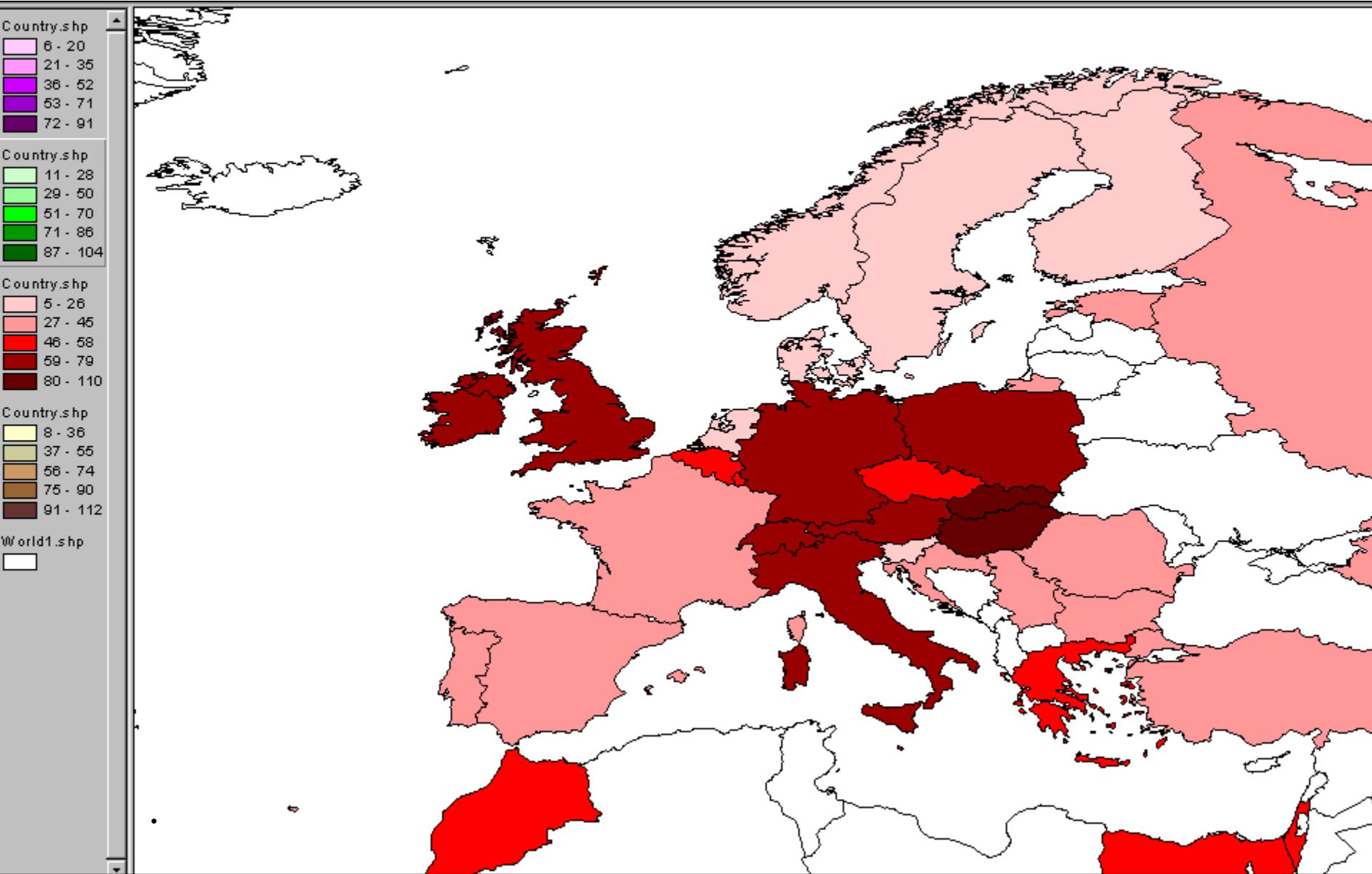
Indulgence (IND)

Indulgence societies tend to allow relatively free gratification of natural human desires related to enjoying life and having fun whereas Restraint societies are more likely to believe that such gratification needs to be curbed and regulated by strict norms. Indulgent cultures will tend to focus more on individual happiness and well being, leisure time is more important and there is greater freedom and personal control. This is in contrast with restrained cultures where positive emotions are less freely expressed and happiness, freedom and leisure are not given the same importance.

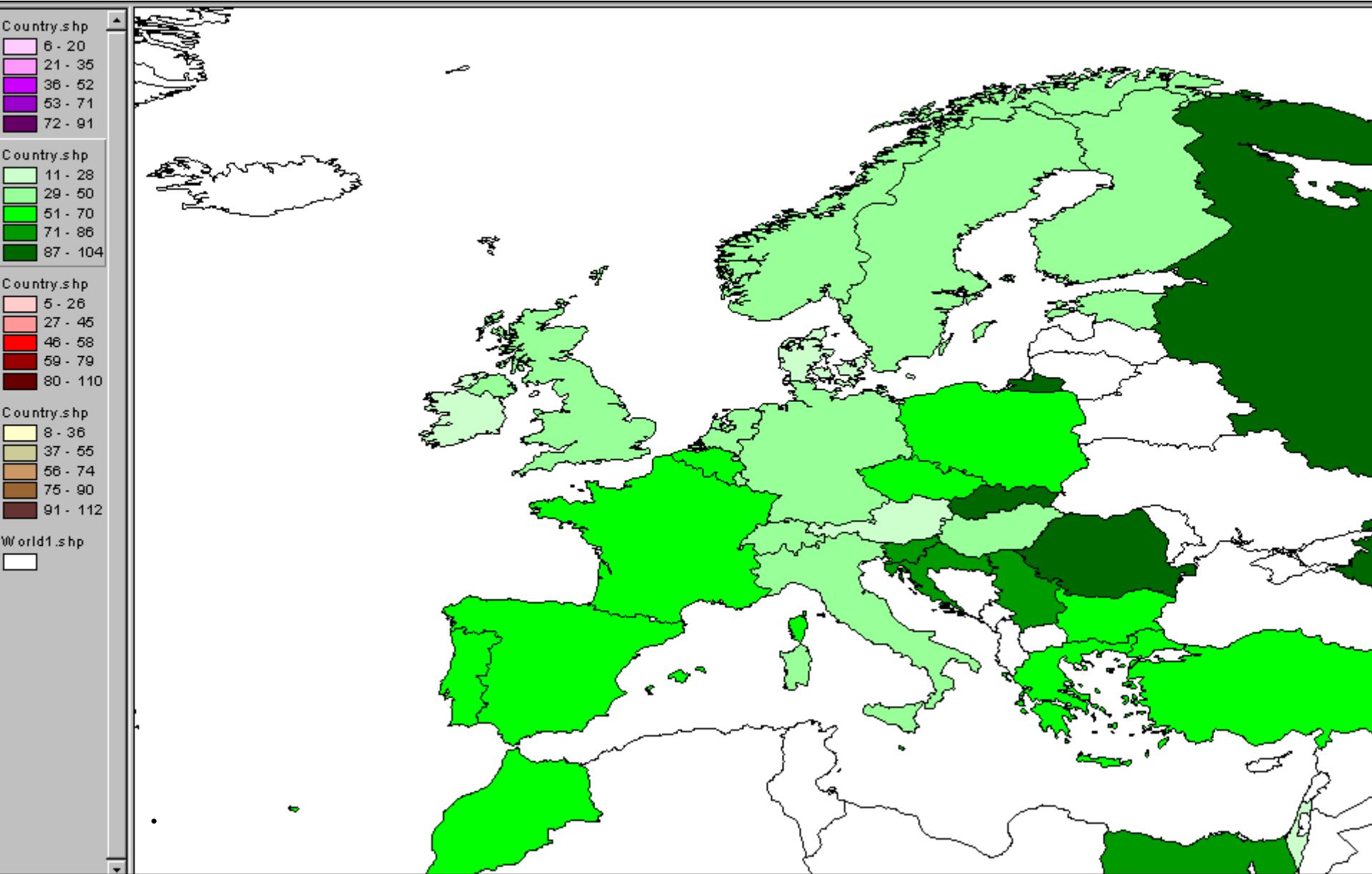
Europe Idv (collectivist to individualist)



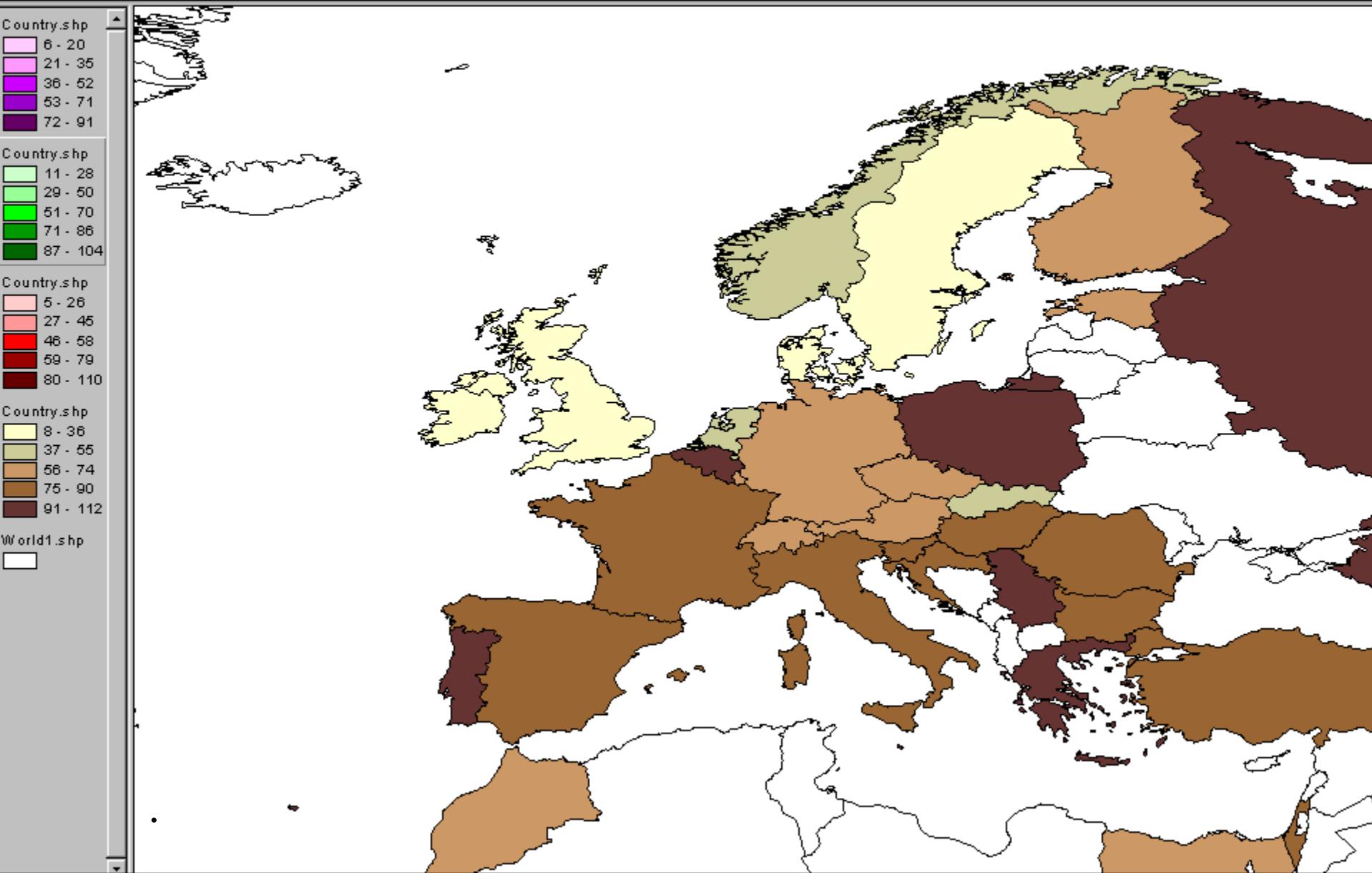
Europe MAS (feminine to masculine)



Europe PD (small power distance to large power distance)



