

Comment gérer l'influence interculturelle pour faire aboutir vos négociations lors de vos pratiques d'affaires à l'international



Marc Jacobs, Partner at Hofstede Insights Luxembourg-Belgium

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+120 Consultants in
39 countries

In Organizational Culture and Intercultural Management



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The role of a manager

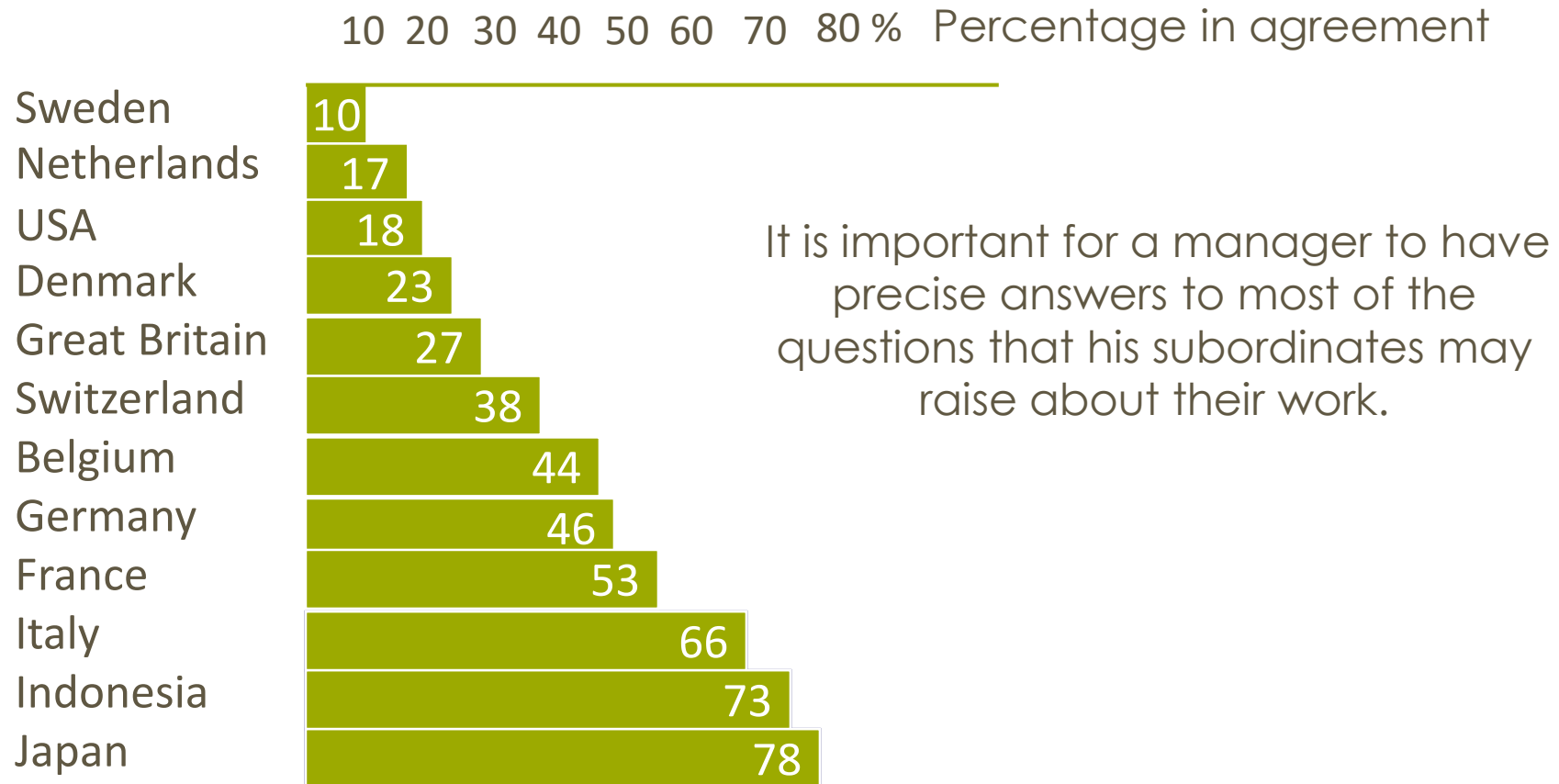
On a scale from 1 – 10

How important is it for a manager to have precise answers to most of the questions that his/her subordinates may raise about their work.

