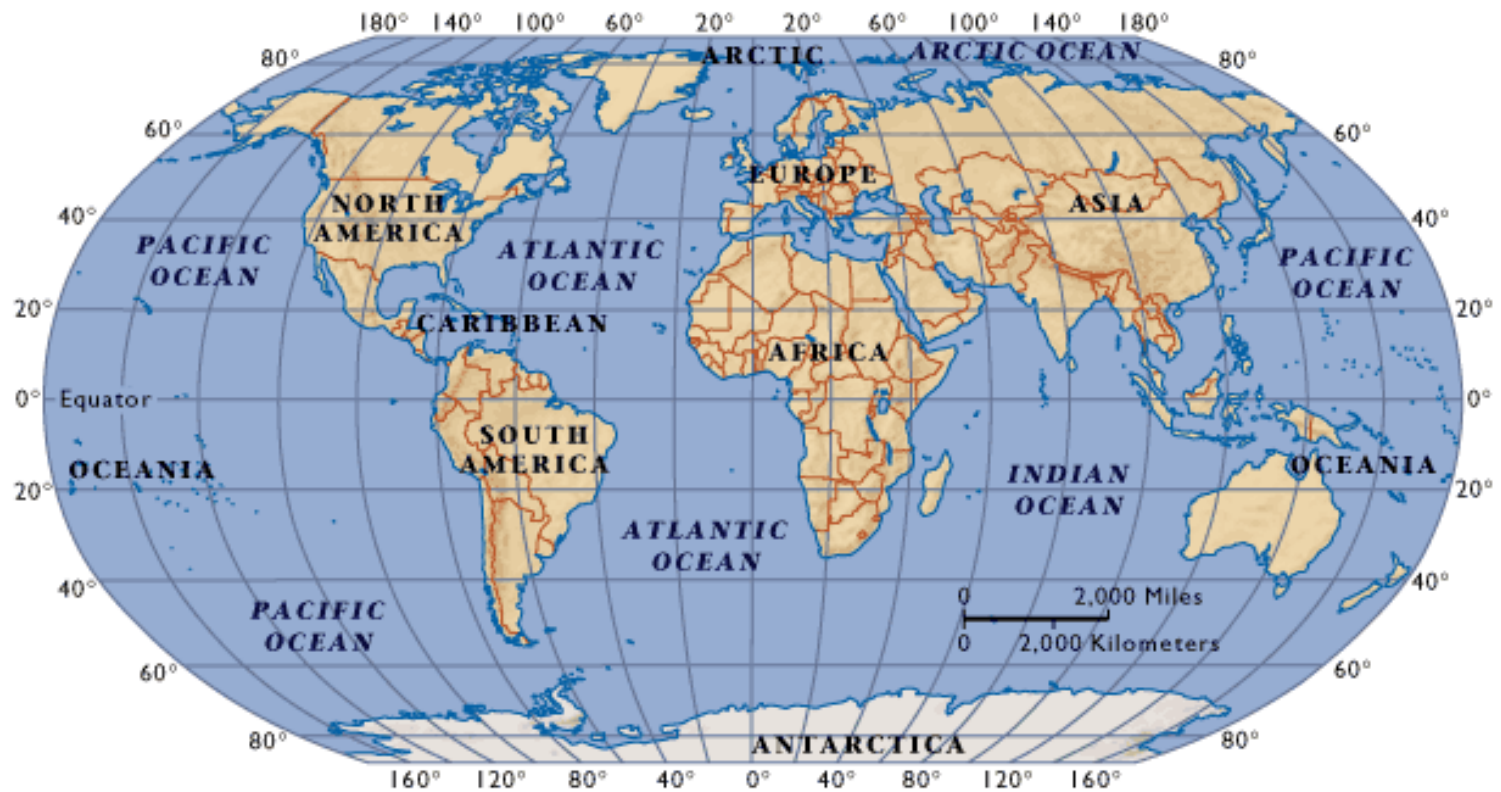


Mastering the intercultural dimension
in international cooperation

Savoir maîtriser la dimension interculturelle
dans le cadre d'une coopération internationale