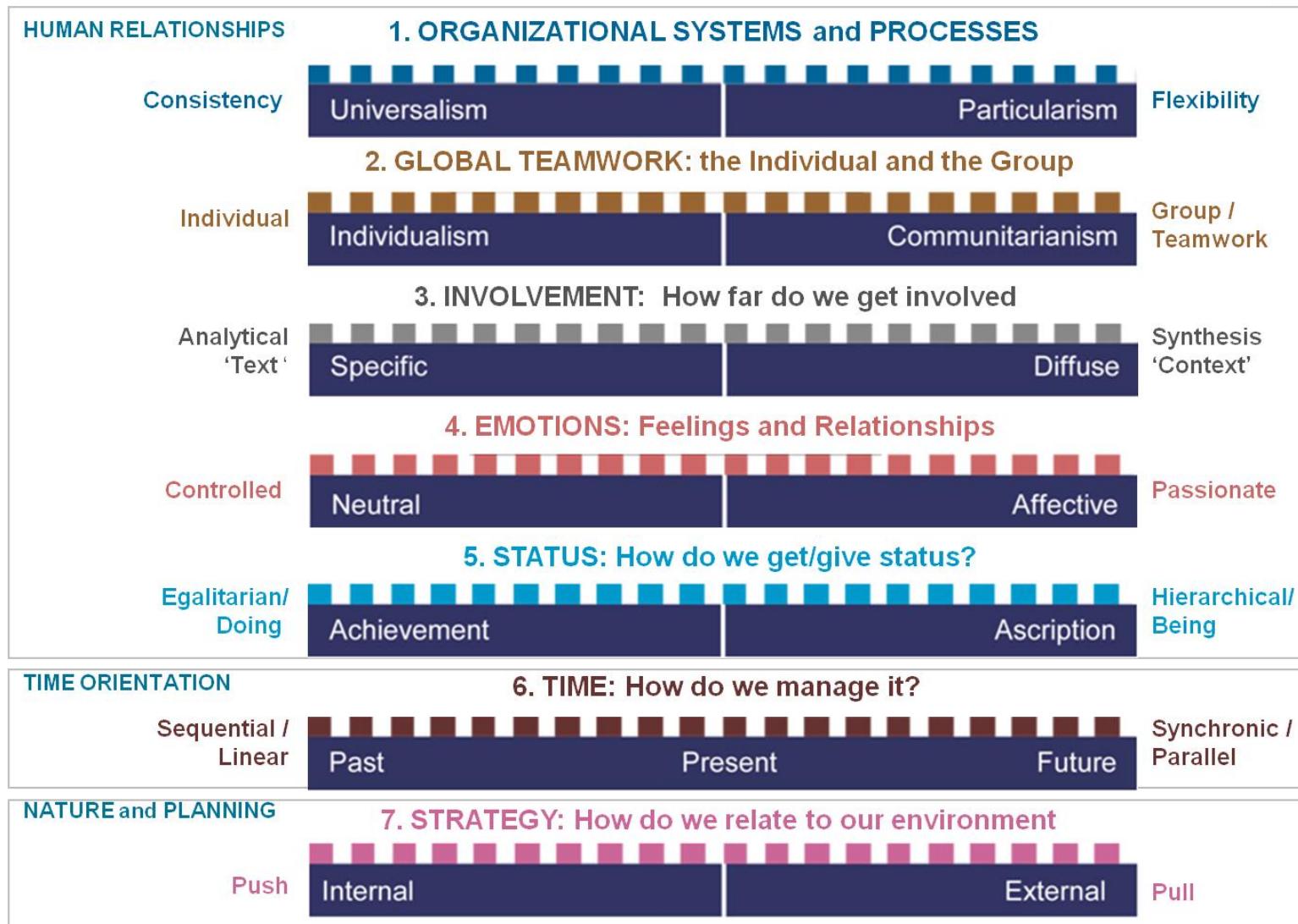
Europe UA (uncertainty tolerant to uncertainty avoiding)





TROMPENAARS 7D MODEL

http://www.cultureforbusiness.com/bac/tester1.asp?RB_PW_BOK_





East meets west - Yang Liu

stereotyping is dangerous

but generalizing is a fair guide at the national level

Ärger



对峙愤怒





Old joke about the journalists who organized a competition to write an article about elephants. The titles were as follows:

- English Hunting Elephants in British East Africa
- French The Love Life of Elephants
- German The Origin and Development of the Indian Elephant from 1200 to 1950
- American How to Breed Bigger and Better Elephants
- Russian How We Sent an Elephant to the Moon
- Swede Elephants and the Welfare State
- Spaniard Techniques of Elephant Fighting
- Indian The Elephant as a Means of Transportation before Railroads
- Finn What Elephants Think about Finland

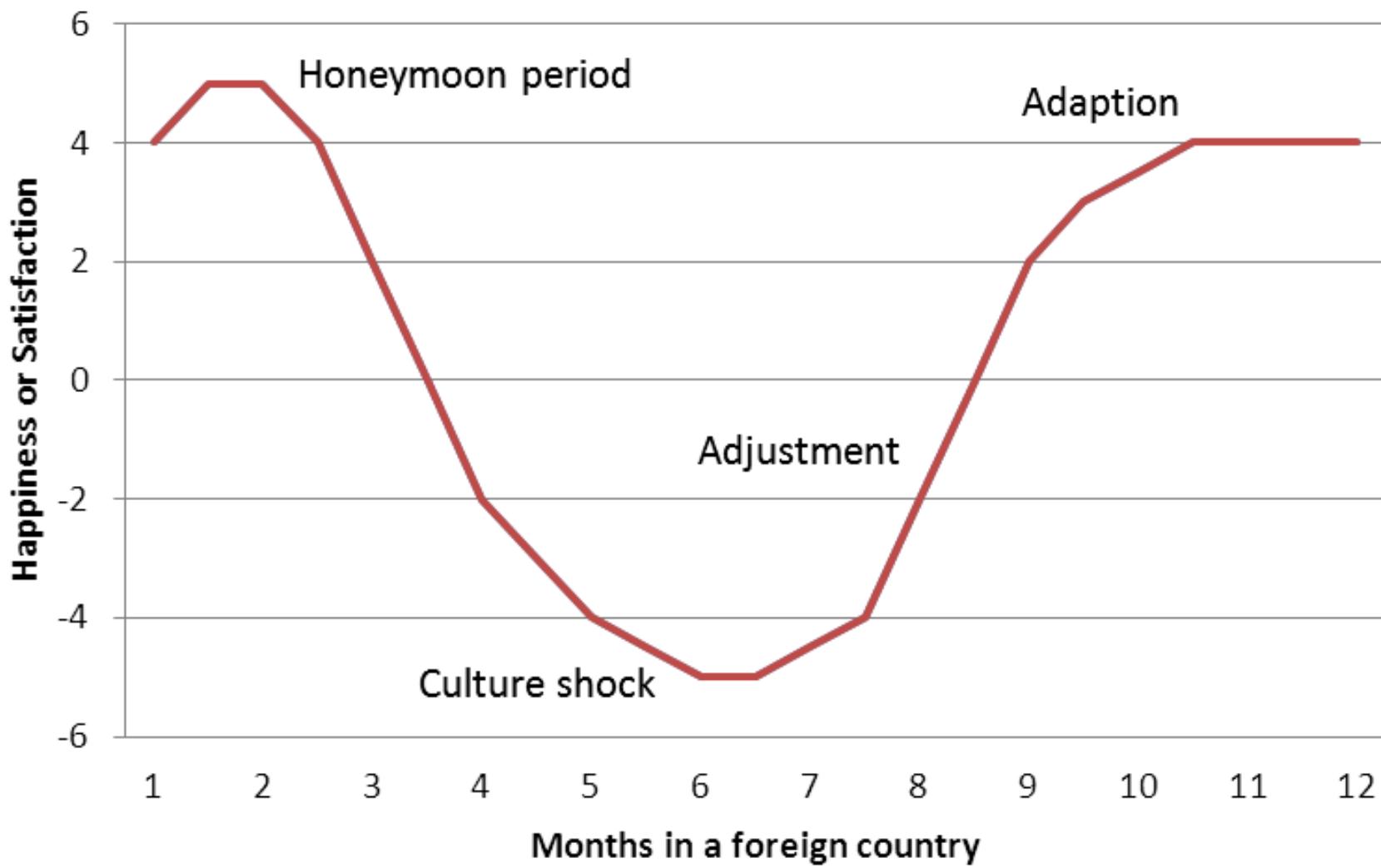


CULTURAL SHOCK

“Culture becomes the lens through which we perceive and evaluate what is going around us”
We have expectations of “*the way people ought to be*”

Cultural shock- is the disorientation that people experience when they come in contact with a fundamentally different culture and can no longer depend on their taken-for-granted assumptions about life

Culture Shock Curve





TROMPENAARS AND CHARLES HAMPDEN-TURNER HAVE
DEVELOPED A MODEL OF CULTURE WITH SEVEN DIMENSIONS

- **Universalism vs. particularism** (*What is more important, rules or relationships?*)
- **Individualism vs. collectivism** (*Do we function in a group or as individuals?*)
- **Neutral or affective** (*Do we display our emotions?*)
- **Specific vs. diffuse** (*Is responsibility specifically assigned or diffusely accepted?*)
- **Achievement vs. ascription** (*Do we have to prove ourselves to receive status or is it given to us?*)
- **Sequential vs. syncronic** (*Do we do things one at a time or several things at once?*)
- **Internal vs. external control** (*Do we control our environment or are we controlled by it?*)



1 **Universalism versus Particularism**

2 Individualism versus Communitarianism

3 Neutral versus Affective

4 Specific versus Diffuse

5 Achievement versus Ascription

6 How we deal with Time

7 Internal versus External Control

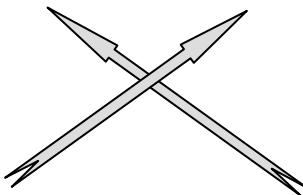


Rule based:

all persons treated the same
situations are ordered by categories
resists exceptions that may weaken that rule

Relationship based:

focus on exceptional nature of present circumstances
this person is not "a citizen" but my friend, brother, husband etc.
I will protect this person no matter what the rules say



"They cannot be trusted because they will always help their friends"

"You cannot trust them, they would not even help a friend"



DOING BUSINESS WITH RULE BASED CULTURES

Be prepared for rational arguments or presentations that push for your agreement

Do not take impersonal "get down to business" attitudes as rude

Carefully prepare the legal ground with a lawyer if in doubt



DOING BUSINESS WITH RELATIONSHIP BASED CULTURES

Be prepared for meandering or irrelevancies that do not seem to be going anywhere

Do not take personal "get to know you" attitudes as small talk

Carefully consider the personal implications of your legal "safeguards"



MANAGING RULE BASED CULTURES

Strive for consistency and uniform procedures

Institute formal ways of changing the way business is conducted

Modify the system so that the system will modify you

Signal changes publicly

Seek fairness by treating all like cases the same way



MANAGING RELATIONSHIP BASED CULTURES

Build informal networks and create private understandings

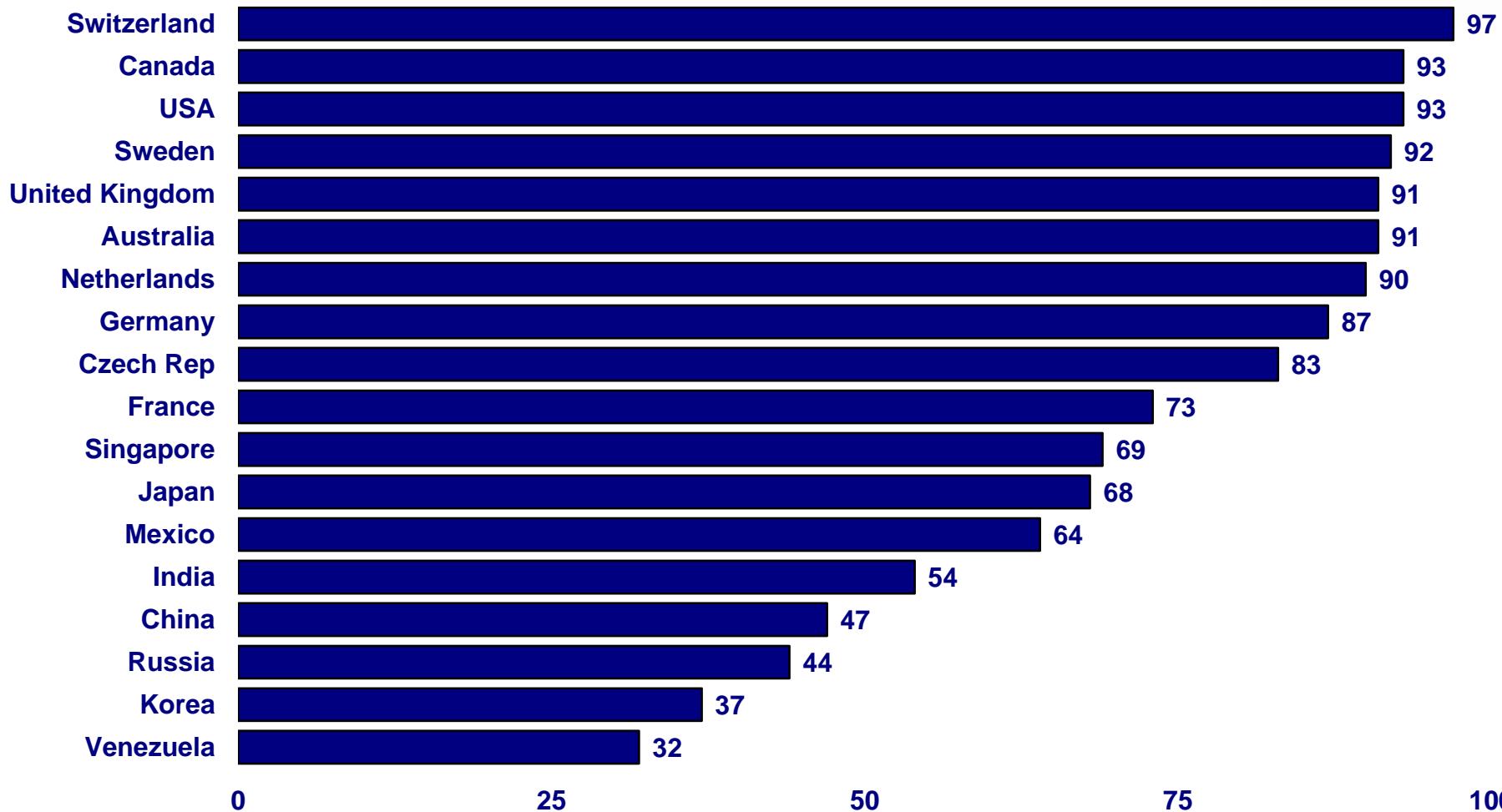
Try to alter informally accustomed patterns of activity