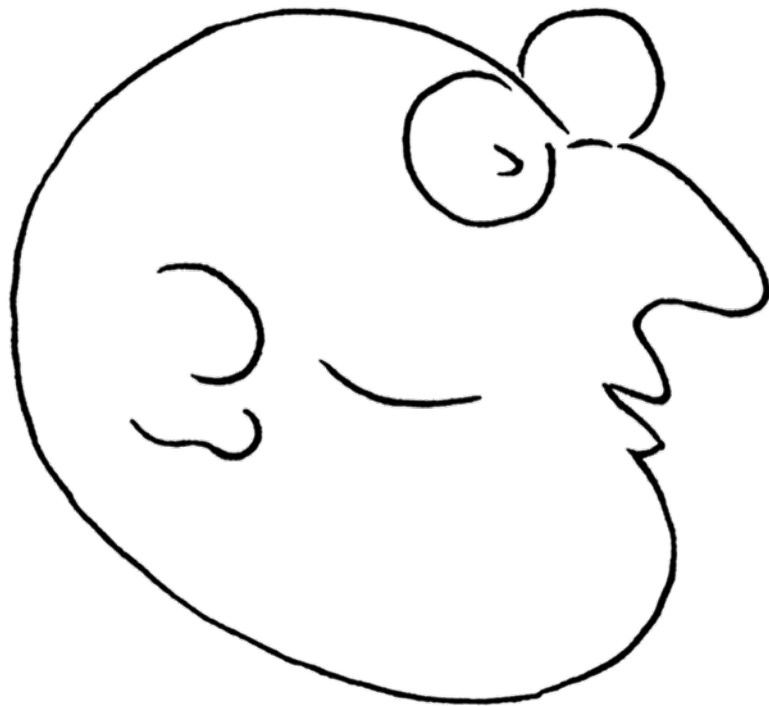
1 : not important at all

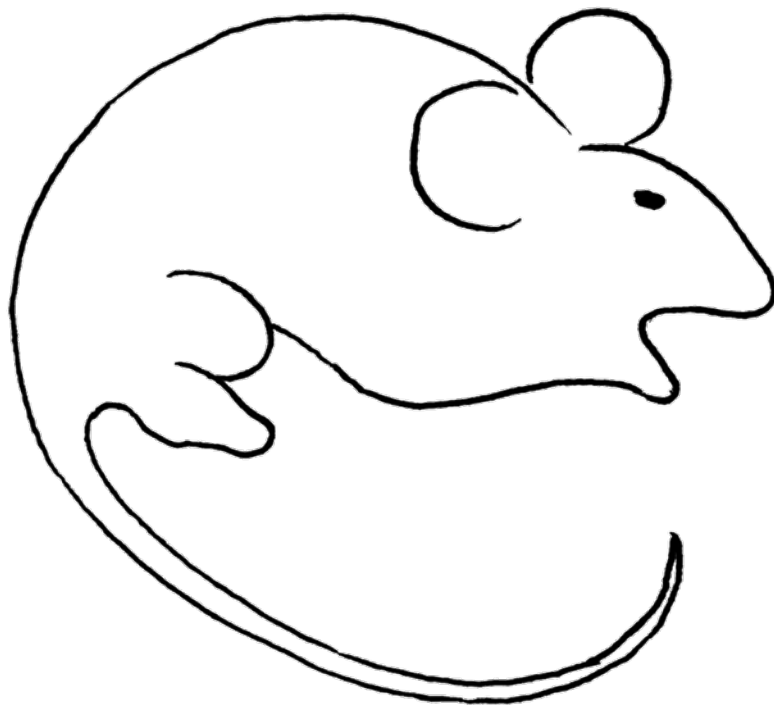
10 : very important

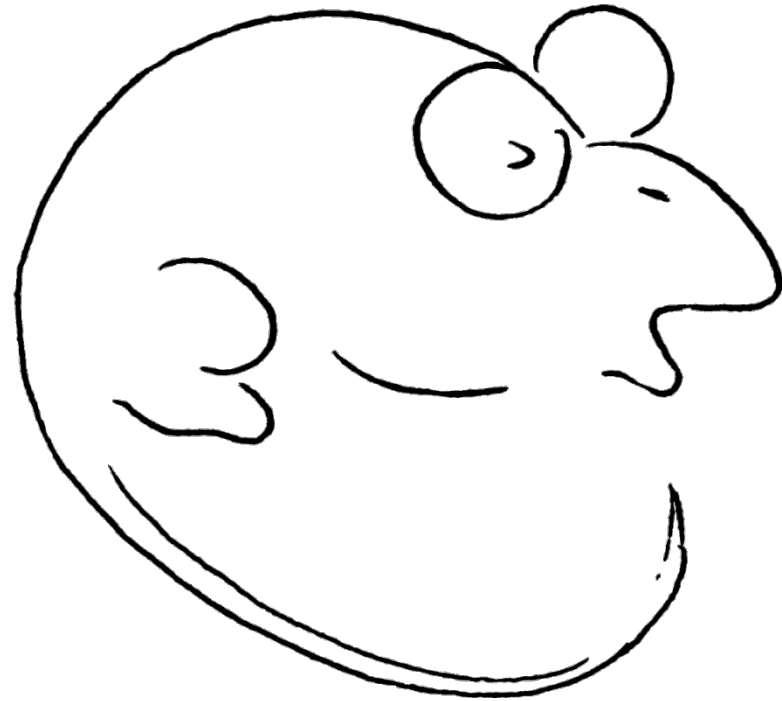
The role of a manager (% in agreement)



An exercise

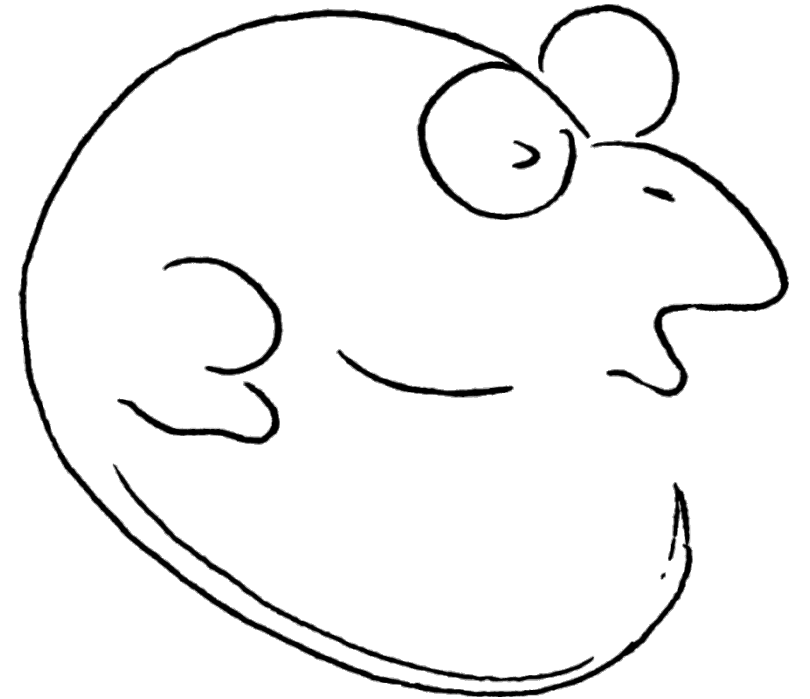
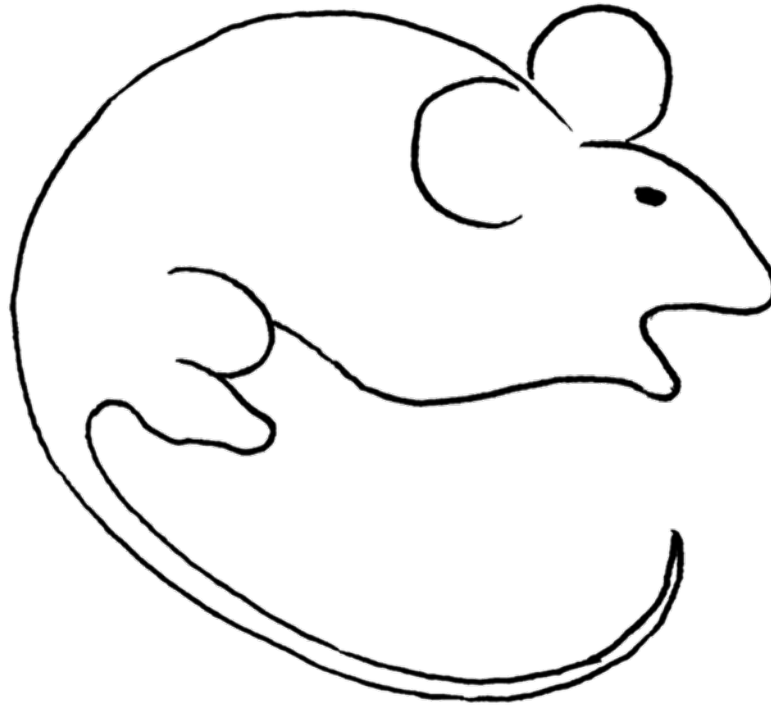
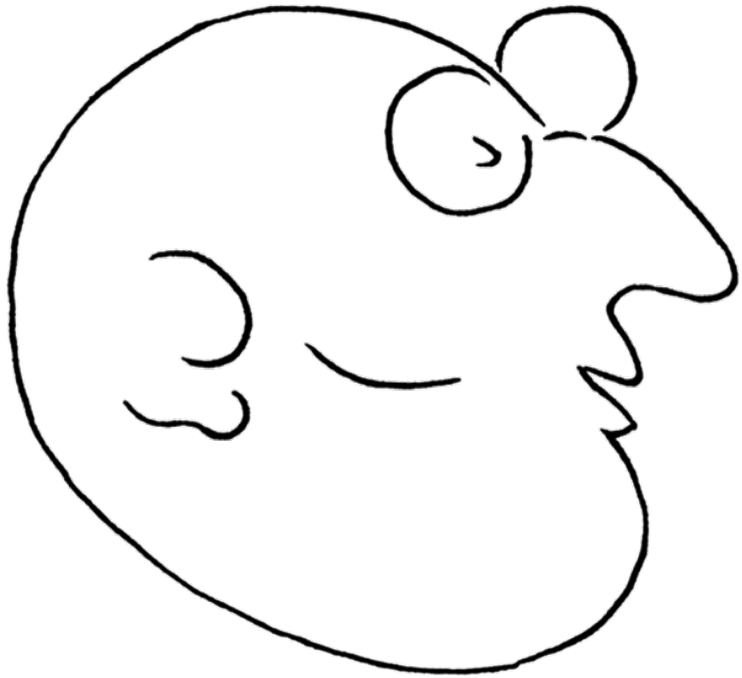






What did you see?