Dr. Jeanne Boden

The World









Greek tradition
Aristotle 384-322 BC
Picture: School of Aristotle



Roman tradition



Christian tradition

Enlightenment

18th century - **Victory of reason**

French Revolution

Liberty, equality, fraternity

Formulation of **human and civilian rights**

Establishment of **constitution**

Separation of Power

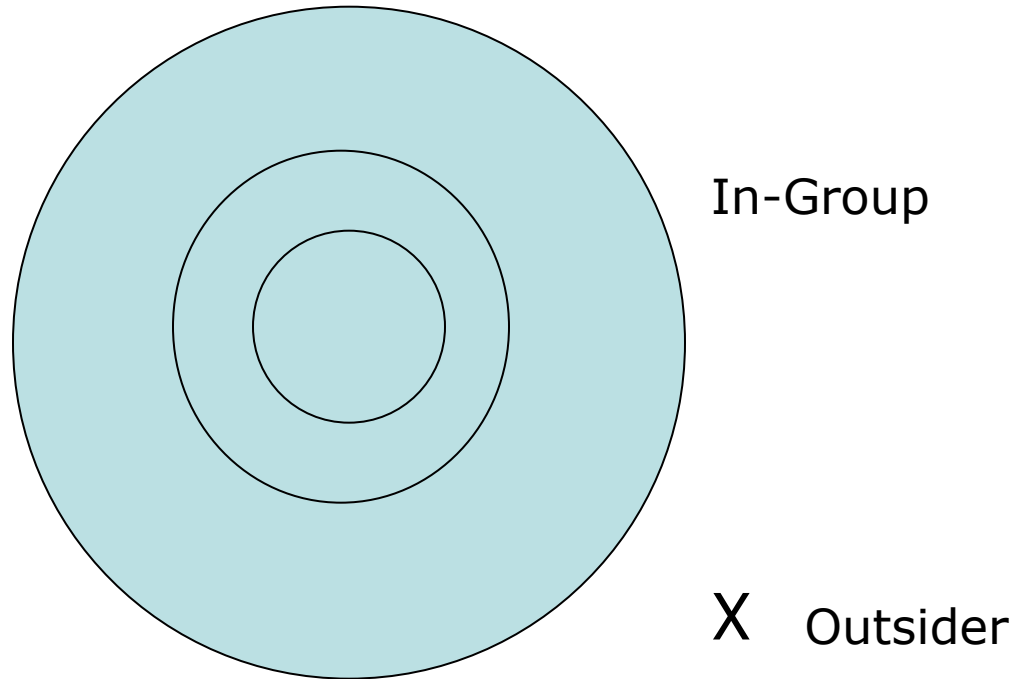
Corporate Culture in Europe

- Law and separation of power
- True – false is like black – white
- Debate and consensus
- Principle of equality between people
- Meeting: everyone gives input
- Direct communication and confrontation
- Planning – deadlines – result-oriented
- Time: professional/private
- Consultative leadership
- Employees expect to have a voice

But in other cultures ...

- A contact is not a contact
- A planning is not a planning
- A meeting is not a meeting
- A leader is not a leader
- A problem is not a problem
- A law is not a law
- A meal is not a meal
- A decent brand is not a decent brand

Insider-outsider ethics



Insider - outsider ethics

First contact: set up relationship

Introducing someone gives responsibility

Intermediary is guarantee

Information sharing with insiders

A planning is not a planning

Synchronic/ cyclical time concept

Overall framework but high flexibility

‘Change is better than planning’

