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2. Culture & CRM
3. Culture, defined
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5. ASSESSING U.S. CULTURE
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ASSESSING CULTURES
Using the models we introduced
MULTI-ACTIVE

Warm, emotional, loquacious, impulsive

Courteous, amiable, accommodating, compromiser, good listener

Cool, factual, decisive planners

Source: Richard Lewis Communications Ltd.
<table>
<thead>
<tr>
<th>LINEAR ACTIVE</th>
<th>MULTI ACTIVE</th>
<th>REACTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talks half the time</td>
<td>Talks most of the time</td>
<td>Listens most of the time</td>
</tr>
<tr>
<td>Rarely interrupts</td>
<td>Often interrupts</td>
<td>Doesn’t interrupt</td>
</tr>
<tr>
<td>Confronts with logic</td>
<td>Confronts emotionally</td>
<td>Never confronts</td>
</tr>
<tr>
<td>Does one thing at a time</td>
<td>Does several things at once</td>
<td>Reacts to partner’s action</td>
</tr>
<tr>
<td>Plans ahead step by step</td>
<td>Plans grand outline only</td>
<td>Looks at general principles</td>
</tr>
<tr>
<td>Polite but direct</td>
<td>Emotional</td>
<td>Polite, indirect</td>
</tr>
<tr>
<td>Partly conceals feelings</td>
<td>Displays feelings</td>
<td>Conceals feelings</td>
</tr>
<tr>
<td>Dislikes losing face</td>
<td>Has good excuses</td>
<td>Must not lose face</td>
</tr>
<tr>
<td>Job-oriented</td>
<td>People-oriented</td>
<td>Very people-oriented</td>
</tr>
<tr>
<td>Uses mainly facts</td>
<td>Feelings before facts</td>
<td>Statements are promises</td>
</tr>
<tr>
<td>Truth before diplomacy</td>
<td>Flexible truth</td>
<td>Diplomacy over truth</td>
</tr>
<tr>
<td>Sometimes impatient</td>
<td>Impatient</td>
<td>Patient</td>
</tr>
<tr>
<td>Limited body language</td>
<td>Unlimited body language</td>
<td>Subtle body language</td>
</tr>
<tr>
<td>Respect officialdom</td>
<td>Seeks out key person</td>
<td>Uses connections</td>
</tr>
<tr>
<td>Separates the social and professional</td>
<td>Interweaves the social and professional</td>
<td>Connects the social and professional</td>
</tr>
</tbody>
</table>

Source: Richard Lewis Communications Ltd.

Gerard Hendrik Hofstede

Born: 2 October 1928 (age 86)
Nationality: Netherlands
Fields: Social psychology, Anthropology

Cultures and Organizations
Software for the Mind

Intercultural Cooperation and its Importance for Survival

Geert Hofstede and Gert Jan Hofstede
The Hofstede ("6-D") Model

Source: The Hofstede Centre
Erin Meyer

Adjunct Professor,
Organizational Behavior
INSEAD
8 Dimensions of Cultural Difference

**Communicating**
- low context — high context

**Evaluating**
- direct negative feedback — indirect negative feedback

**Persuading**
- principles-first — applications first

**Leading**
- egalitarian — hierarchical

**Deciding**
- consensual — top-down

**Trusting**
- task-based — relationship-based

**Disagreeing**
- confrontational — non-confrontational

**Scheduling**
- linear time — flexible time

Source: Erin Meyer & HBR
There's no "i" in team

TEAM
In line with the American individuality, is their HIGH COMPETITIVENESS.
Personal competence, professionalism, and accountability for INDIVIDUAL PERFORMANCE are highly valued in American business culture; as a result, HELP IS ONLY SOUGHT IN ESSENTIAL SITUATIONS.
Cognitive trust: Americans trust people based on what they can accomplish, their proven record, skills, reliability, consistency, intelligence, transparency.

“TRUST FROM THE HEAD”
Management, professionalism, collaboration, friendship, smooth work: harmony between teams

"Delivery of this engine paves the way for the final assembly and rollout of the first C919 aircraft later this year," said Mr. Wu Guanghui, vice president of COMAC. "We have been very pleased with CFM’s efficient management, strong technology, and professionalism. In addition, the candid collaboration and deep friendship that has developed between the COMAC and CFM teams resulted in a very smooth joint program."

"It is a great day for the LEAP engine and CFM," said Allen Paxson, executive vice president of CFM International. "This engine is the culmination of more than six years of hard work between the CFM and COMAC teams and represents the launch of the next exciting phase of the C919 aircraft development. We are honored to be a part of this great program."