What I showed you





Lesson #1

We can only see the world through our own filter

Mostly we are not even aware of what that filter is.

A fish can't see the water it swims in.

Albert Einstein

Which cultures are described below?

They are...

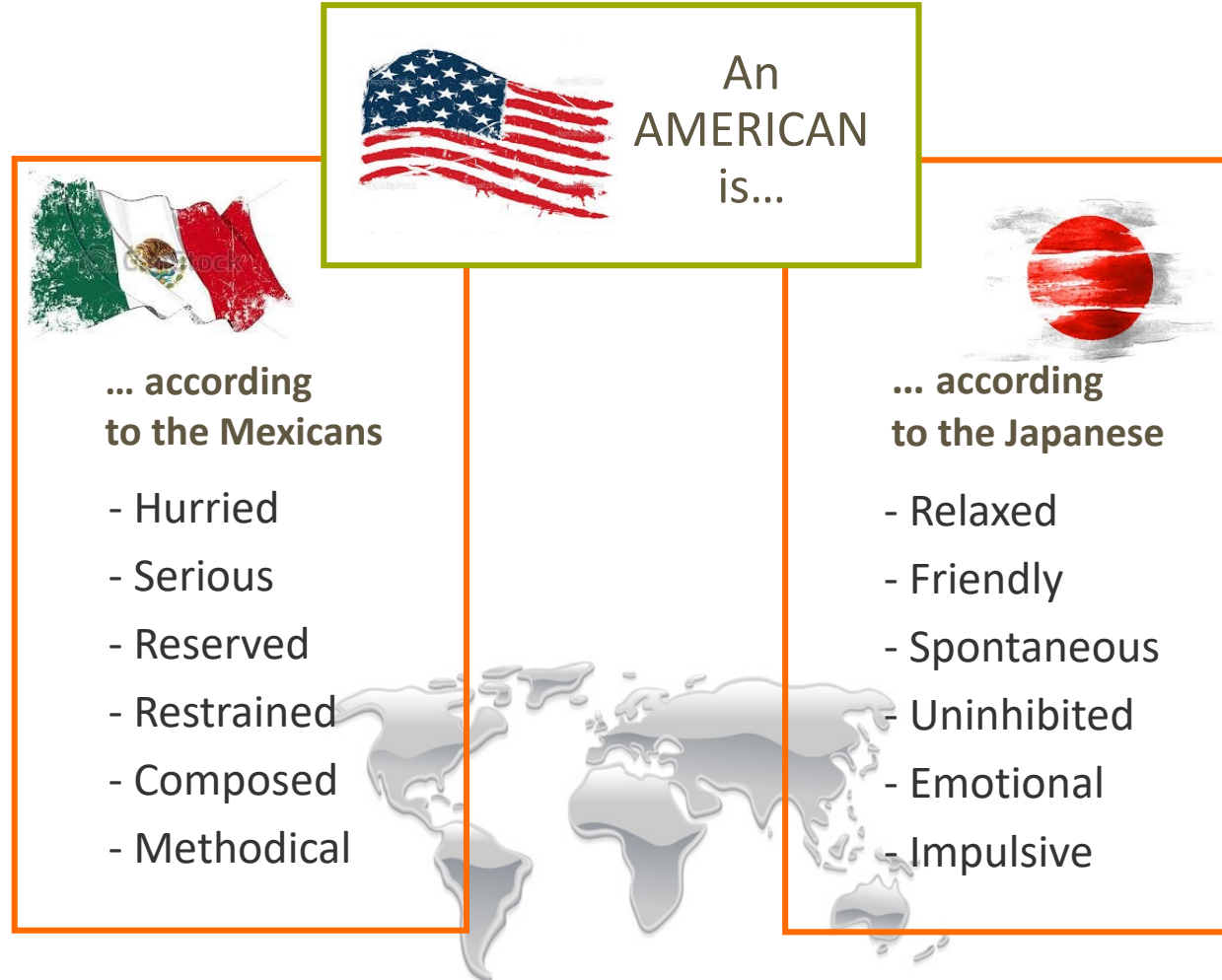
- Hurried
- Serious
- Reserved
- Restrained
- Composed
- Methodical

They are...

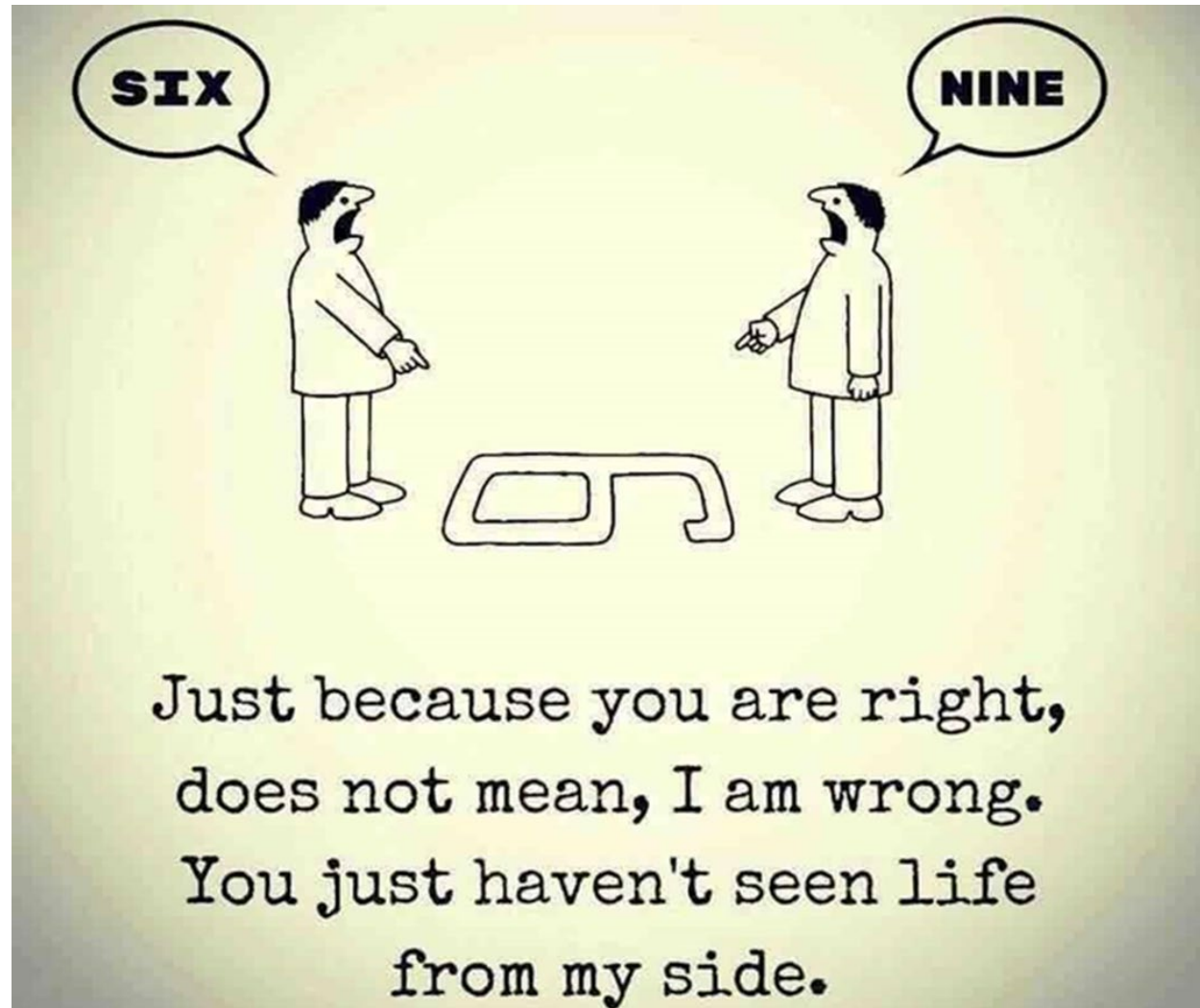
- Relaxed
- Friendly
- Spontaneous
- Uninhibited
- Emotional
- Impulsive