Modify relations with you, so that you can modify the system

Pull levers privately

Seek fairness by treating all cases on their special merits

Friend has no/some right and would not help



UNIVERSALISM - PARTICULARISM



Consistency
Clarity
Reliability

Positive Connotation

Flexibility
Responsiveness
Interpersonal

Bureaucracy
Rigid
Impersonal

Negative Connotation

Corruption
Chaos
Unreliability



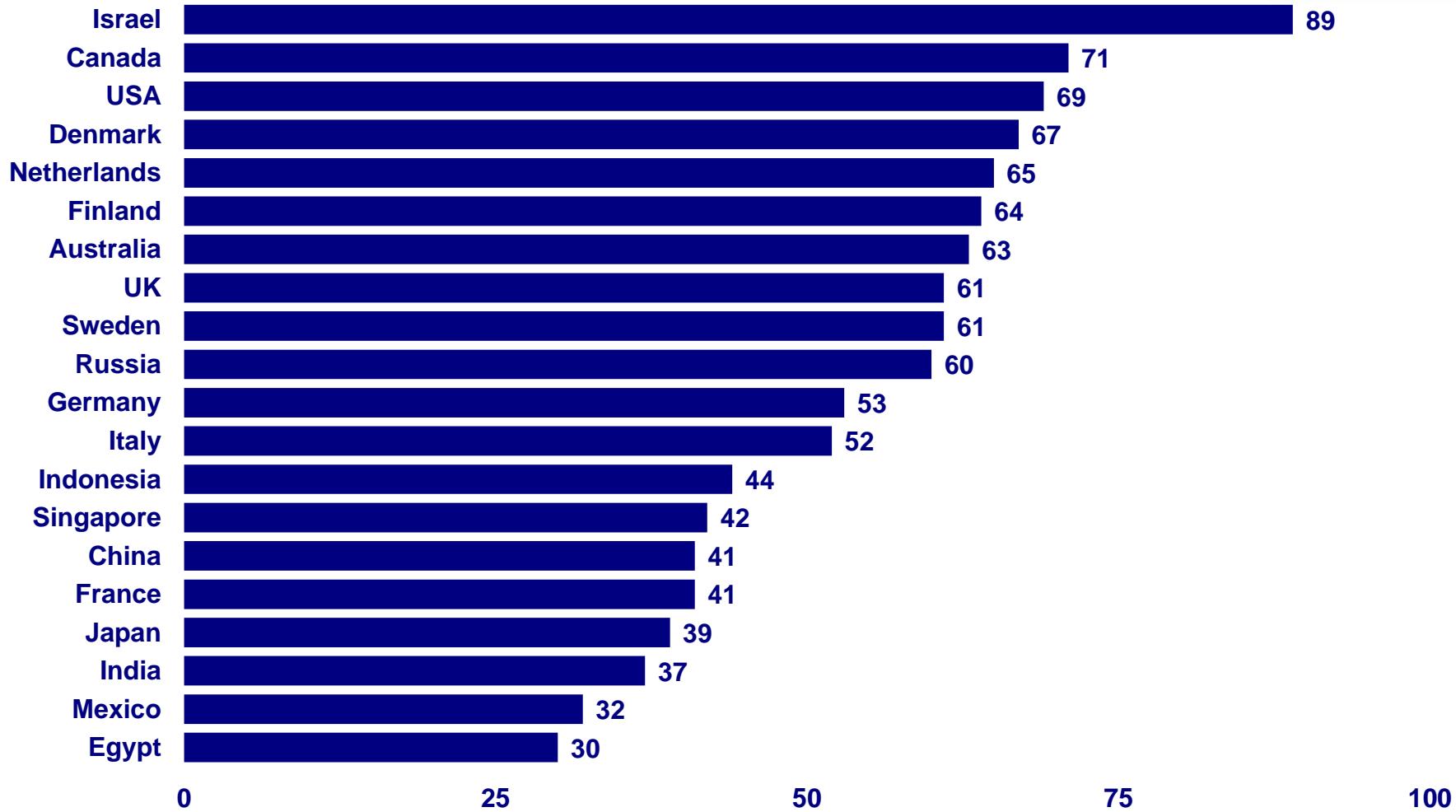
- 1 Universalism versus Particularism
- 2 **Individualism versus Communitarianism**
- 3 Neutral versus Affective
- 4 Specific versus Diffuse
- 5 Achievement versus Ascription
- 6 How we deal with Time
- 7 Internal versus External Control



One said: ‘It is obvious that if one has as much freedom as possible and the maximum opportunity to develop oneself, the quality of one’s life would improve as a result.’

Another said: ‘If the individual is continuously taking care of his or her fellows then the quality of life for us all will improve, even if it obstructs individual freedom and individual development.’

Percentage opting for individual freedom





Individualism vs Communitarianism

Positive Connotation

Personal Initiative

Personal responsibility

Commitment
Cooperation

Negative Connotation

Egoism

Anarchy

Conformism

Implications for business:

Negotiating

Reward Systems

Decision Making



- 1 Universalism versus Particularism
- 2 Individualism versus Communitarianism
- 3 **Neutral versus Affective**
- 4 Specific versus Diffuse
- 5 Achievement versus Ascription
- 6 How we deal with Time
- 7 Internal versus External Control

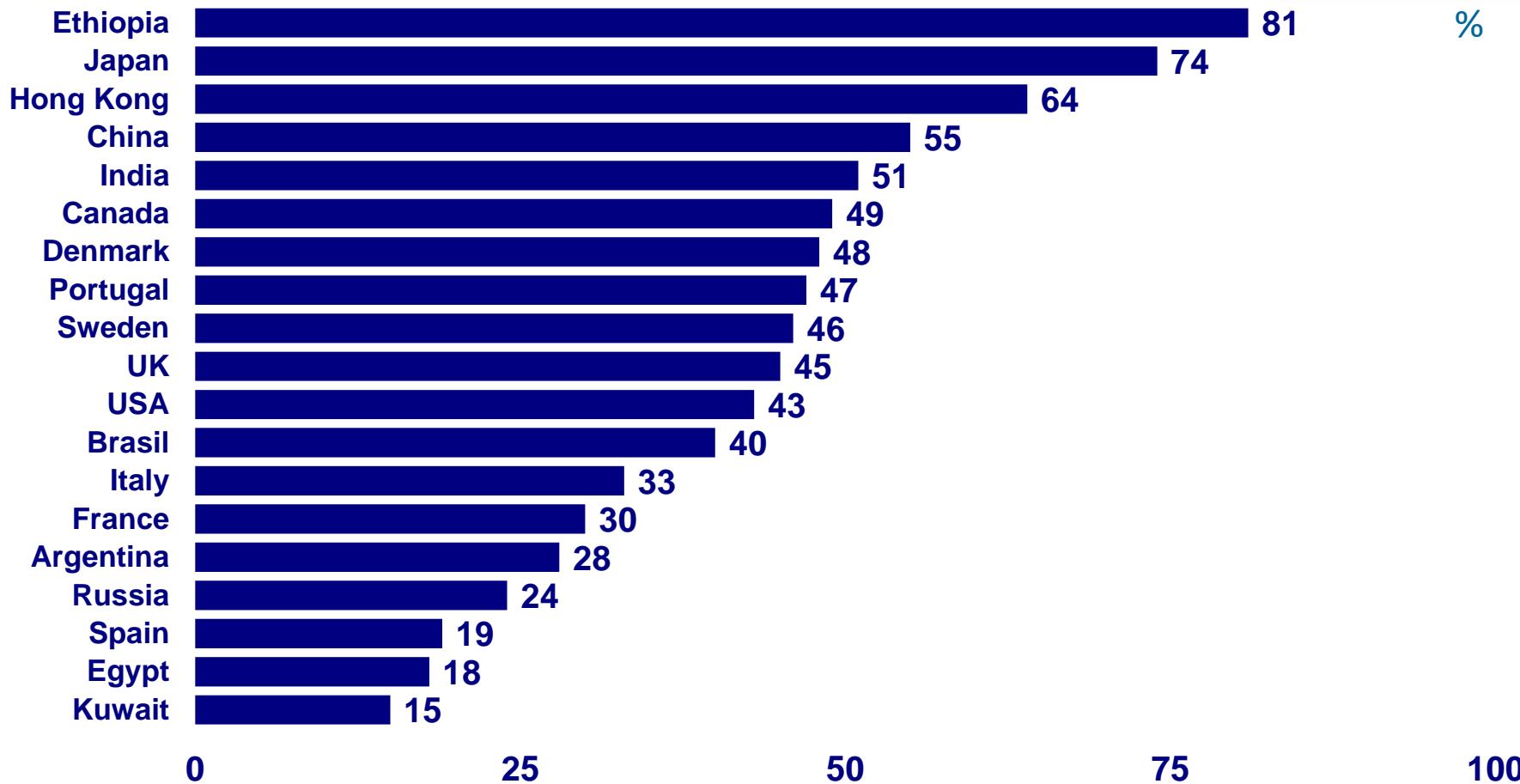


In my society, it is considered unprofessional to express emotions overtly.

Please select your position on the statement above:

- A. Strongly agree
- B. Agree
- C. Undecided
- D. Disagree
- E. Strongly disagree

Percentage not expressing emotions overtly





Neutral vs Affective

Positive Connotation

Reasonable
In control

Engaged
Spontaneous

Negative Connotation

'Cold'
Detached
Evasive

'Hysterical'
Over-reacting
Unmanageable

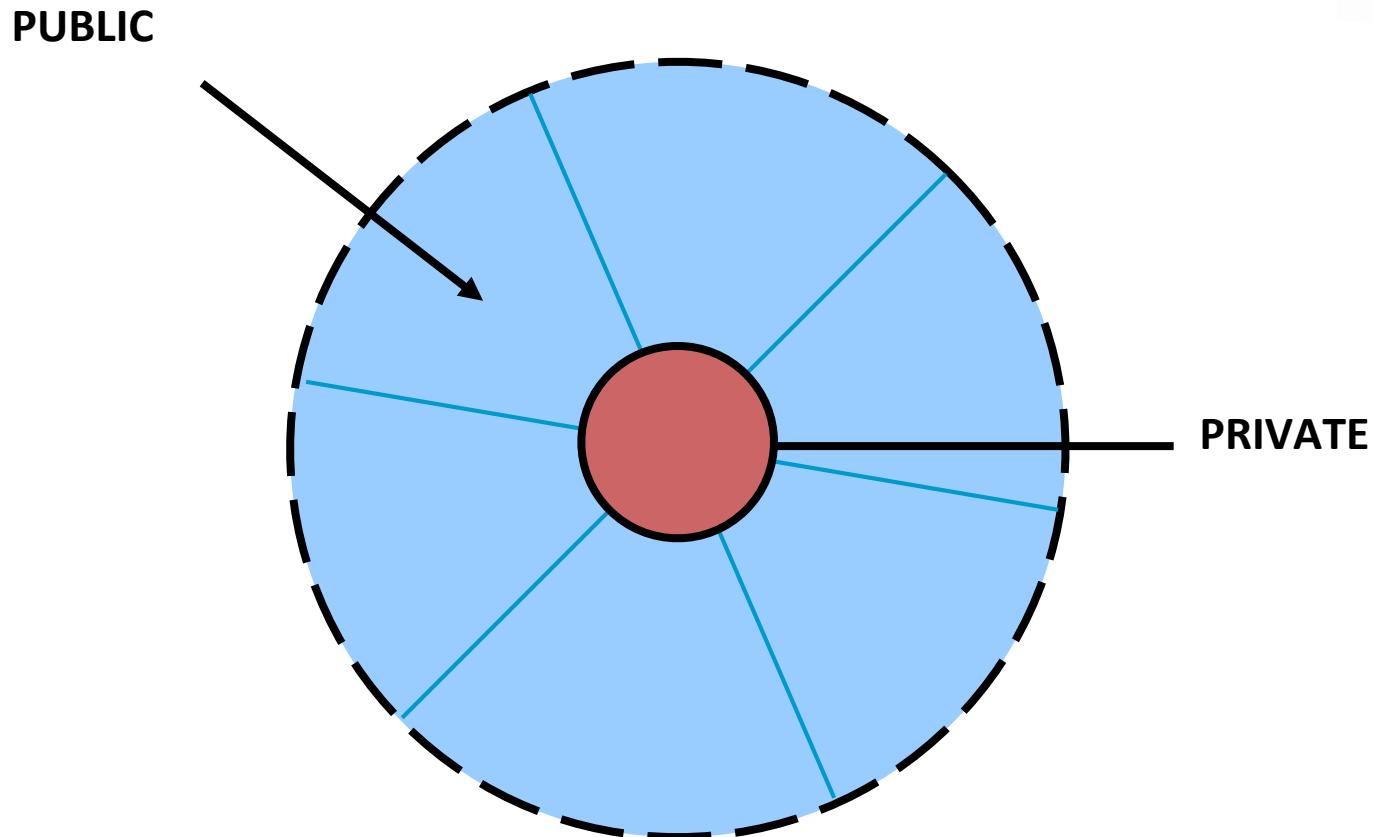
Implications for business:

- Interpretation of emotions and humor
- Effective intercultural communication
- Expressions of Trust/Respect



