



The people component

Introductions



Alette Vonk

- Development sociologist
- Lived in the US for 1 year. Lived and worked in the Development Business in West-Africa for 10 years (Cameroon, Benin, Ghana) and traveled in southern Africa.
- Originally from and currently in the Netherlands
- Trainer/Advisor Intercultural Management

Short story



Relations over task

Collectivism / Individualism



Relation - task // indirect - direct communication // in & outgroup - universalism

Power Distance



decision making // delegation and empowerment // leadership styles

Intelligence Unit - The Economist, 2012

Competing across borders

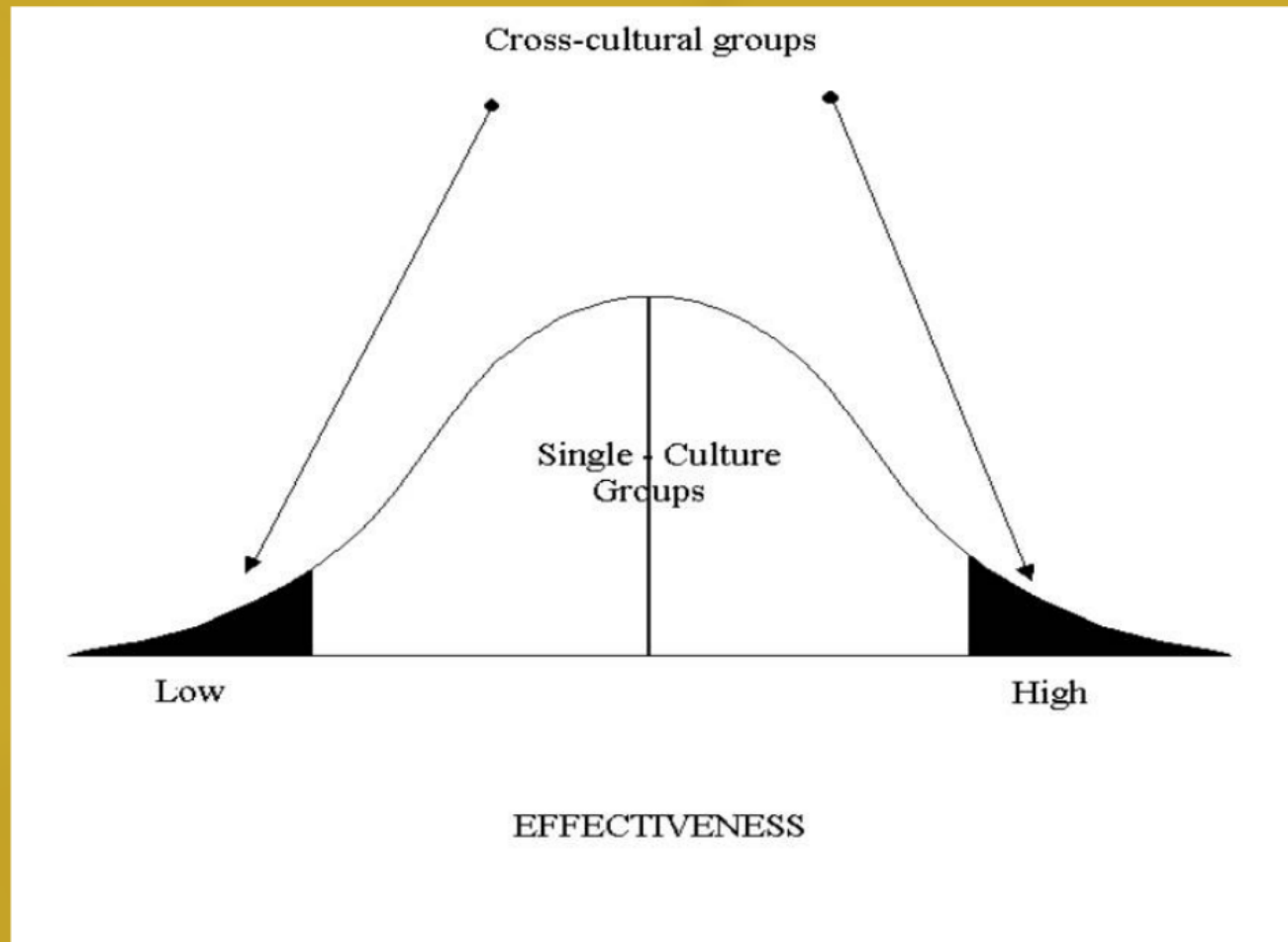
How cultural and communication
barriers affect business

A report from the Economist Intelligence Unit



70 % of the
International
ventures that fail,
are due to
intercultural
misunderstandings