Many misunderstandings come from our cultural filter

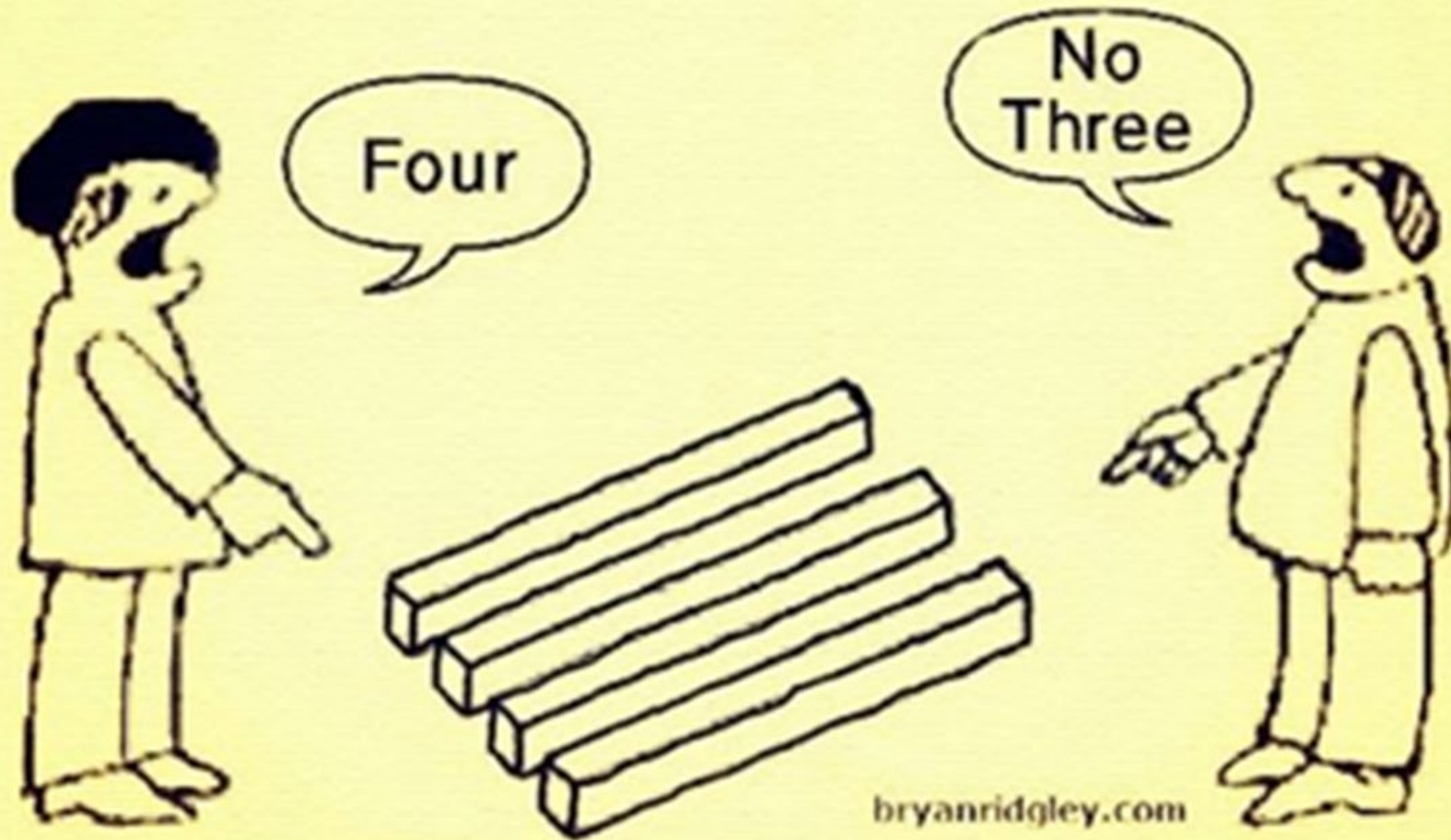


They say: Just put yourself in the shoes of the other !!