Change whenever opportunities come up

Process-oriented

No clear deadlines

A meeting is not a meeting

- Low power distance

- Discussion

- Fact and figures

- Item per item

- Confrontation

- Problems solved in meeting

- High power distance

- No discussion

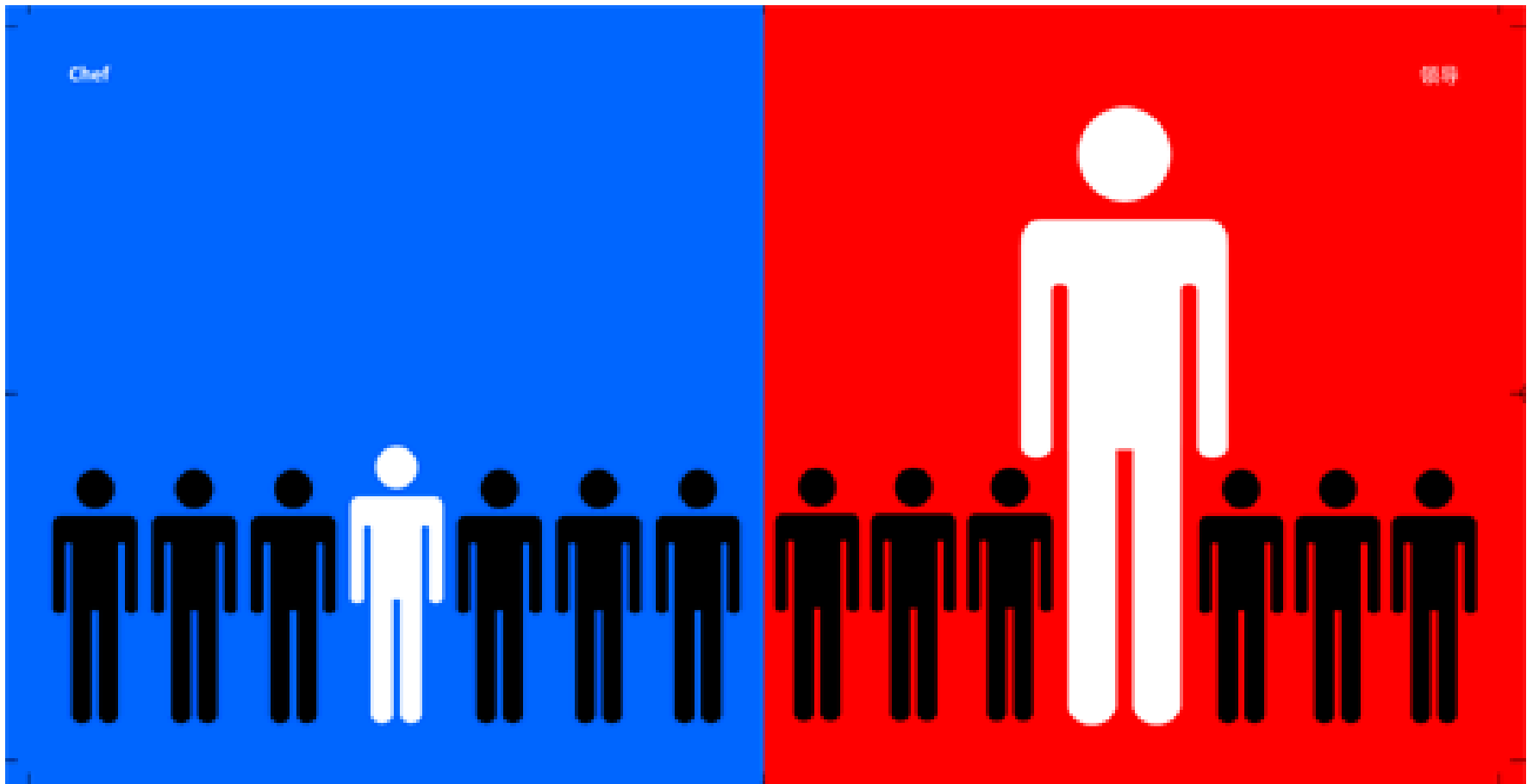
- Human relations

- Not item per item

- No confrontation

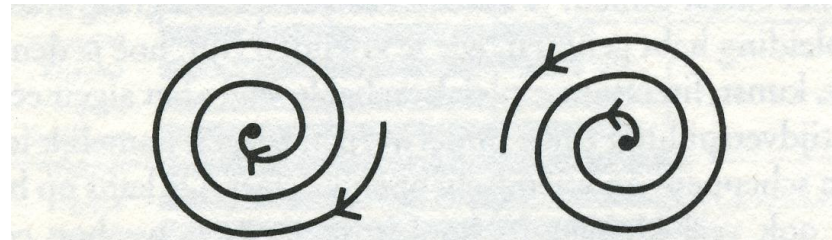
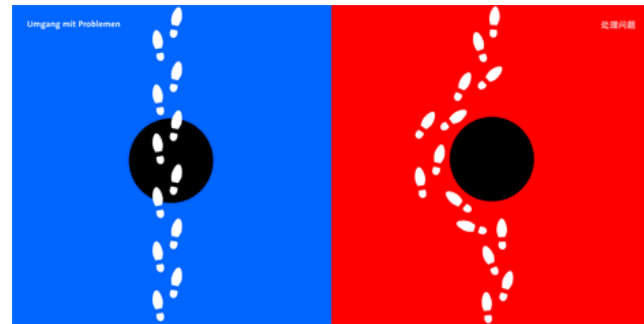
- Problems not solved in meeting

A leader is not a leader



A problem is not a problem

- Shame versus guilt
- No confrontation
- No law suit
- Use of intermediary
- Give face



Conflict Management

Harmony model (Collectivist cultures)

- Conflict avoided/ neglected to avoid losing face
- Conflict related to involved individuals
- Non-confrontational, passive dealing with conflict

A law is not a law



Rule of man versus Rule of law

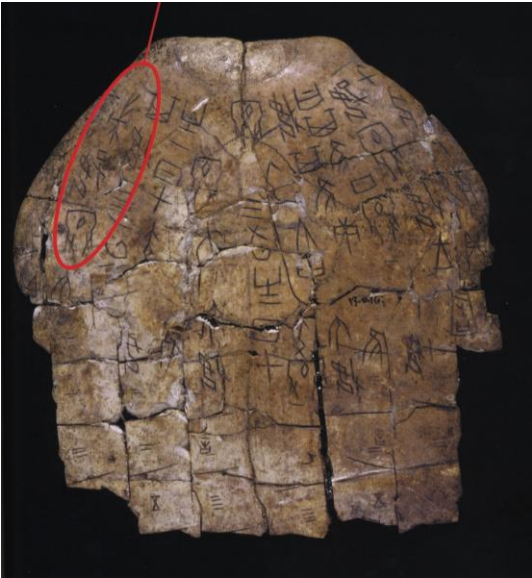
- China
- Islam
- ...