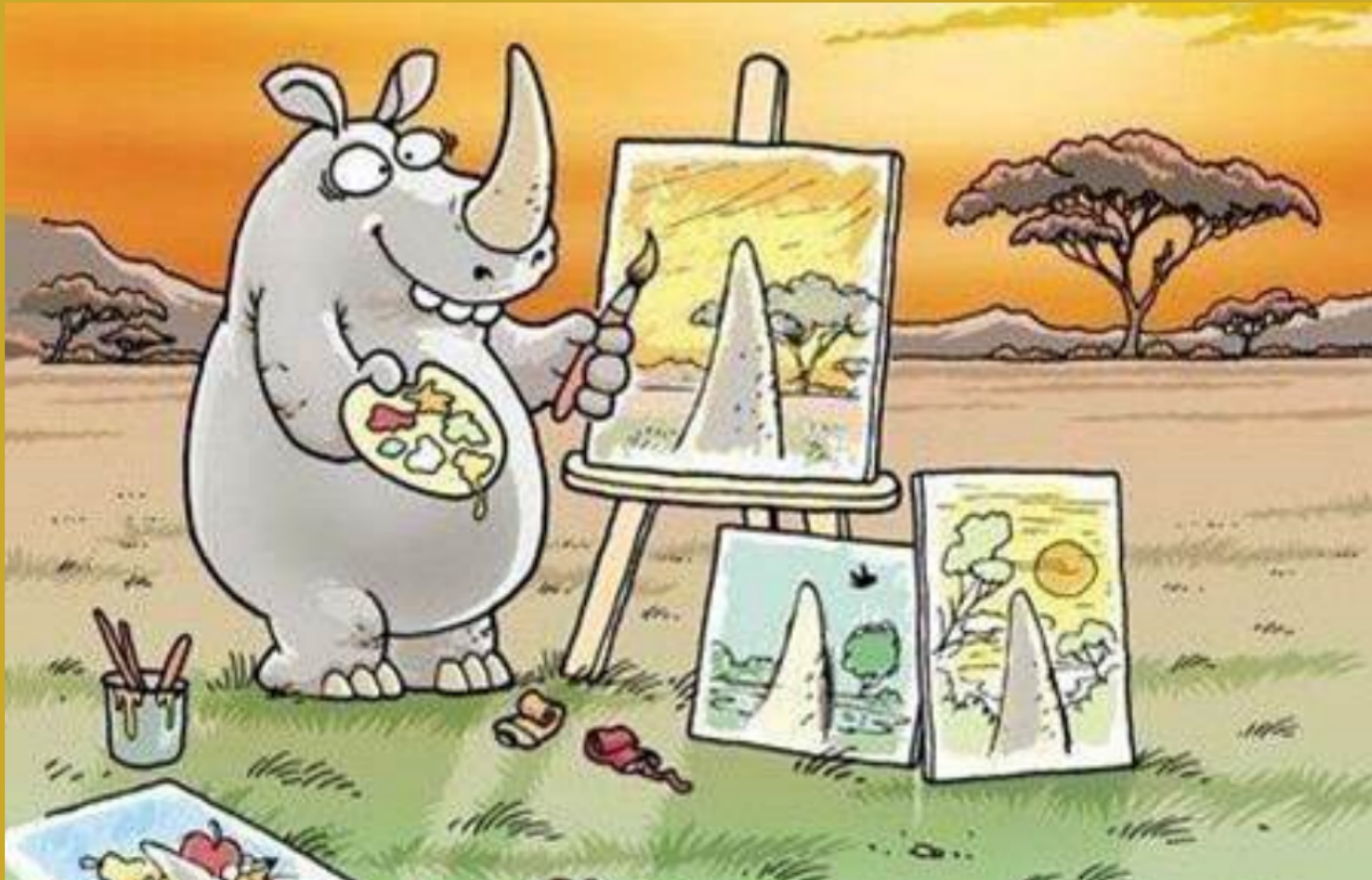
Least and most effective teams



What is Culture?

Culture is the collective programming of the human mind which distinguishes the members of one group from another

(Geert Hofstede)



Six dimensions of national culture

1. Power Distance (PDI)
2. Individualism / Collectivism (IDV)
3. Masculine / Feminine (MAS)
4. Uncertainty Avoidance (UAI)
5. Long term / Short term (LTO)
6. Indulgence / Restraint (IVR)



Prof. Hofstede

Translation of the dimensions into:

How do I make my global business effective

Meetings

Negotiation

Find the right business partner

Building trust

Marketing, Sales en CR

Diversity within teams

Internal en external communication

Bureaucracy and corruption

Motivation of personnel

Planning

HR policy, performance, succession...

Etc - etc.

Masculine / feminine



=> Motivation

Quiz question

The team has come to a plan during the meeting. Afterwards, you find out that some small facts have changed and that some parts of the plan have become less relevant. What do you do?



You'll do the things as planned anyhow, because it is important to live up to the things that we agreed upon.



You change your activities a bit and since the adaptations are small, you write a mail to explain the adjustments you made.



You do nothing until you've talked to the other team members.



You do nothing and wait for the boss to come and check on you.

Quiz questions

The story of the yes and the no

1. Why do people in Africa say yes when the answer might be no?
2. What is the meaning of the yes?
3. How can you find out?

Quiz question

You've made an agreement with a business partner but the first deadlines have passed and you're not sure whether he will be able to live up to it. What can you do?



You phone him every other day, ask whether the work is done and stress the importance of the deadline



You show your anxiety, plead him to do the task, and hope this will make him move ahead



You phone him regularly for a chat and ask how he's doing



You show your anger and make him understand that you are not be played with or you'll end the contract.

Quiz Question

You have an idea to improve one of the working processes. The topic is on the agenda for the meeting next week. What do you do?



You prepare such a good presentation with strong arguments that you're sure everybody will be impressed and supportive



You look for a chance to tell your boss that you have an idea and you try to convince him before the meeting starts



You discuss your ideas with as many colleagues as possible to make sure you'll have a majority behind you during the meeting

Find the right business partner

Marketing, Sales en CR

Internal en external commun

Motivation of personnel

HR policy, performance, suc

- 1. Know the differences: the professional consequences of the dimensions*
- 2. Diversity management of more than two cultures*
- 3. Virtual team management (manage communication without face-to-face)*