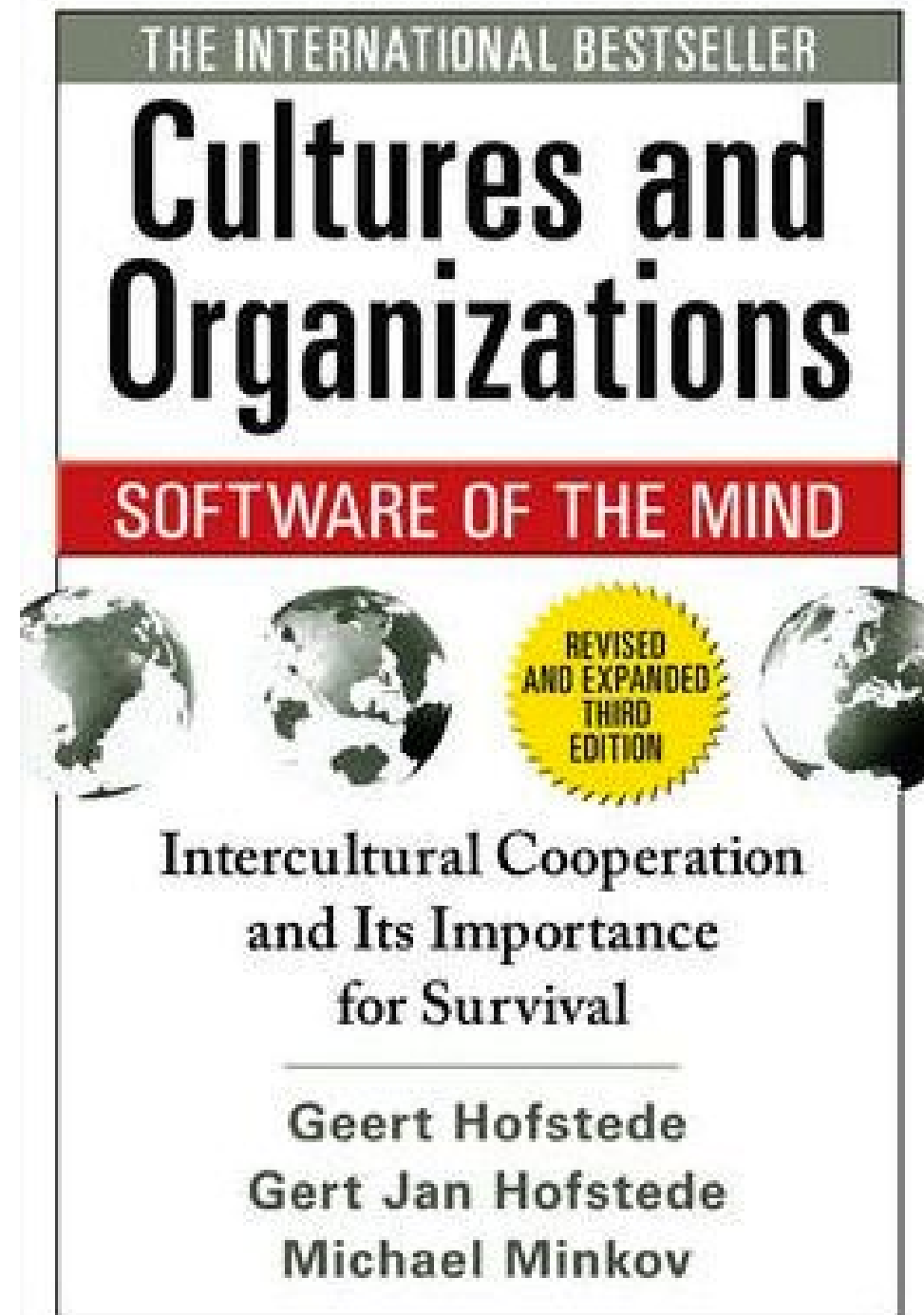
But it's not always that easy

Reality can be so complex that equally valid observations from differing perspectives can appear to be contradictory.

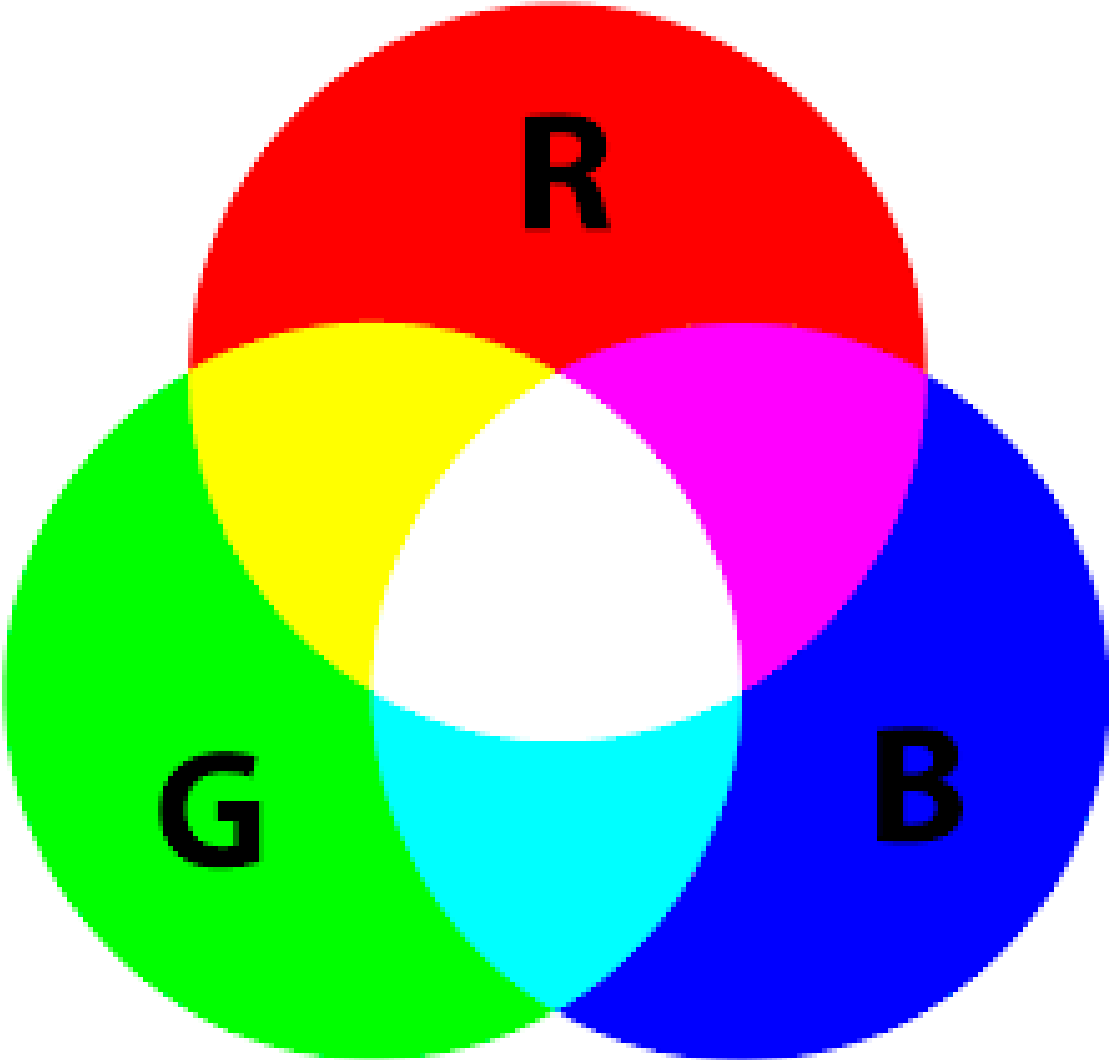


It all started with this book

- Framework that expresses emotions in numbers
- Along 6 dimensions of culture
- Anchored in big data
- Validated by 60+ independent studies
- Data on 110 countries



The concept of dimensions





Uncertainty Avoidance UAI

The 6D model

Power distance (PDI)

Attitude towards Power & Hierarchy

Masculinity (MAS)

Attitude towards Motivation

Long term orientation (LTO)

Attitude towards time

Individualism (IDV)

Attitude towards autonomy

Uncertainty avoidance (UAI)