A meal is not a meal

- Chronological
- Individual
- Personal choice







19

10 of the 10 Top IT Service Firms

Get Better Results With Oracle

ORACLE®

甲骨文

JCDecaux

The Confucian model: China, Japan, Korea, ...

Interrelatedness of all things - holistic

Key to social order is: public behavior

Human being has develop:

De	virtue
Ren	kindheartedness
Yi	righteousness
Zhong	loyal
Xiao	filial piety

The Confucian model: China, Japan, Korea, ...

Any group is a hierarchical pyramid

- Family
- Delegation
- Company
- ...

Leader decides

Subordinates follow

A group has 1 leader

Hierarchy

Hierarchic relations

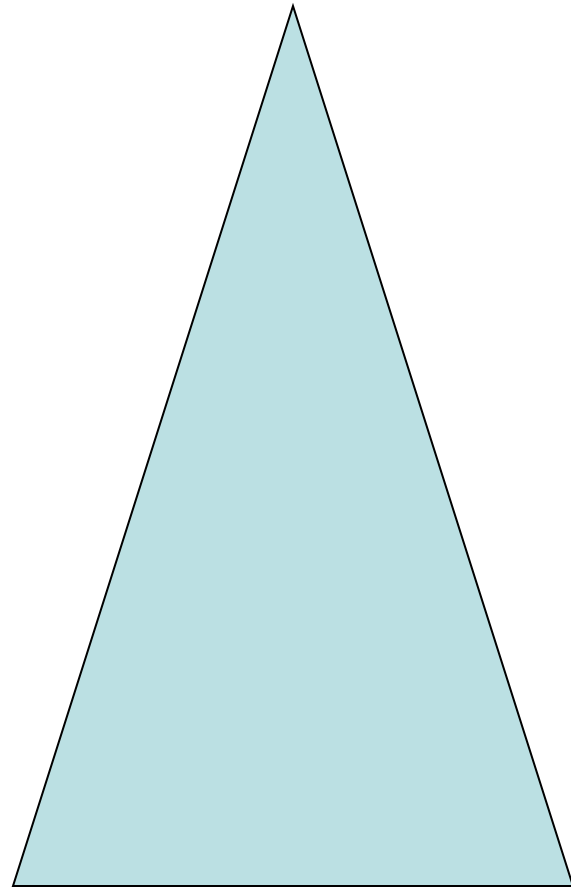
Ruler - subject

Father- son

Older - younger

Man - woman

Older friend - younger friend



Shenzhen China interview vice mayor







Hierarchy in etiquette

Balance in social position between host and guest

Business cards reflect social position

Seating at the table reflects hierarchy between people

Toasting according to hierarchy

Mozambique First Lady Mrs. Maria da Luz Dai Guebuza



Tip: Working with a translator

- Language difference
- Give material upfront: presentation, speech, ...
- Choice of translator
- Who do you talk to
- Know what you can say and what you cannot say

Tip: Insider - outsider

Connect with people to be able to do business

- Relationships: 'we are friends'
- Link with culture in images
- Link with culture in translation

Tip: Information exchange

- Give clear assignments
- Detailed and structured messages
- Understand the connection between relationships and sharing information
- Use pictures/graphs, ... to avoid confusion
- Provide material in required language

Tip: Motivating people

- Awards
- Positive comments on good things
- Invite them with 'important' people
- Take a picture together
- Long term possibilities
- Training (abroad)
- Certificates and diplomas

Tip: Know your customer

- Have a strategy
- Customers compare and look around
- Negotiating
- Build relation with customer in advertising
- Perception of Western products: good quality - very demanding
- Adapt your product to the market
- Group-oriented buying behavior

Tip: Long distance cooperation

- Regular physical presence
- Make one person responsible as communication hub
- Use templates in communication
- Make clear agreements on when and how to meet
- Conference call - same dynamic as meeting

What to do

- Build relationships
- Have a long term mindset
- Be informed about the business environment
- Explain why you do things the way you do
- Explain your culture and expectations
- Keep reserve to negotiate
- Use your knowledge about the country and culture
- Pay attention to cultural preferences
- Respect order of relationships (hierarchy)
- Pay attention to translation

What to avoid

- Taking things for granted



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The Wall Behind China's Open Door

Towards efficient intercultural management in China

Jeanne Boden



Mindmapping China

*Language,
discourse and
advertising
in China*

Jeanne Boden

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