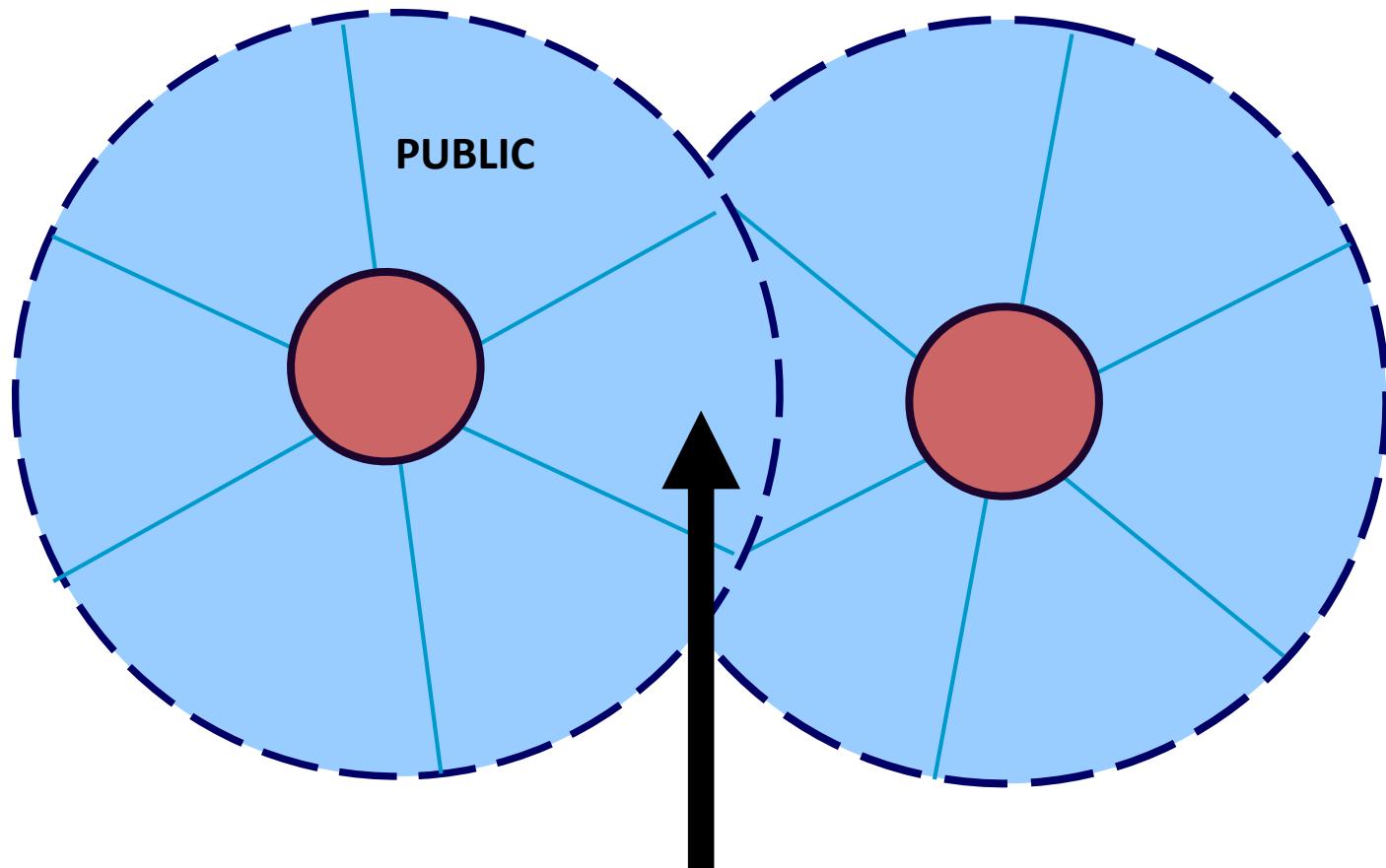
- 1 Universalism versus Particularism
- 2 Individualism versus Communitarianism
- 3 Neutral versus Affective
- 4 **Specific versus Diffuse**
- 5 Achievement versus Ascription
- 6 How we deal with Time
- 7 Internal versus External Control

SPECIFIC VERSUS DIFFUSE





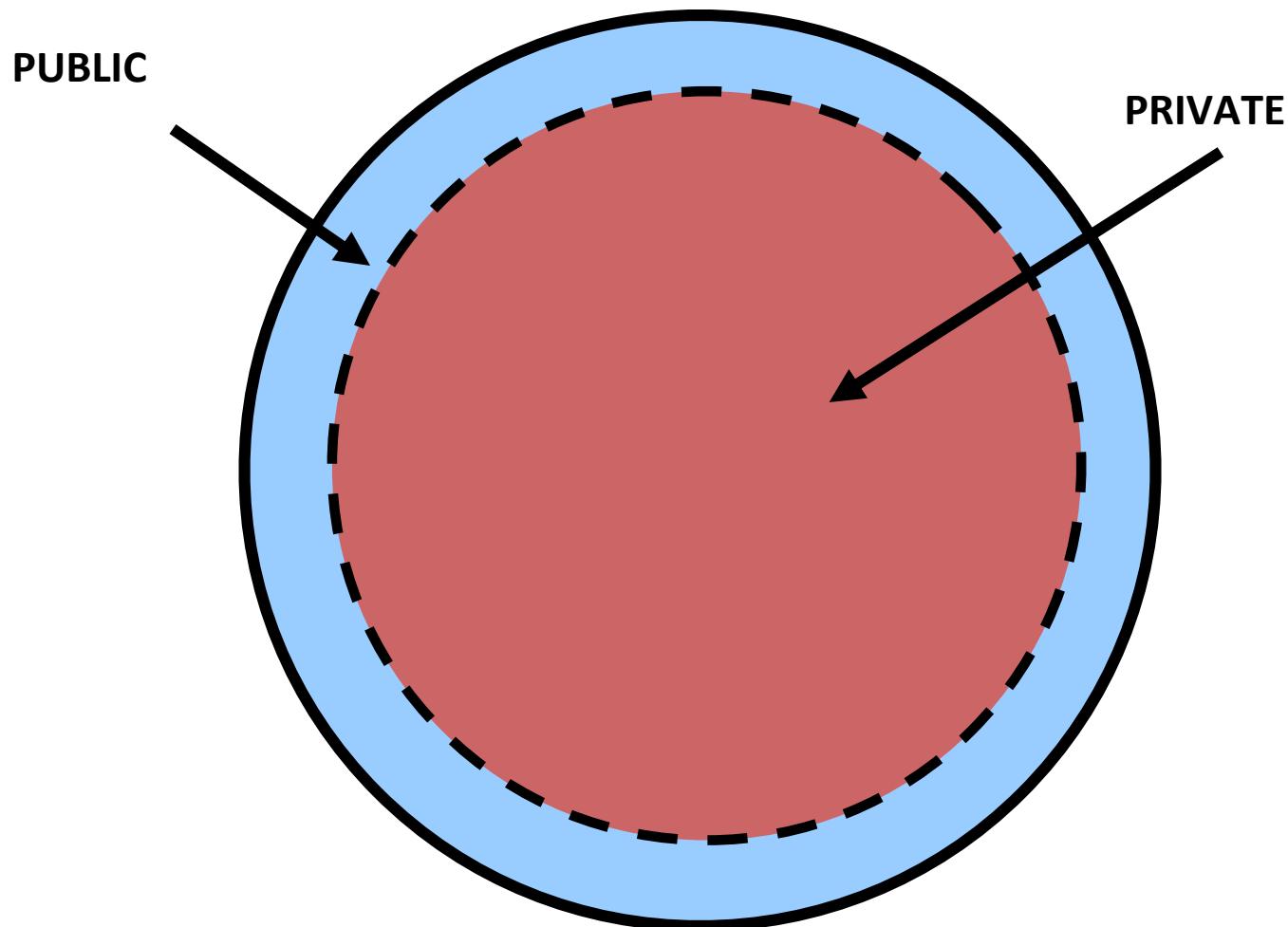
SPECIFIC PERSONALITY



Specific Relationship

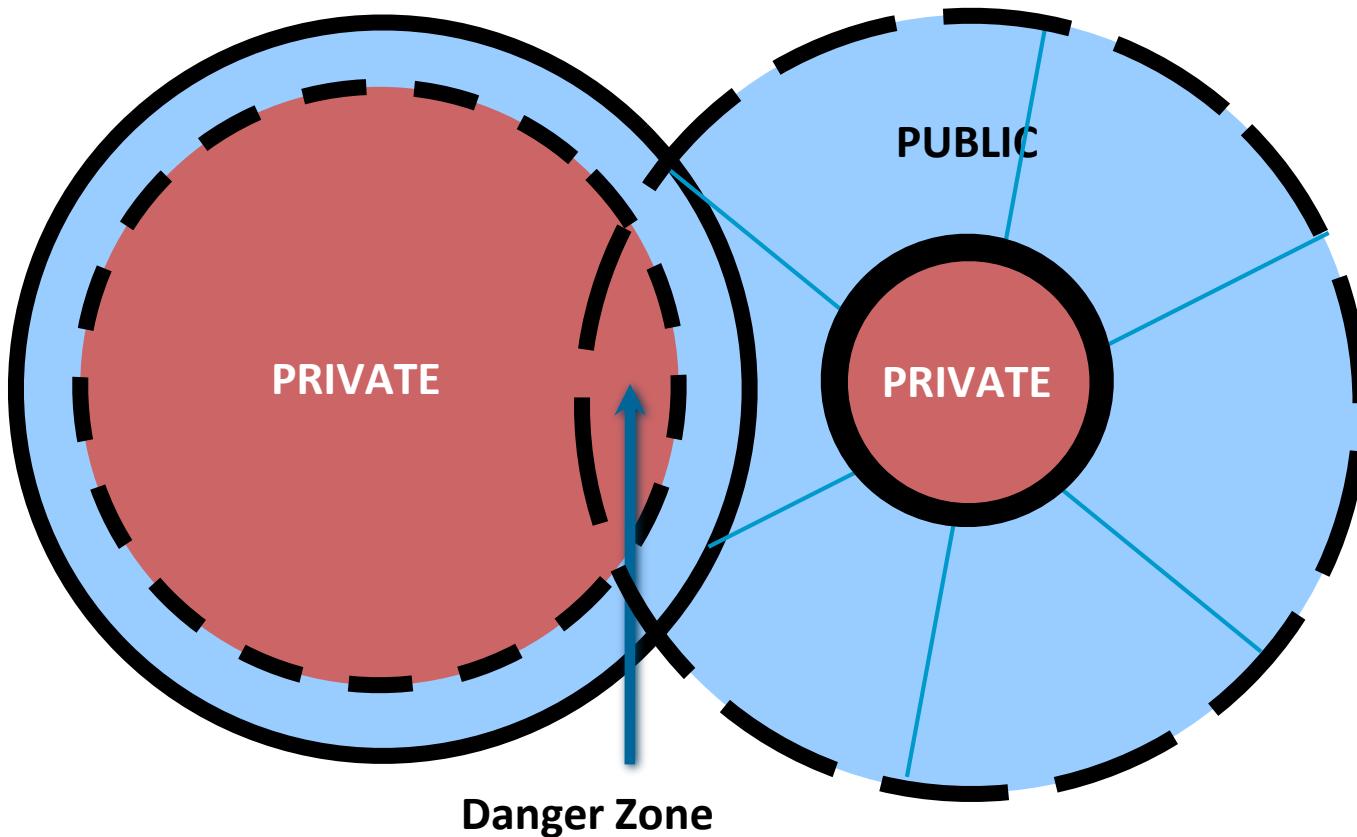


DIFFUSE PERSONALITY





MEETING BETWEEN DIFFUSE VERSUS SPECIFIC





A boss asking to paint his house

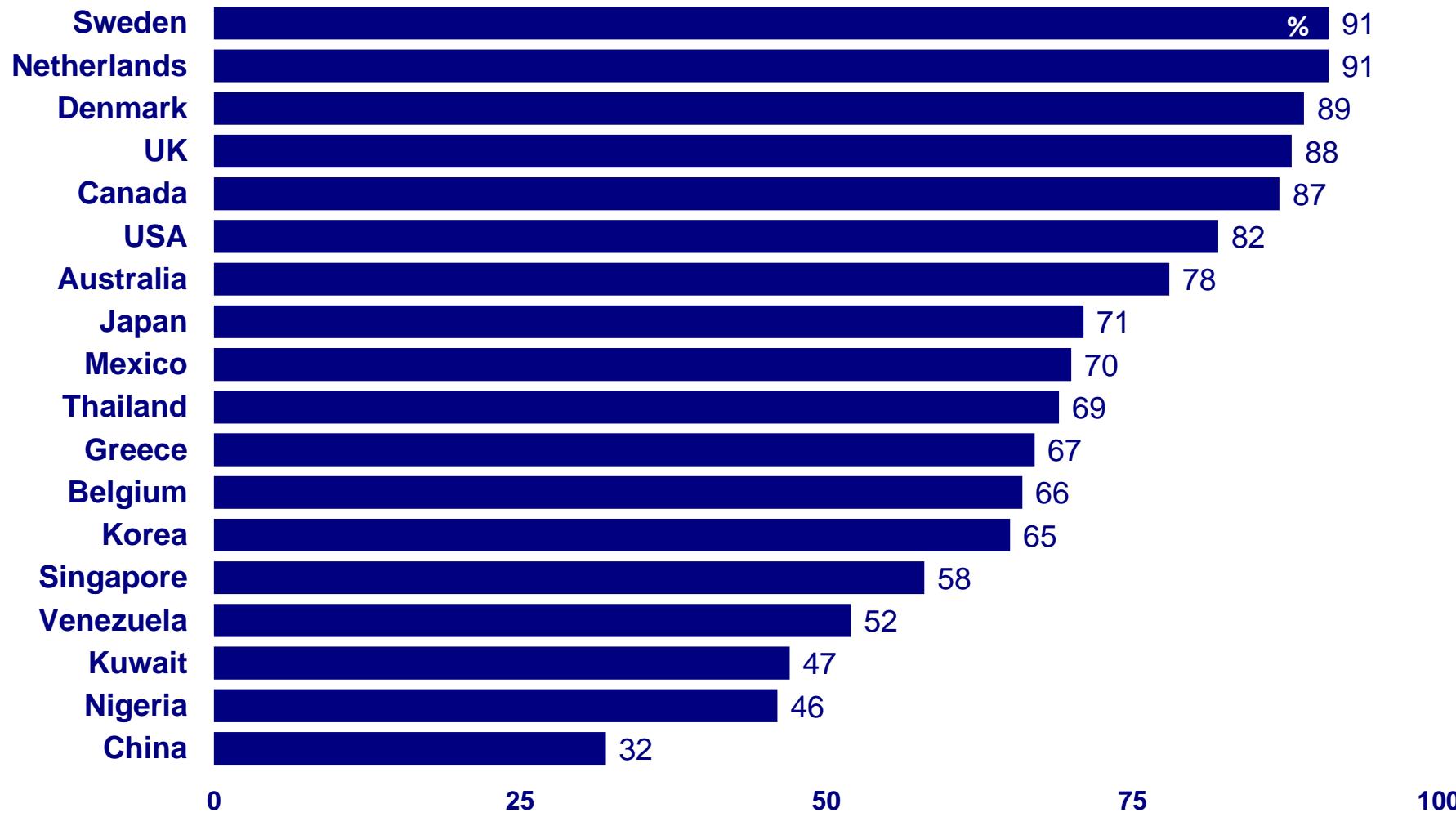
The colleague argues:

You don't have to paint the house if you don't feel like it. He is your boss in the company. Outside the company, he has little authority.