Attitude towards Uncertainty

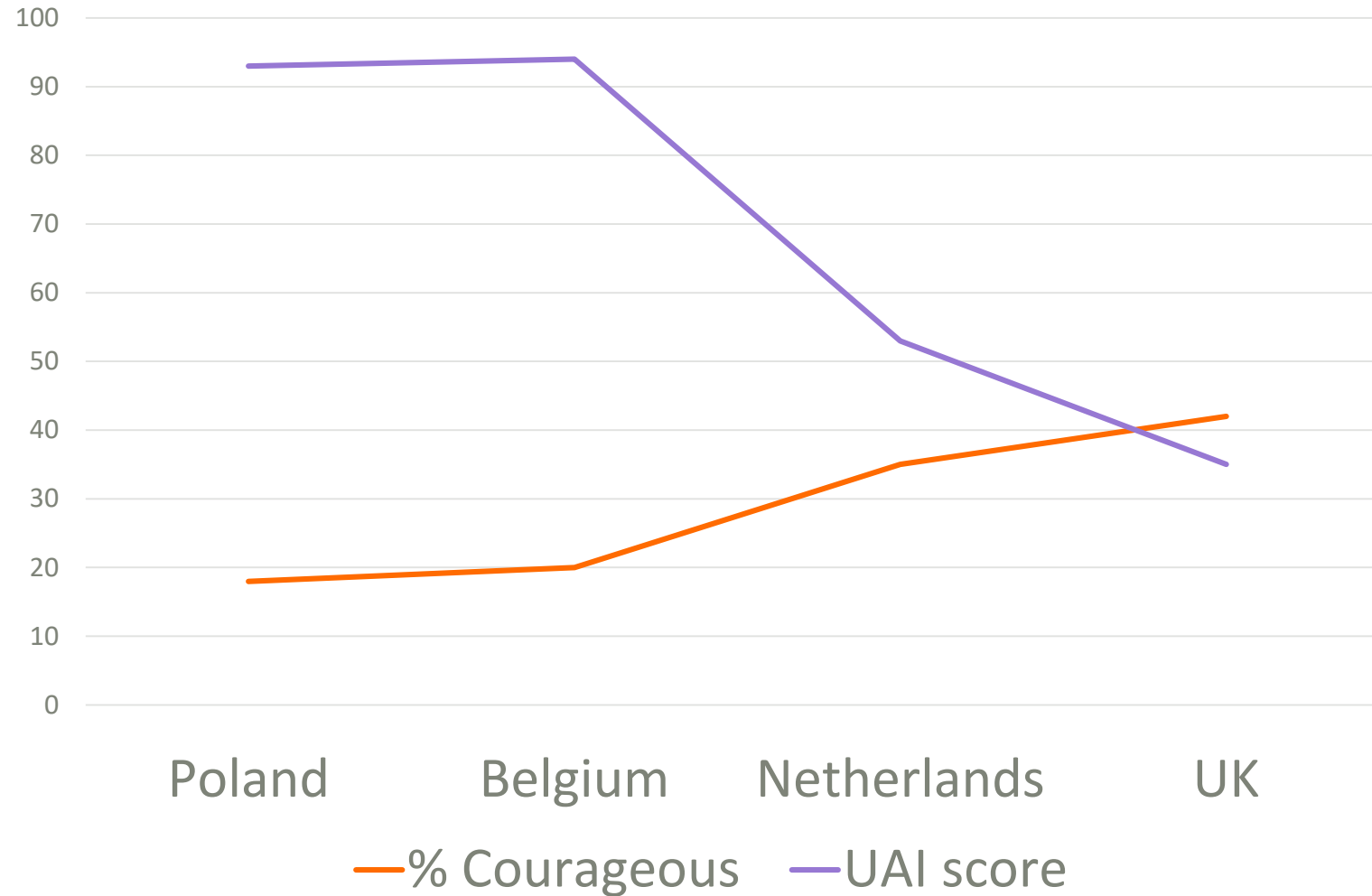
Indulgence-Restraint (IND)

Attitude towards Happiness

Uncertainty Avoidance UAI

The extent to which people feel threatened by **uncertainty and ambiguity** and try to avoid such situations or try to **control** them.

Uncertainty Avoidance UAI



Uncertainty Avoidance UAI

EMPIRICISTS (low)

Observe & Try

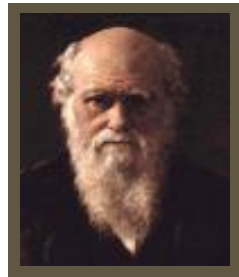


Isaac Newton 



Carl Linnaeus 

Common sense is valued



Charles Darwin 


Repeat what works
=> Best practices

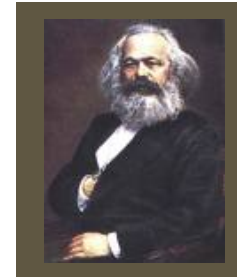
Common law

PHILOSOPHERS (high)