Hard work, aircraft development: accomplishment and continuation of the program

The LEAP engine was officially launched in December 2009 when COMAC selected the LEAP-1C as the sole Western powerplant for its 150-passenger C919 airplane. The engine incorporates a unique, industry-first fully integrated propulsion system (IPS). CFM provides the engine as well as the nacelle and thrust reverser developed by Nacelle*. These elements, including the pylon provided by COMAC, were designed in conjunction with each other, resulting in a total system that provides improved aerodynamics, lower weight, and easier maintenance.
Communicate meaning and information explicitly.
Conflict is dealt with directly and openly. This direct, robust debate is seen positively and as a sign of progress.
Will not hesitate to say “no” or criticize others in public (remark: in a business context it bears no relation to personal feelings).
SILLY WHOPPER, THAT'S A BIG MAC BOX.
Feedback is also given directly. However, it is usually “sandwiched” by lots of compliments and superlatives (“fantastic”, “outstanding”, “excellent”, etc.), which are not supposed to mean much: it is the CRITICISM in the middle that counts.
"You really did an excellent job with that 'Treating People Fairly' essay - everybody has been very impressed! In the future, it would be better to avoid naming people that haven't accepted all the methods you outline. It's great that you put so much thought into this and a lot of people are going to benefit from it!"
“Time is an organization’s scarcest resource, don’t waste it”.
“Americans don’t always realize that other cultures will rarely, if ever, sacrifice status or protocol for financial gain” (Richard Lewis).

PROMPTNESS, PUNCTUALITY, UNINTERRUPTED MEETING FLOW, DEADLINES!
WORK is at the center of their lives; Americans make clear distinctions between work colleagues and friends in their social life.

**SINGLE ANSWER**

How many vacation days did you take in 2014?
Results for all respondents. Weighting: Off. (1501 responses)
Winner statistically significant.

- **None**: 16.1% (+1.8 / -1.8)
- **Under 5**: 13.2% (+1.8 / -1.6)
- **Between 5-10**: 13.7% (+1.8 / -1.6)
- **Between 10-20**: 15.1% (+1.9 / -1.7)


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**Vacation? No thanks, boss**

By Annalyn Canaky @CNNMoney May 18, 2012 5:48 AM ET

**PAID VACATION DAYS AROUND THE WORLD**

<table>
<thead>
<tr>
<th>Country</th>
<th>Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>28</td>
</tr>
<tr>
<td>France</td>
<td>25</td>
</tr>
<tr>
<td>Greece</td>
<td>25</td>
</tr>
<tr>
<td>Germany</td>
<td>20</td>
</tr>
<tr>
<td>Japan</td>
<td>20</td>
</tr>
<tr>
<td>Mexico</td>
<td>16</td>
</tr>
<tr>
<td>China</td>
<td>10</td>
</tr>
<tr>
<td>United States</td>
<td>0</td>
</tr>
</tbody>
</table>

Unlike many other nations, the U.S. does not require companies to offer paid time off to workers. Americans who are offered vacation often don’t take it. Click on the chart to see why.

NEW YORK (CNNMoney) -- Dubbed the “no vacation nation,” the United States lags behind most other developed countries when it comes to vacation days. But Americans don’t seem to mind.
Focus on practicality, gains, results, application. Americans are more interested in their future than in other people’s past.
Closing

1. Culture & CRM
2. Culture, defined
3. Study models
4. Assessing U.S. culture
5. APPLICABILITY
6. Closing
SOME POINTS TO WATCH OUT FOR
**UNCERTAINTY AVOIDANCE**

**PROS**
- Quick reactions

**CONS**
- Trial and error;
- Risk taker
INDIVIDUALITY

HIGH

PROS

Single pilot? No problem!

CONS

Reluctant to ask for help; “Rambo”
**PROS**

Problem-solver in the cockpit!

**CONS**

“Rambo II, The Sequel”
PRAGMATISM

PROS
Sticks to what works

CONS
Old norms and customs are hard to change
TIME MANAGEMENT

PROS

Start & finish, no loose ends

CONS

Loves simplification, sees most “complications” as unnecessary
CULTURAL SENSITIVITY

PROS

?!?

CONS

Fails to assess him/herself;
Fails to assess others;
Fails to empathize
Introduction
Culture & CRM
Culture, defined
Study models
Assessing U.S. culture
Applicability
CLOSING
CONTENTS
DENIAL: “I don’t need to know about this culture stuff”

DEFENSE: “It’s us and them and we’re better, they are … able to empathize with them and feel the same way”

INTEGRATION: “My identity is not primarily based on any one culture; I am a constant creator of my own reality”

ETHNOCENTRISM

MINIMIZATION

ACCEPTANCE

ADIPTATION

INTEGRATION

ETHNORELATIVISM
Cultural self-assessment
(Erin Meyer’s model):
hbr.org/assessments/culturalprofile
Thank you