The subordinate argues:

Despite the fact that I don't feel like it, I will paint the house anyway. He is my boss and you cannot ignore it outside your work either.

Would not paint the house





Specific versus Diffuse

Positive Connotation

Easy contact

Task oriented

Personal involvement

Commitment

Negative Connotation

Superficial

Blunt

Evasive

Indirect

Implications for business:

Management Style

Communicating a difficult message

Giving feedback

The issue of 'loss of face'

WHEN MANAGING OR BEING MANAGED BY PEOPLE ORIENTED MORE TOWARDS



specific:

- management goal's is the realization of objectives and standards with rewards attached
- private and business agendas are kept separated
- conflicts of interest are frowned upon
- begin reports with executive summary
- clear, precise and detailed instructions are seen assuring better compliance, or allowing employees to dissent in clear terms

diffuse:

- management's goal is a continuously improving process by which quality improves
- private and business issues are integrated
- consider an employee's whole situation before judging
- end reports with an concluding overview
- ambiguous and vague instructions are seen as following subtle and responsive interpretations through which employees can exercise personal judgement

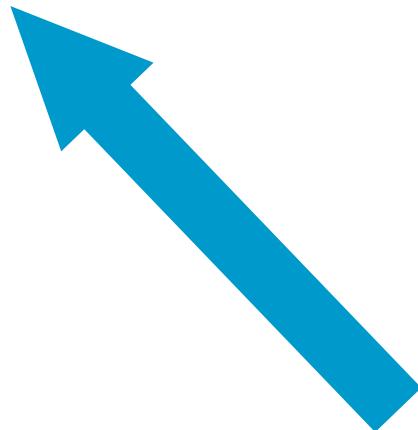


- 1 Universalism versus Particularism
- 2 Individualism versus Communitarianism
- 3 Neutral versus Affective
- 4 Specific versus Diffuse
- 5 **Achievement versus Ascription**
- 6 How we deal with Time
- 7 Internal versus External Control

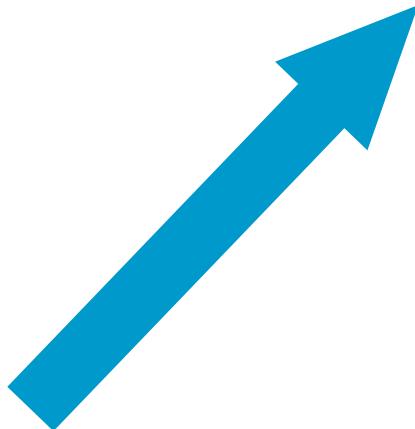


ACHIEVEMENT VERSUS ASCRIPTION

What You Do



Who You Are



STATUS ?



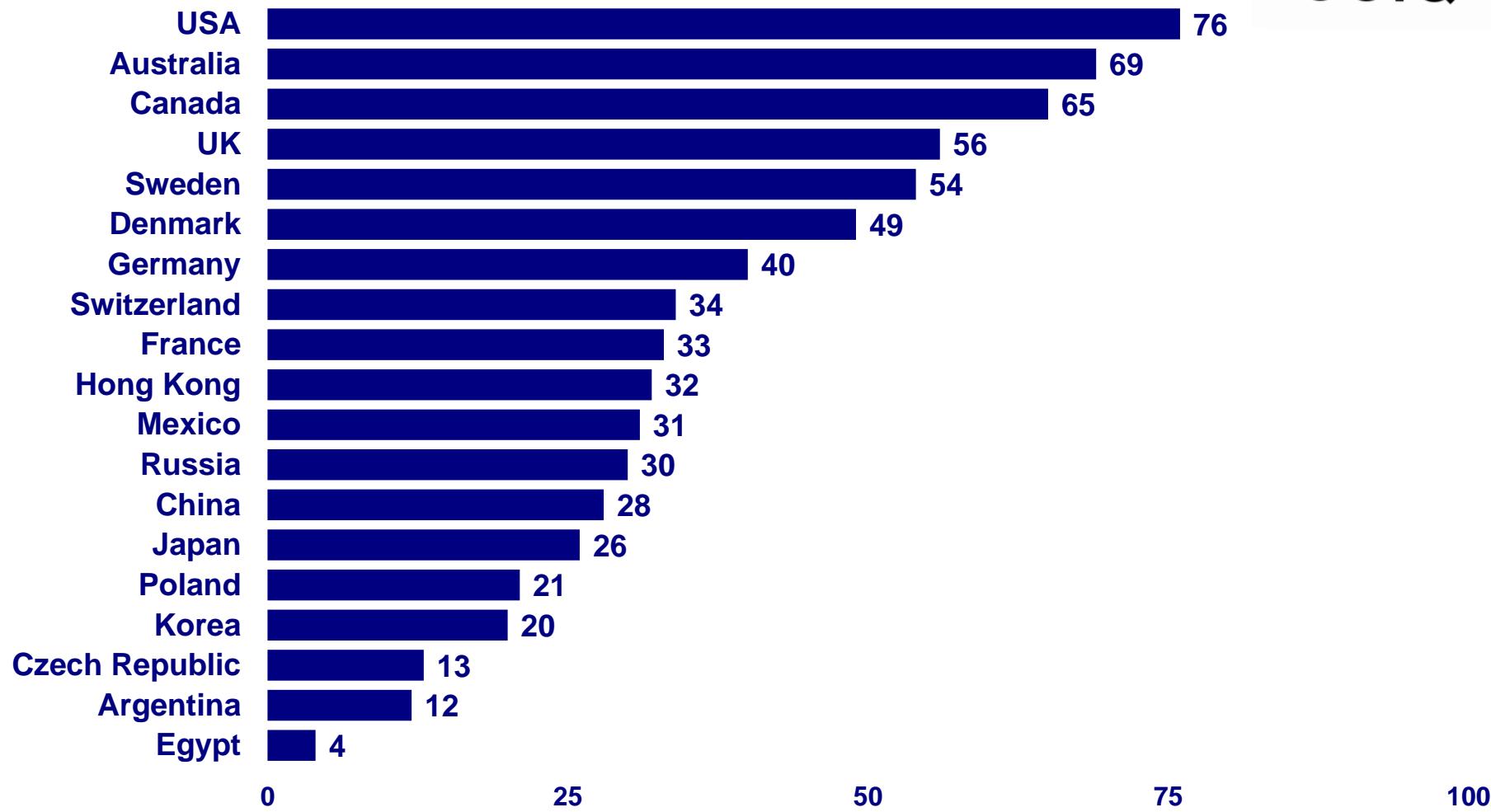
ACHIEVEMENT VERSUS ASCRIPTION

Do you agree with this statement?

“The most important thing in life is to act as really suits you, even if you don’t get things done.”



Percentage not agreeing with acting as really suits you



Achievement versus Ascription



Positive Connotation

Top performing individuals

Predictability and stability

Pushing for next performance

Negative Connotation

Past performance doesn't count

Status quo not challenged

No time for learning

Rigidity and steep hierarchy

Nepotism

Implications for business:

Recruitment

Affirmative Action program

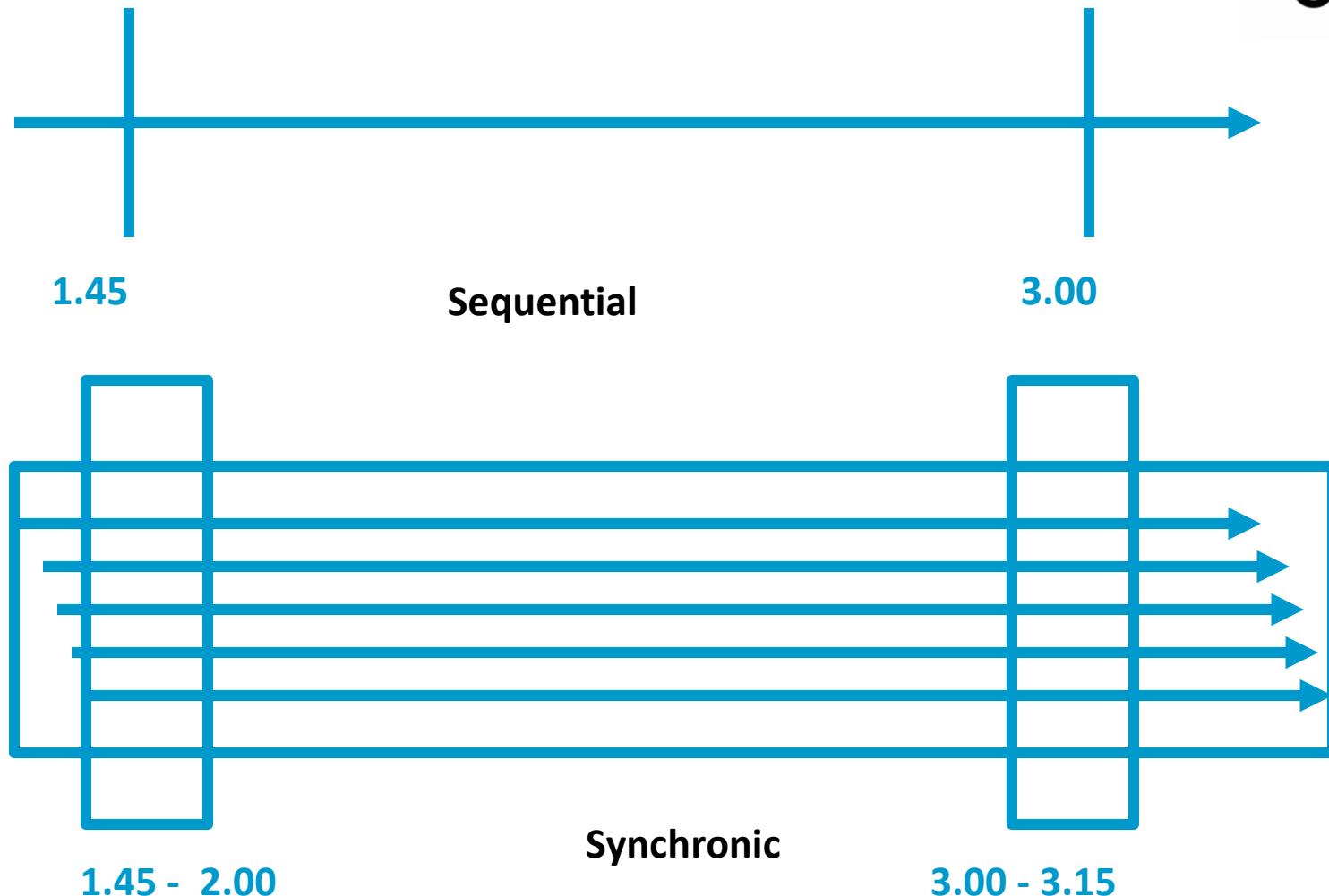
Negotiating



- 1 Universalism versus Particularism
- 2 Individualism versus Communitarianism
- 3 Neutral versus Affective
- 4 Specific versus Diffuse
- 5 Achievement versus Ascription
- 6 **How we deal with Time (Sequential versus Synchronic)**
- 7 Internal versus External Control



SEQUENTIAL VERSUS SYNCHRONIC





Sequential versus Synchronic

Efficient
Punctual
Predictable

Positive Connotation

Effective
Flexible
Good improvisation

Rigid
Stressed about time

Negative Connotation

Lack of punctuality
Unreliable about deadlines

Implications for business:
The meaning of appointments
Meetings
Project and business planning
Speed & different priorities

Concept of time by Edward T.Hall



Monochronic

Time is a limited commodity; the needs of people are subservient to the demands of time; deadlines and schedules are sacred; plans are not easily changed; people may be too busy to see you; people live by an external clock

Polychronic

Time is bent to meet the needs of people; there is always more time; schedules and deadlines are easily changed; plans are fluid; people always have time to see you; people live by an internal clock

Time and other people

One thing at a time

People do one thing at a time and finish one thing before starting another; people expect undivided attention; interruptions are to be avoided; to be late or kept waiting is rude; people stand in line; the goal is to stick to the schedule.

Many things at once

People do several things at the same time and may split their attention between several people/tasks; to be late or kept waiting is okay; interruptions are part of life; people don't stand in line; the goal is to enjoy life.

WHEN MANAGING OR BEING MANAGED BY PEOPLE ORIENTED MORE TOWARDS



sequential:

- employees feel rewarded and fulfilled by achieving planned future goals as in management-by-objectives
- employees' most recent performance is the major issue, along with whether their commitments for the future can be relied upon
- plan the career of an employee jointly with him or her, stressing landmarks to be reached by certain times
- the corporate ideal is the straight line and the most direct, efficient and rapid route to your objectives

synchronic:

- employees feel rewarded and fulfilled by achieving improved relationships with supervisors/customers
- employee's whole history with the company and future potential is the context in which their current performance is viewed
- discuss with the employee his/her final aspirations in the context of the company, in what ways can these be realized?