Think & Analyse




Jean-Paul Sartre 



Karl Marx 

Need to understand why something works
=> Concepts

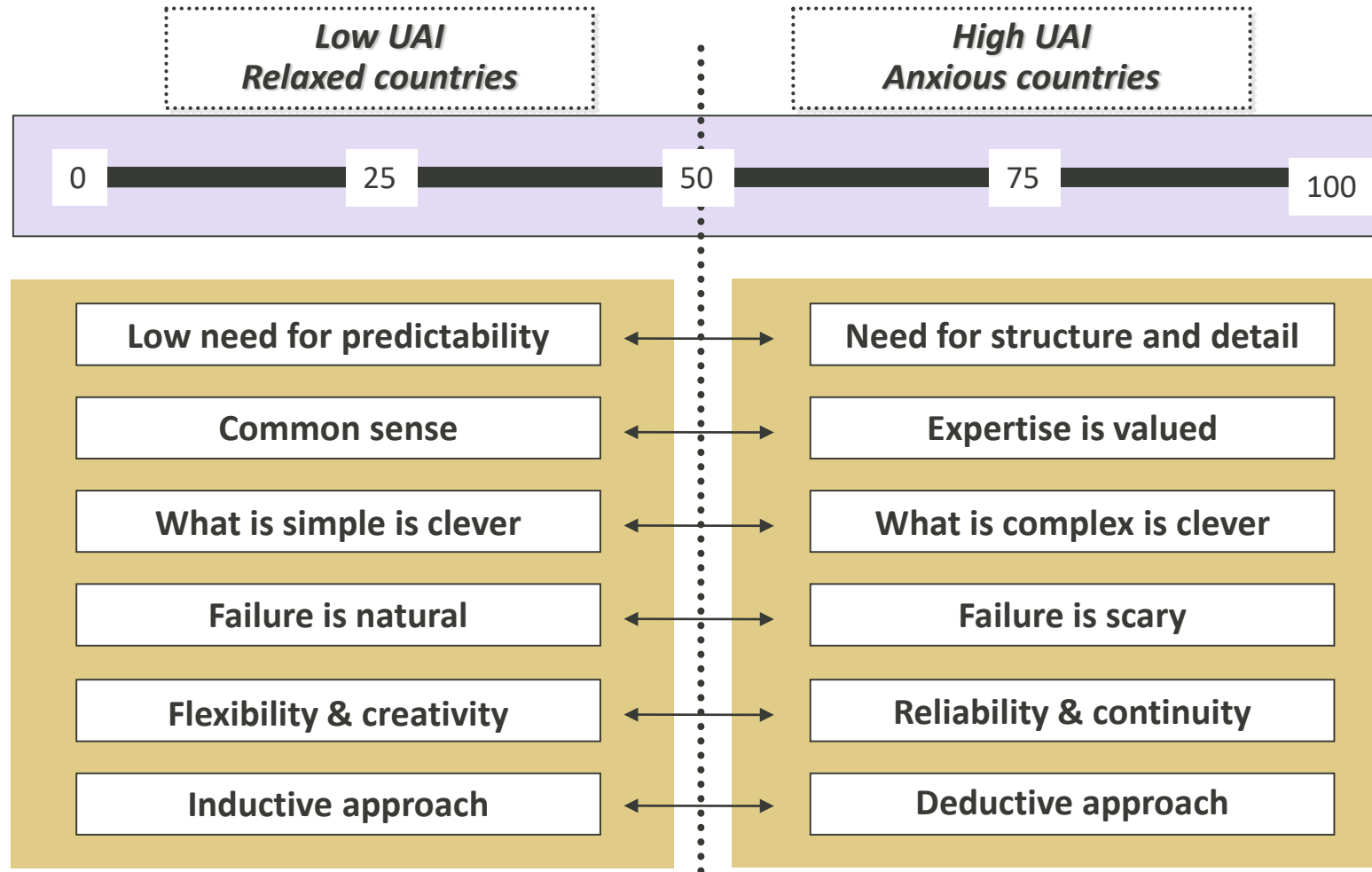


Iouri Samarine 

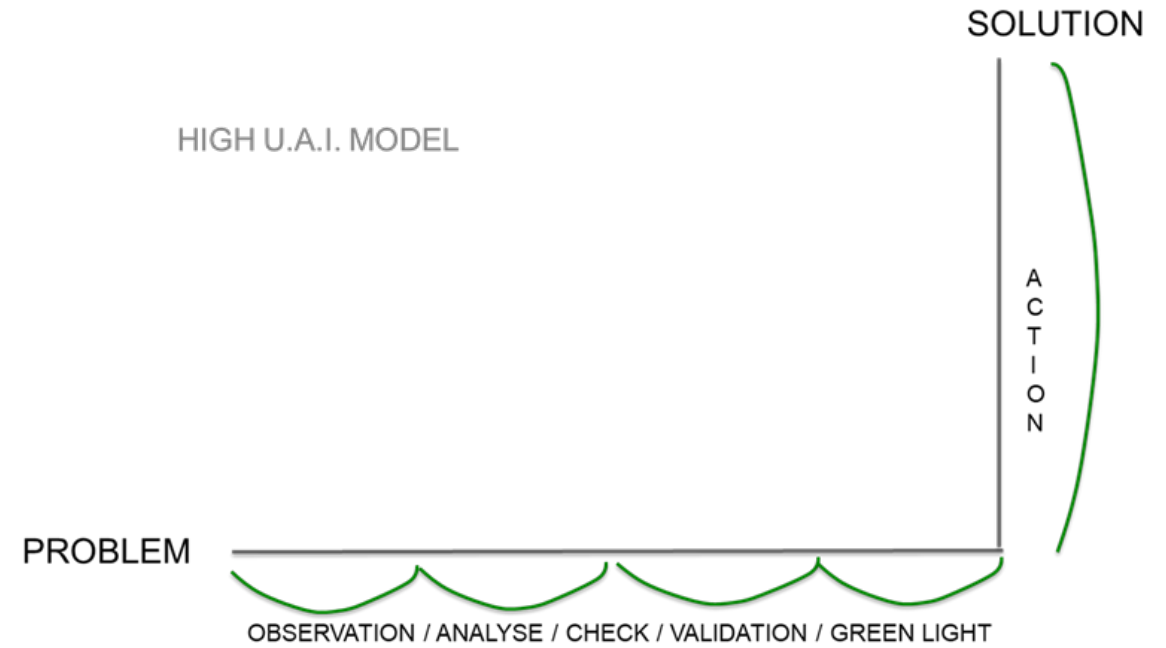
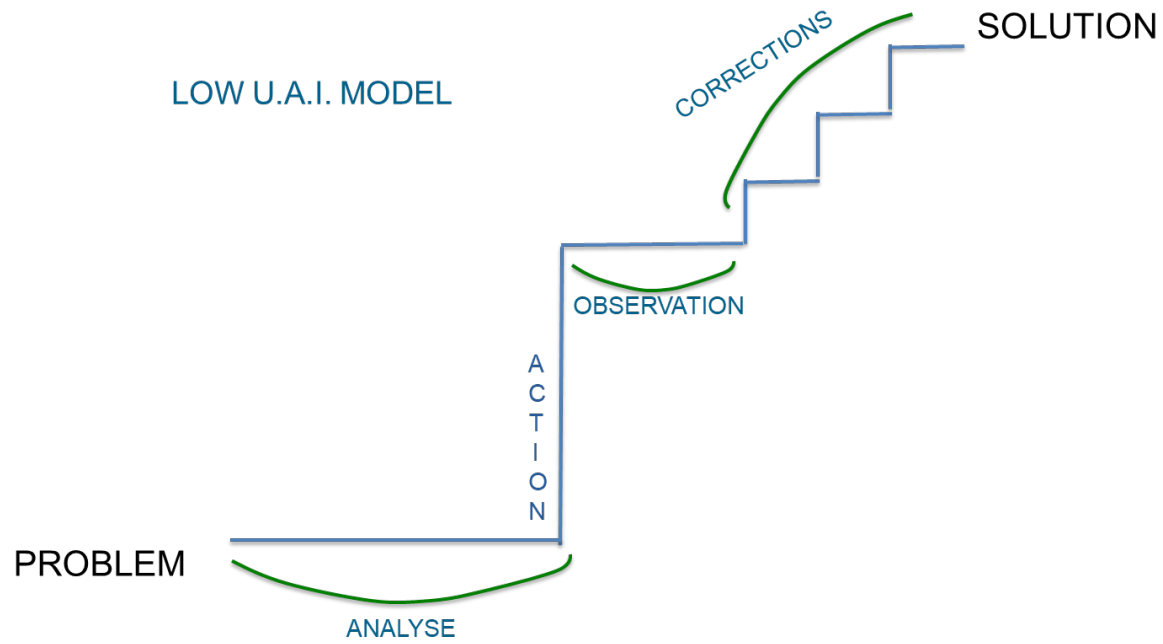
Expertise is valued

Civil law

Uncertainty avoidance: Key Ideas



Project management



Negotiate like a local

- Operationalizes the 6D model for international B2B negotiation
- Macro level approach
- 7 mindsets / 7 types of negotiators

Endorsed by David Arnold, Prof of Marketing at London Business School

Negotiate like a local

7 Mindsets to increase your success rate
in international business

Jean-Pierre Coene & Marc Jacobs



Based on Hofstede's
6D model of national culture

TEST YOURSELF
50% discount code p. 38

Clustering Cultures: The egalitarian world

Power distance (PDI)

Attitude towards Hierarchy



Individualism (IDV)

Attitude towards autonomy

Masculinity (MAS)

Attitude towards Motivation

Uncertainty avoidance (UAI)

Attitude towards Uncertainty

The Competitors



competition
achievement
innovation
accountability
win lose
ambition
winning
win
confidence
overselling
change
winner

Negotiation is a battle.
Life is about winning versus losing.
He/she who comes second is the first loser.

Competitors

GB
IRE
USA
NZL
AUS
CAN

PDI IDV MAS UAI
↓ ↑ ↑ ↓





Negotiate like a local

And win like a star

ness

The Organizers



deductive principles thinking
guarantees structure standardisation
reliability autonomy
expertise
process

Negotiation is a process

First negotiate the process, then follow it strictly

Experts are powerholders

Organisers

Germany
G. Swiss
Czech Rep.
Hungary
Austria

PDI IDV MAS UAI
↓ ↑ ↑ ↑



The Connected



consensus
win/win^{egalitarian}
cooperation poldermodel
direct

Negotiation is a quest for win/win & consensus
Finding consensus requires, direct and open communication

Connected

Denmark
Sweden
Netherlands
Norway
Finland

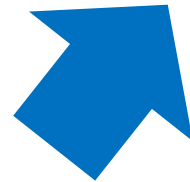
PDI IDV MAS UAI
↘ ↗ ↘ ↗



Clustering Cultures: The hierarchical world

Power distance (PDI)

Attitude towards Hierarchy



Individualism (IDV)

Attitude towards autonomy

Masculinity (MAS)

Attitude towards Motivation

Uncertainty avoidance (UAI)

Attitude towards Uncertainty

The Diplomats



elegance
philosophy
honour
logic
analysis
hierarchy
protocol

Negotiation is a 'ballet diplomatique'
Your counterpart typically only has a partial mandate