- 1 Universalism versus Particularism
- 2 Individualism versus Communitarianism
- 3 Neutral versus Affective
- 4 Specific versus Diffuse
- 5 Achievement versus Ascription
- 6 How we deal with Time
- 7 Internal versus External Control

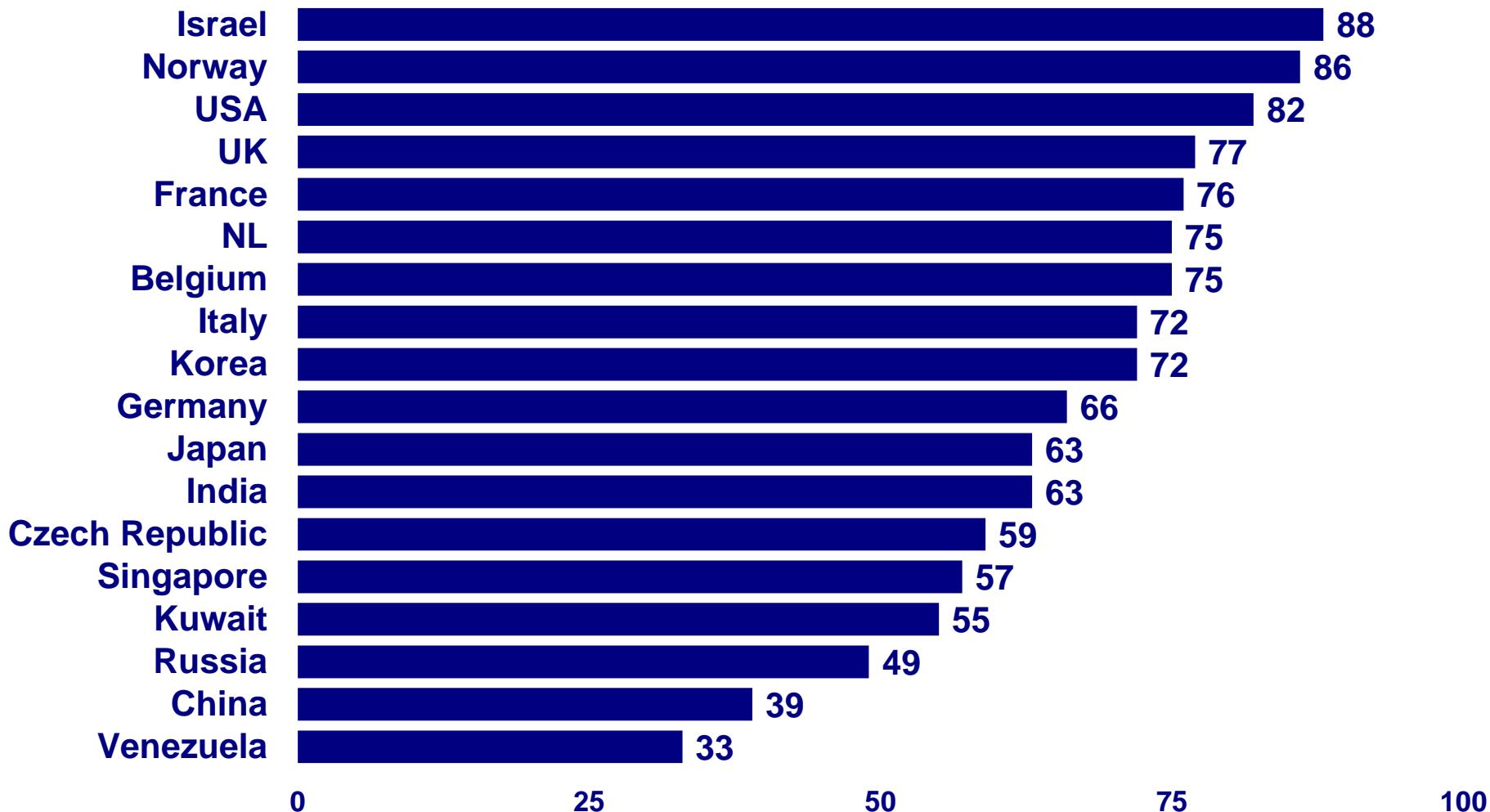
INTERNAL VERSUS EXTERNAL CONTROL



- a) When I make plans, I am almost certain that I can make them work.
- b) It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune.



What happens to me is my own doing



Internal versus External Control



Positive Connotation

'Go getter'
Drive and ambition

Goes with the flow
Harmony

Negative Connotation

Aggressive

Weak backbone

Implications for business:

Strategy to product development

Planning for the future

Dealing with hardware, processes

Locus of control

Internal

Fate has little or no importance; there are few given things in life; few things that can't be changed and must just be accepted; where there's a will, there's a way; one makes one's own luck; unhappiness is one's own fault; people tend to be optimistic; life is what you make it.

External

Fate plays a major role; people believe they have a limited control over their destiny/external events; many things in life must be accepted/can't be changed; success/lack of success is partly a result of good/bad fortune; people tend to be realistic/fatalistic; life is what happens to you.



Business Etiquette

<http://www.businessinsider.com/a-guide-to-business-etiquette-around-the-world-2015-5?IR=T>

A gift is a social gesture that may be expected in some countries, and could be considered a bribe in others.

http://www.cyborlink.com/besite/international_gift_giving.htm

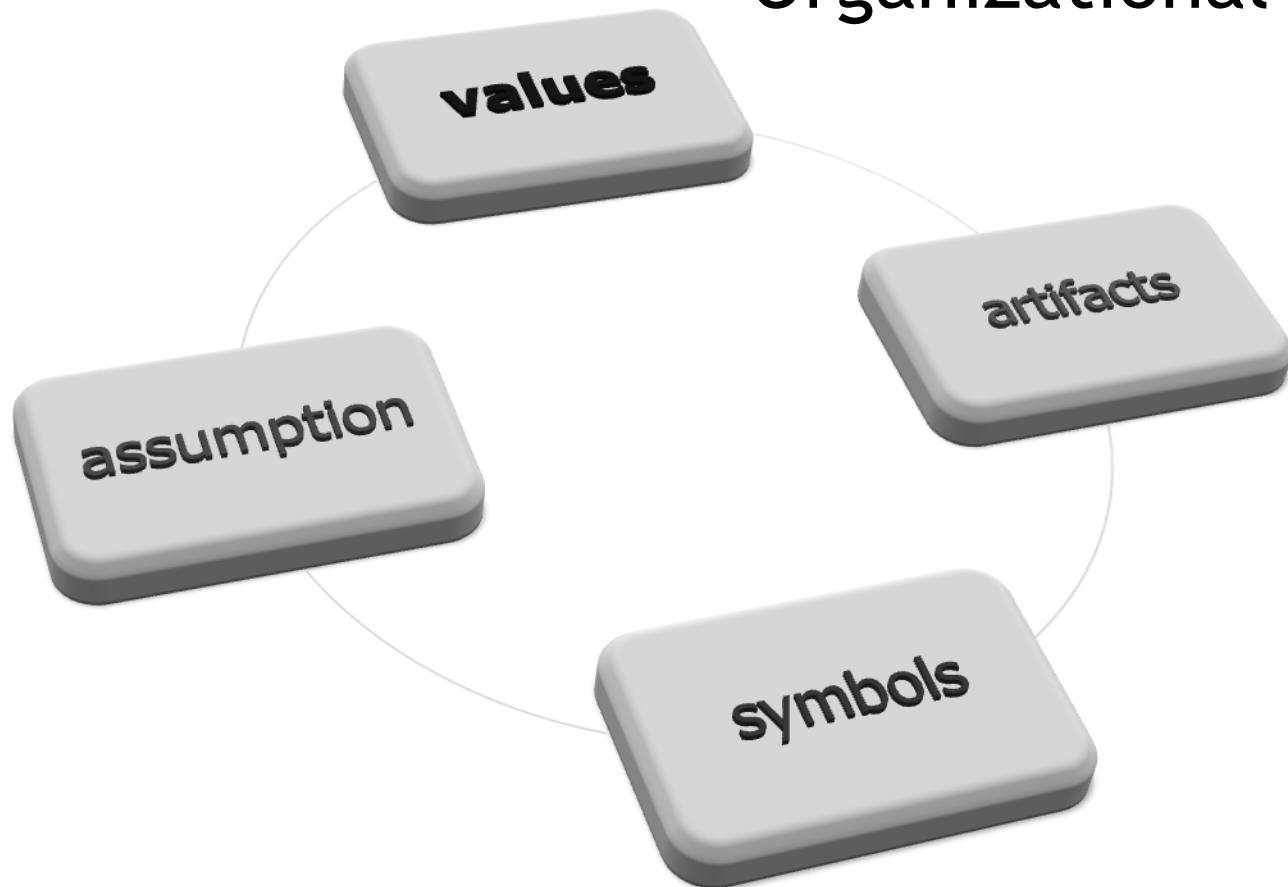
How concepts are perceived in different cultures

- Time
- Hierarchy
- Gender
- Generation
- Personal space and social distance
- Myths, legends and religious beliefs

Communication styles

- Linear / circular
- Direct / Indirect
- High context / low context communication
- Body language
- Language and perception
- Absolute and relative truth

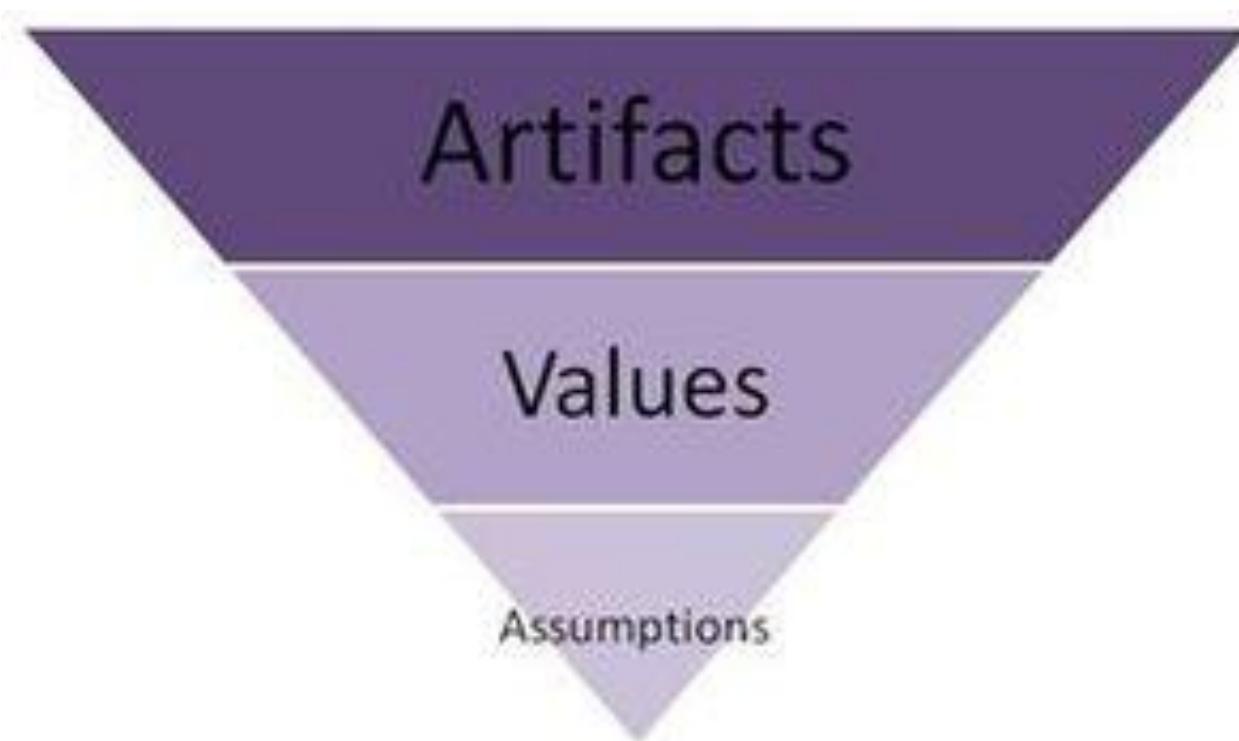
Organizational culture

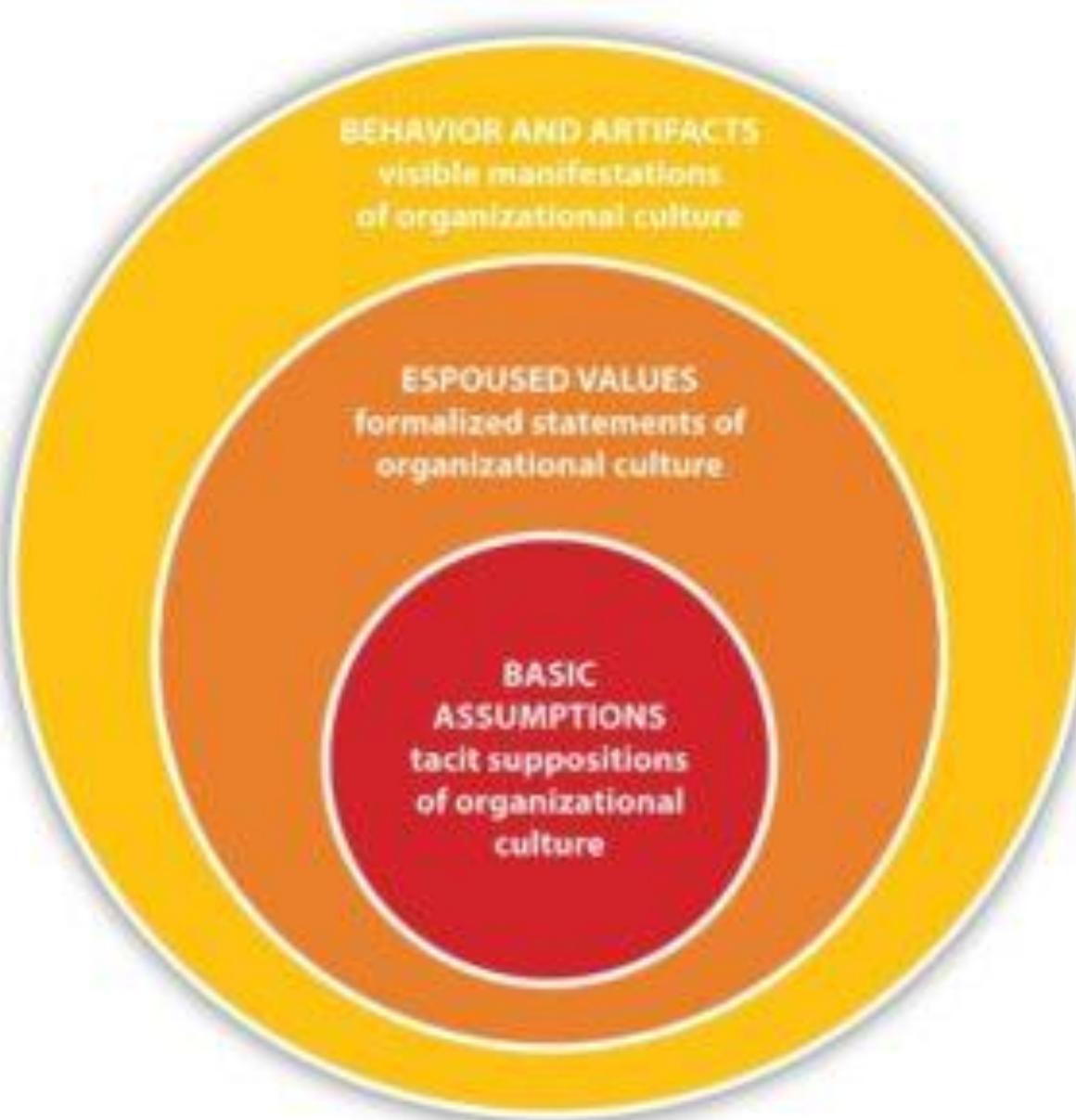


Source: Hatch, 1993

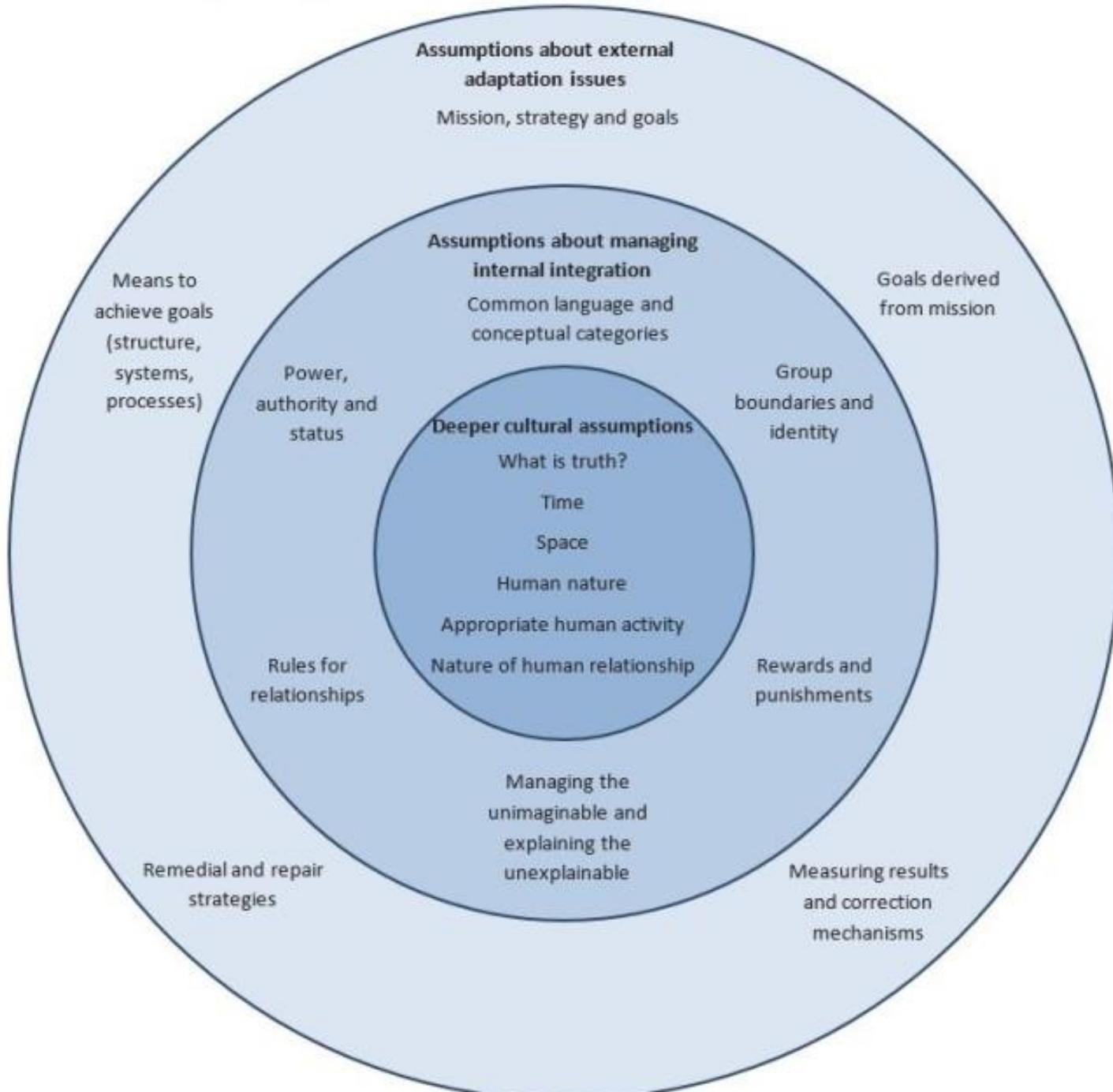


Three levels of culture (Schein)





Culture according to Edgar Schein

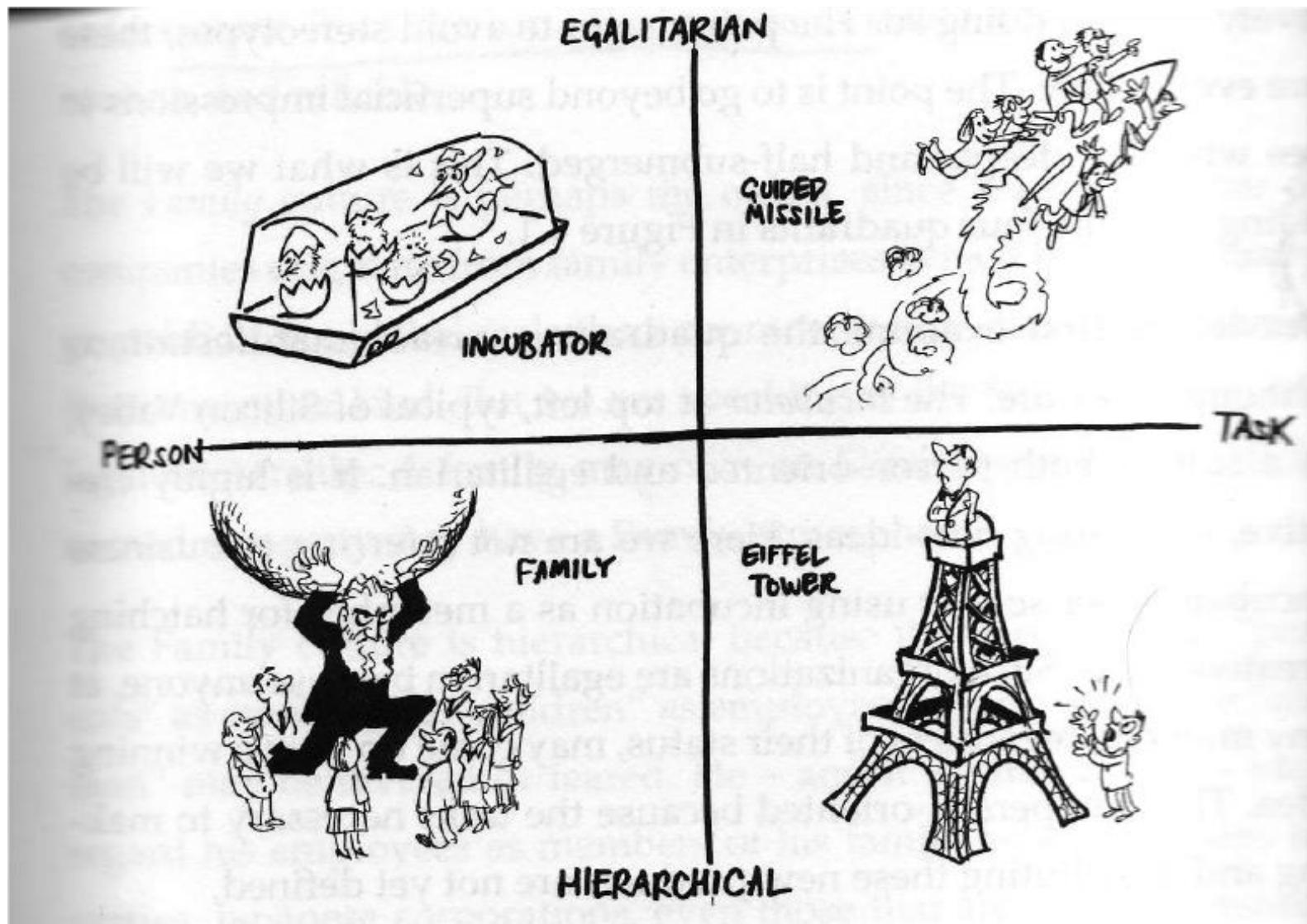


Organizational culture

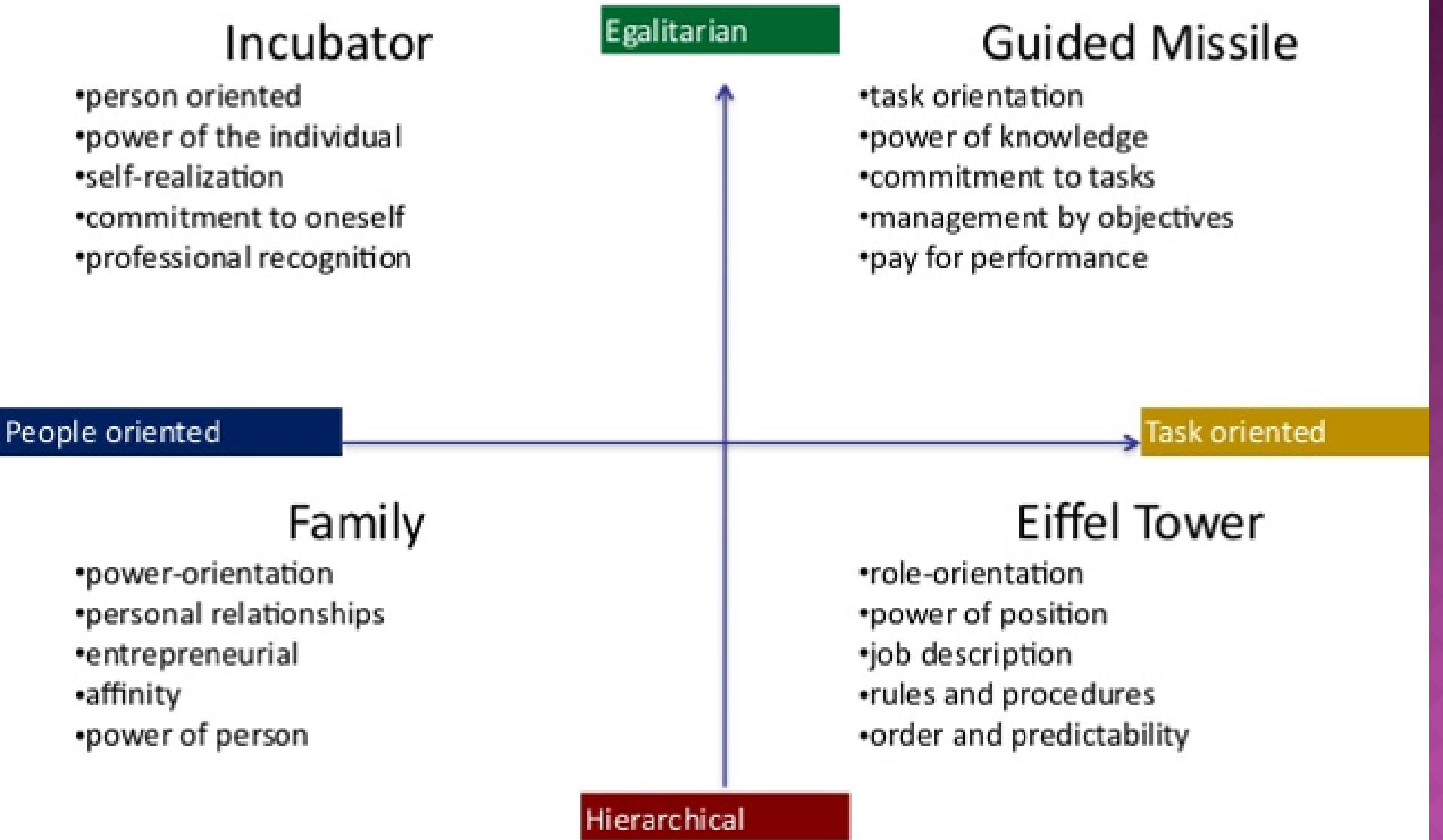
The specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization;

Corporate culture is the total sum of the values, customs, traditions and meanings that make a company unique. Corporate culture is often called "the character of an organization" since it embodies the vision of the company's founders. The values of a corporate culture influence the ethical standards within a corporation, as well as managerial behavior