Diplomats

France
Belgium
Swiss F.
Italy N.
Spain
Poland

PDI IDV MAS UAI
↗ ↗ → ↗



A personal story



Rather indirect / diplomatic
direct

Partial mandate = normal

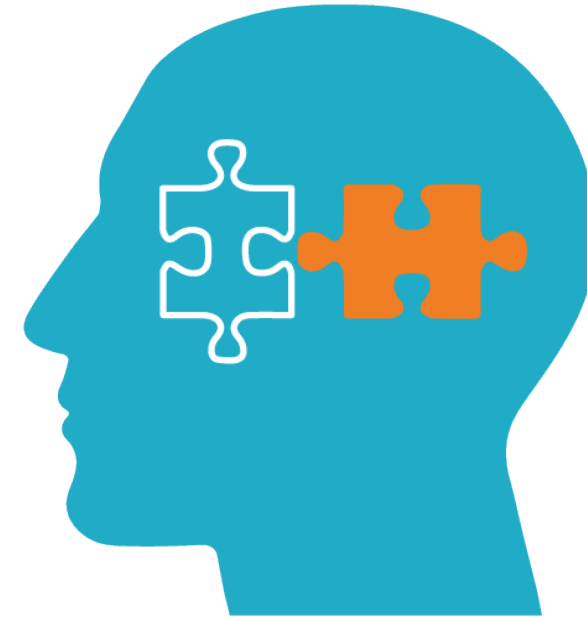
mandate



Very



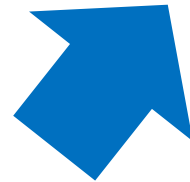
Full



Clustering Cultures: The collectivist world

Power distance (PDI)

Attitude towards Hierarchy



Individualism (IDV)

Attitude towards autonomy



Masculinity (MAS)

Attitude towards Motivation

Uncertainty avoidance (UAI)

Attitude towards Uncertainty

The Reciprocators



indirect
loyalty
face
procedures
relationship
harmony
hierarchy
honour
formality

Reciprocators

Russia
Brazil
Korea S.
Portugal
Greece
Morocco

PDI IDV MAS UAI
↑ ↓ → ↑

It's all about the relationship
Negotiation is an exchange of favours
Make sure you identify the real powerholder

The Marathonians



flexibility
loyalty

relationship

adaptable
harmony

hierarchy

Marathonians

China
Hong Kong
Indonesia
India
Sri Lanka

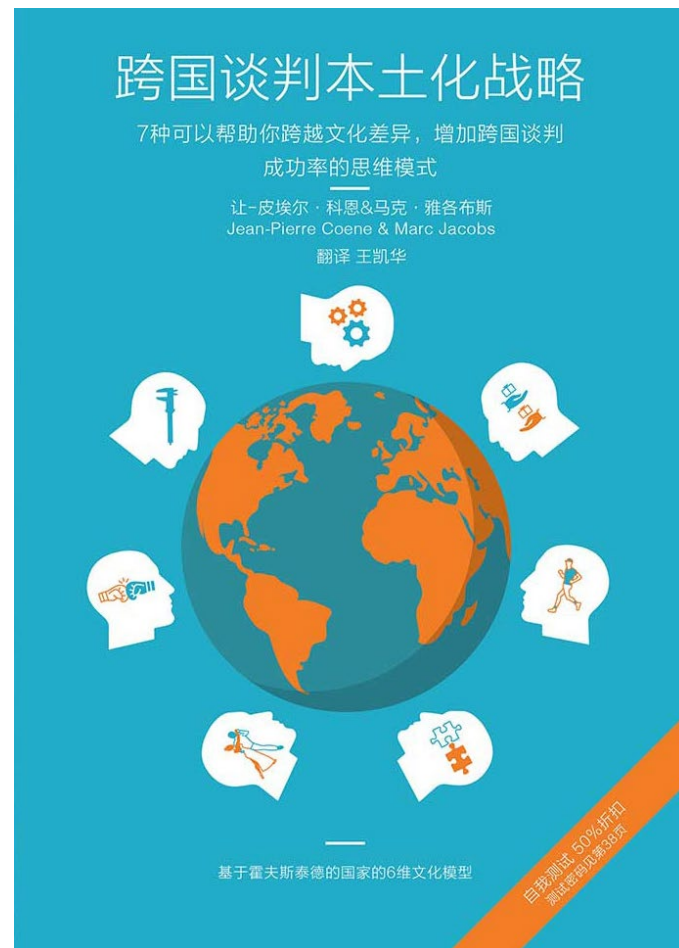
PDI IDV MAS UAI
↑ ↓ ↔ ↓

Nothing is agreed until everything is agreed
A contract = NOT meant to govern the
relationship

Make sure you identify the powerholder



A personal story



The Craftsmen



process **face**
honour
system
precision
reliability
indirect

Negotiation is a search for perfection

Nemawashi: make sure you identify the powerholders

Craftsmen

Japan

PDI IDV MAS UAI



7 mindsets : 7 types of Negotiators



PDI IDV MAS UAI
↓ ↑ ↑ ↓



PDI IDV MAS UAI
↑ ↑ → ↑



PDI IDV MAS UAI
↓ ↑ ↑ ↑



PDI IDV MAS UAI
↑ ↓ → ↑



PDI IDV MAS UAI
→ → ↑ ↑



PDI IDV MAS UAI
↓ ↑ ↓ →



PDI IDV MAS UAI
↑ ↓ → ↓

My recommendations

- Focus on similarities and use them as foundations to bridge differences
- Don't judge, be curious and always ask yourself 'why ?'
- Be aware of your own cultural programming & try to determine the other's cultural programming
- Use 'simple' & explicit language

Tools & further reading

Our country comparison tool

<https://www.hofstede-insights.com/product/compare-countries/>

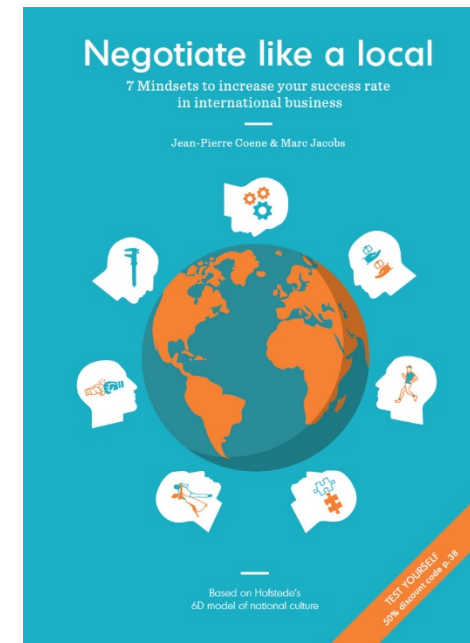
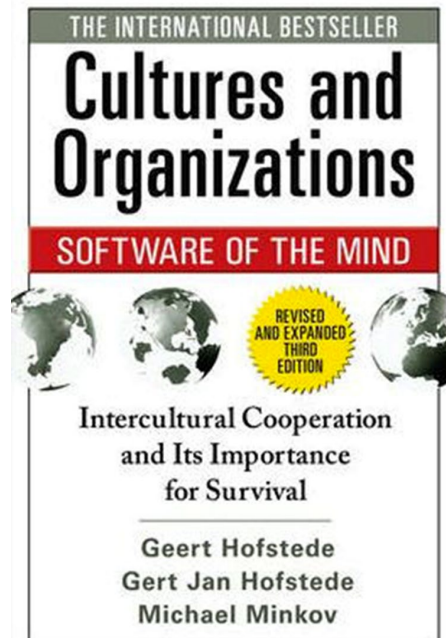
Culture Compass Tool

<https://www.hofstede-insights.com/product/culture-compass/>

The Clusters (applied to international business)

www.negotiatelikealocal.com

Also available on



Thank You *Mahalo*
Kiitos
Tack
Grazie **Thanks** *Toda*
Obrigado
Takk **Gracias** **Merci**
Danke!



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