4 corporate cultures



4 Corporate Cultures



Variables	Family	Eiffel Tower	Guided Missile	Incubator
Relationship between employees	Diffuse relationships to organic whole to which one is bonded	Specific role in mechanical system of required interactions	Specific tasks in cybernetic system targeted upon shared objectives	Diffuse, spontaneous relationships growing out of shared creative process
Attitudes toward authority	Status is ascribed to parent figures who are close and powerful	Status is ascribed to superior roles, which are distant yet powerful	Status is achieved by project group members who contribute to targeted goals	Status is achieved by individuals exemplifying creativity and growth
Ways of thinking and learning	Intuitive, holistic, lateral, and error-correcting	Logical, analytical, vertical, and rationally efficient	Problems centered, professional, practical, cross-disciplinary	Process oriented, creative, an hoc, inspirational
Attitudes towards people	Family members	Human resources	Specialists and experts	Co-creators
Ways of changing	"Father" changes course	Change rules and procedures	Shift aim as target moves	Improvise and attune
Ways of motivating and rewarding	Intrinsic satisfaction in being loved and respected	Promote to greater position, larger role	Pay or credit for performance and problems solved	Participating in the process of creating new realities
Management style	Management by subjectives	Management by job description	Management by objectives	Management by enthusiasm
Criticism and conflict resolution	Turn other cheeks, save others' faces, do not lose power game	Criticism is accusation of irrationalism unless there are procedures to arbitrate conflict	Constructive task-related only, then admit error fast and correct	Must improve creative idea, not negate it

Corporate Culture Model

(Trompenaars & Hampden-Turner, 1999)



LINEAR-ACTIVE

introvert
 patient
 quiet
minds own business
 likes privacy
 plans ahead
 methodically
 does one thing at a time

 works fixed hours
 punctual
dominated by timetables and schedules
 compartmentalises projects
 sticks to plans
 sticks to facts
 gets information from statistics, reference books, database
 job-oriented
 unemotional
 works within department

 follows correct procedures
 accepts favours reluctantly
 delegates to competent colleagues
 completes action chains

 likes fixed agendas
 brief on telephone
 uses memoranda
 respects officialdom

 dislikes losing face
 confronts with logic
 limited body language

 rarely interrupts
 separates social/professional

MULTI-ACTIVE

extrovert
 impatient
talkative
 inquisitive
 gregarious
 plans grand outline only

 does several things at once
 works any hours
unpunctual
timetable unpredictable

 lets one project influence another
 changes plans
 juggles facts
 gets first-hand (oral) information

 people-oriented
 emotional
 gets round all departments
 pulls strings

 seeks favours

 delegates to relations

 completes human transactions
 interrelates everything
 talks for hours
 rarely writes memos
 seeks out (top) key person
 has ready excuses
 confronts emotionally unrestricted body language

 interrupts frequently
 interweaves social/professional

REACTIVE

introvert
 patient
 silent
respectful
 good listener
 looks at general principles
 reacts

 flexible hours
 punctual
 reacts to partner's timetable
 sees whole picture

 makes slight changes
 statements are promises
 uses both

 people-oriented
 quietly caring
 all departments

 inscrutable, calm

 protects face of other

 delegates to reliable people
 reacts to partner

 thoughtful
 summarises well
 plans slowly
 ultra honest

 must not lose face
 avoids confrontation
 subtle body language

 doesn't interrupt
 connects social and professional

LINEAR-ACTIVE

- Talks half the time
- Does one thing at a time
- Plans ahead step by step
- Polite but direct
- Partly conceals feelings
- Confronts with logic
- Dislikes losing face
- Rarely interrupts
- Job-oriented
- Sticks to facts
- Truth before diplomacy
- Sometimes impatient
- Limited body language
- Respects officialdom
- Separates the social and professional

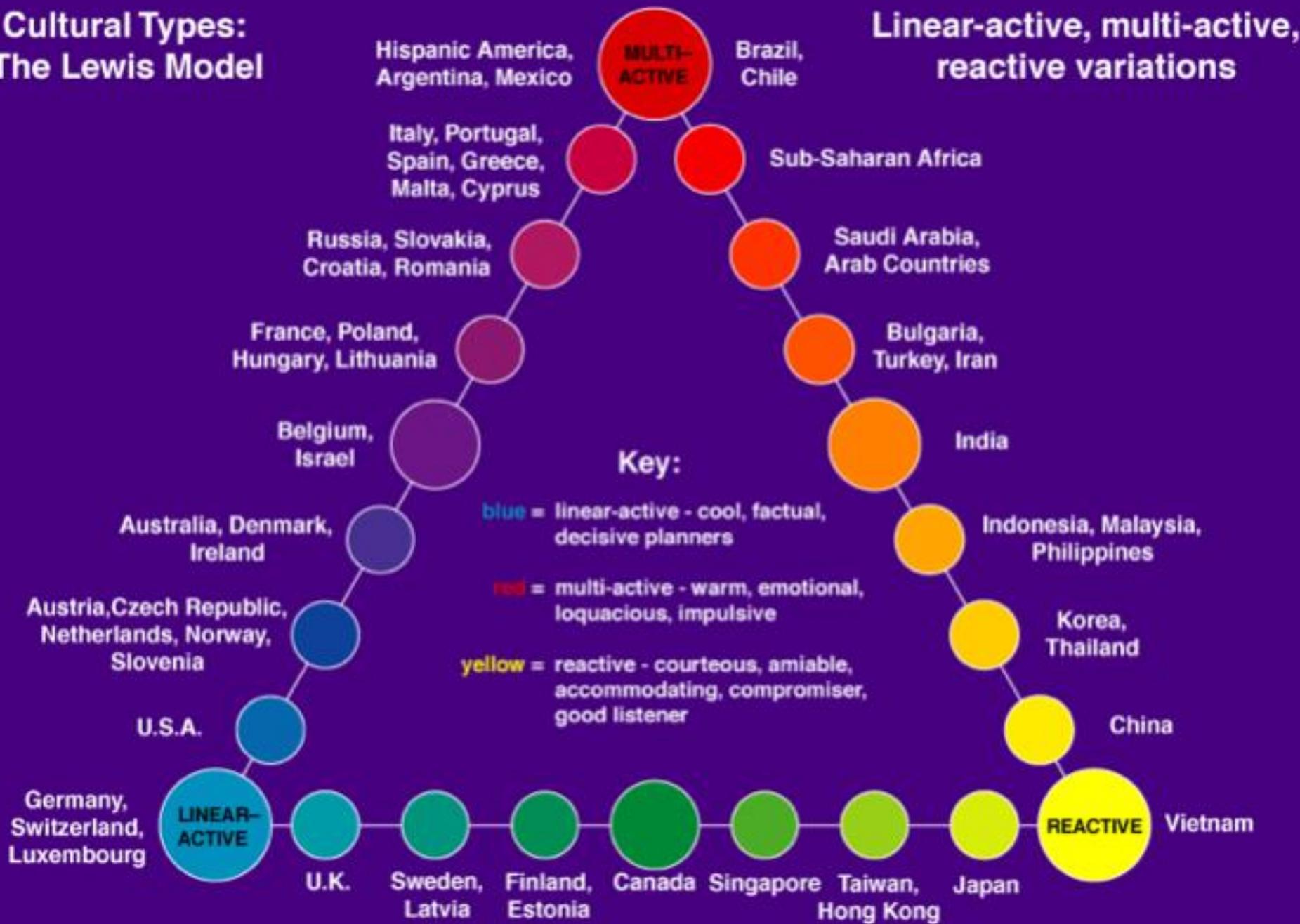
MULTI-ACTIVE

- Talks most of the time
- Does several things at once
- Plans grand outline only
- Emotional
- Displays feelings
- Confronts emotionally
- Has good excuses
- Often interrupts
- People-oriented
- Feelings before facts
- Flexible truth
- Impatient
- Unlimited body language
- Seeks out key person
- Mixes the social and professional

REACTIVE

- Listens most of the time
- Reacts to partner's action
- Looks at general principles
- Polite, indirect
- Conceals feelings
- Never confronts
- Must not lose face
- Doesn't interrupt
- Very people-oriented
- Statements are promises
- Diplomacy over truth
- Patient
- Subtle body language
- Uses connections
- Connects the social and professional

Cultural Types: The Lewis Model





Culture and Leadership

CULTURE & LEADERSHIP DESCRIPTION

Perspective



Five cross-cultural competencies for Leaders (Adler & Bartholomew, 1992)

1. Understand business, political, & cultural environments worldwide
2. Learn the perspectives, tastes, trends & technologies of many cultures
3. Be able to work simultaneously with people from many cultures
4. Be able to adapt to living & communicating in other cultures
5. Need to learn to relate to people from other cultures from a position of equality rather than superiority

CULTURAL DIMENSION	HIGH-SCORE CLUSTERS	LOW-SCORE CLUSTERS
Assertiveness Orientation	Eastern Europe Germanic Europe	Nordic Europe
Future Orientation	Germanic Europe Nordic Europe	Eastern Europe Latin America Middle East
Gender Egalitarianism	Eastern Europe Nordic Europe	Middle East
Humane Orientation	Southern Asia Sub-Saharan Africa	Germanic Europe Latin Europe
In-Group Collectivism	Confucian Asia Eastern Europe Latin America Middle East Southern Asia	Anglo Germanic Europe Nordic Europe
Institutional Collectivism	Nordic Europe Confucian Asia	Germanic Europe Latin America Latin Europe
Performance Orientation	Anglo Confucian Asia Germanic Europe	Eastern Europe Latin America
Power Distance	No clusters	Nordic Europe
Uncertainty Avoidance	Germanic Europe Nordic Europe	Eastern Europe Latin America Middle East



CHARACTERISTICS OF CLUSTERS

Observations

Characteristics include -

Anglo - competitive and result-oriented

Confucian Asia - result-driven, encourage group working together over individual goals

Eastern Europe - forceful, supportive of co-workers, treat women with equality

Germanic Europe - value competition & aggressiveness and are more result-oriented

Latin America - loyal & devoted to their families and similar groups

CHARACTERISTICS OF CLUSTERS

Observations

Characteristics include -

Latin Europe - value individual autonomy

Middle East - devoted & loyal to their own people,
women afforded less status

Nordic Europe - high priority on long-term success,
women treated with greater equality

Southern Asia - strong family & deep concern for their
communities

Sub-Saharan Africa - concerned & sensitive to others,
demonstrate strong family loyalty

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Eastern Europe Leadership Profile

- ❖ A leader would be *independent while maintaining strong interest in protecting their position as a leader*

EASTERN EUROPE

Autonomous Leadership

Self-Protective Leadership

Charismatic/Value-Based Leadership

Team-Oriented Leadership

Humane-Oriented Leadership

Participative Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Latin America Leadership Profile

- ❖ **Leader is *charismatic/value-based but somewhat self-serving, collaborative, & inspiring***

LATIN AMERICA

Charismatic/Value-Based Leadership

Team-Oriented Leadership

Self-Protective Leadership

Participative Leadership

Humane-Oriented Leadership

Autonomous Leadership



CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS

Latin Europe Leadership Profile

- ❖ ***Leadership that is inspiring, collaborative, participative, & self-confident – but not highly compassionate***

LATIN EUROPE

Charismatic/Value-Based Leadership

Team-Oriented Leadership

Participative Leadership

Self-Protective Leadership

Humane-Oriented Leadership

Autonomous Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Confucian Asia Leadership Profile

- ❖ **A leader who works & cares about others but uses status & position to make independent decisions without input of others**

CONFUCIAN ASIA

Self-Protective Leadership

Team-Oriented Leadership

Humane-Oriented Leadership

Charismatic/Value-Based Leadership

Autonomous Leadership

Participative Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Nordic Europe Leadership Profile

- ❖ ***Want leaders who are inspiring & involve others in decision making – do not expect them to be concerned with status & other self-centered attributes***

NORDIC EUROPE

Charismatic/Value-Based Leadership

Participative Leadership

Team-Oriented Leadership

Autonomous Leadership

Humane-Oriented Leadership

Self-Protective Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Anglo Leadership Profile

- ❖ ***Want leaders to be exceedingly motivating & visionary, considerate of others, team-oriented & autonomous and not autocratic***

ANGLO

Charismatic/Value-Based Leadership

Participative Leadership

Humane-Oriented Leadership

Team-Oriented Leadership

Autonomous Leadership

Self-Protective Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Sub-Saharan Leadership Profile

- ❖ ***Effective leadership as caring – leaders should be inspirational, collaborative, & not excessively self-centered***

SUB-SAHARAN AFRICA

Humane-Oriented Leadership

Charismatic/Value-Based Leadership

Team-Oriented Leadership

Participative Leadership

Self-Protective Leadership

Autonomous Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Southern Asia Leadership Profile

- ❖ ***Effective leadership as especially collaborative, inspirational, sensitive to people's needs and concerned with status & face saving***

SOUTHERN ASIA

Self-Protective Leadership

Charismatic/Value-Based Leadership

Humane-Oriented Leadership

Team-Oriented Leadership

Autonomous Leadership

Participative Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Germanic Europe Leadership Profile

- ❖ ***Effective leadership is based on participation, charisma, autonomy, but not on face saving & other self-centered attributes***

GERMANIC EUROPE

Autonomous Leadership

Charismatic/Value-Based Leadership

Participative Leadership

Humane-Oriented Leadership

Team-Oriented Leadership

Self-Protective Leadership

CULTURE CLUSTERS & DESIRED LEADERSHIP BEHAVIORS



Middle East Leadership Profile

- ❖ ***Leadership emphasizes status & face saving and de-emphasizes charismatic, value-based & group oriented leadership***

MIDDLE EAST

Self-Protective Leadership

Humane-Oriented Leadership

Autonomous Leadership

Charismatic/Value-Based Leadership

Team-Oriented Leadership

Participative Leadership

UNIVERSALLY DESIRABLE LEADERSHIP ATTRIBUTES

POSITIVE LEADER ATTRIBUTES

Trustworthy

Just

Honest

Foresight

Plans ahead

Encouraging

Positive

Dynamic

Motive arouser

Confidence builder

Motivational

Dependable

Intelligent

Decisive

Effective bargainer

Win-win problem solver

Communicative

Informed

Administrative skilled

Coordinator

Team builder

Excellence oriented



UNIVERSALLY UNDESIRABLE LEADERSHIP ATTRIBUTES

NEGATIVE LEADER ATTRIBUTES

Loner

Asocial

Noncooperative

Irritable

Nonexplicit

Egocentric

Ruthless

Dictatorial



Thank you

Aleksandra Jaskólska

ola@cciq.pl

jaskolska66@gmail.com