



FRAMATECH

HOW TO NAVIGATE IN A MULTICULTURAL ENVIRONMENT ?

October, 2024

Internal seminar for :





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HOW TO NAVIGATE IN A MULTICULTURAL ENVIRONMENT ?

NOTE FOR THE READER WHO DID NOT ATTEND THE SEMINAR

The attached documentation is that which was used as a support to illustrate the presentations made during the seminar " **HOW TO NAVIGATE IN A MULTICULTURAL ENVIRONMENT ?** " and therefore only represents part of the information given on this occasion.

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How to navigate in a multicultural environment ?

Energy Pool
Smart energy management

October, 2024

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Presentation of the speaker



- Olivier has more than 35 years of experience in France and Abroad, including 10 years of expatriation in Asia and Africa. Over the course of his career he developed in well over 70 countries, business deals through distribution and representation networks, and created or managed local manufacturing subsidiaries as well as major profit centers.
- In particular, he successfully sold and installed textile and agro-industrial equipment in Asia and Africa, created or helped develop start-up companies in the internet and telecom sectors, and went on to manage a GSM operator in Gabon.
- He recently developed for the Foselev Group (450M€ - 2500 emp.) its international footprint through the establishment of local subsidiaries in Mozambique and Malaysia, and a Joint-Venture in Saudi Arabia, where he acted as interim CEO of Foselev Saudi Arabia during the 2020 Covid-19 Pandemic.
- He has an Engineering degree from « Arts et Métiers » School, with a specialization in Foreign Trade (CECE-CSTI) and holds a MBA (Leading Change) from the IAE Aix en Provence. He is a member of the French Foreign Trade Advisors Association (CCEF, sponsored by the french Government) and a founding member of Africalink Community of Entrepreneurs linking Europe and Africa. He was also President of the IAE Aix Alumni Association (2009-12).

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LES CONSEILLERS DU COMMERCE EXTERIEUR DE LA FRANCE

AFRICALink
La communauté des entrepreneurs d'Afrique de Méditerranée et d'Europe

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Some achievements in multicultural contexts...

2012-2022

- > Creation of a Subsidiary in Mozambique for a 450M€ Group of companies
- > Creation of a subsidiary in naval maintenance (war submarines) in Malaysia
- > Negotiation and development of a Joint-Venture in Saudi Arabia in partnership with a USD4Billion Construction Company
- > interim General Manager of a local Saudi Company (200 employees from 14 nationalities) during the Covid-19 pandemic
- > Creation of subsidiaries in Congo, DR Congo, Ghana, Ivory Coast, Cameroun and of a local production subsidiary in India

2004-2007

- > General Manager of a telecom Operator in Gabon (100 employees, 15M€)

1988-1996

- > Aftersales Manager for a french manufacturer of textile machinery based in Hong Kong with operations in South Korea, Taiwan, Thailand, Indonesia and China
- > Creation of a maintenance and assembly workshop in South Africa
- > Sales, installation and maintenance of agro-industrial equipment in South Africa, Chile, Thailand, Vietnam, UK...



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 Energy Pool
Smart energy management

Managing an International Company in a multicultural context

 **THE CULTURE MAP**
Decoding how people think, lead, and get things done across cultures...
ERIN MEYER

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Summary

- 1. Introduction
- 2. The 8 scales
- 3. How to listen and act
- 4. Additional contribution
- 5. Conclusion
- 6. Bibliography & Annex

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Introduction

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Intercultural differences can cause disasters

Failure > 80% of acquisitions

Failure of big negotiations or Projects

Serious conflicts when the parties cannot agree on the substance.....

... And most of misunderstandings are due to cultural differences

- We all think that we are normal and that it is others who have a problem: we must not judge but accept that cultures are different. Then identify them and manage the difference Develop diversity to better illustrate these differences and look at the strengths that it brings through complementarities

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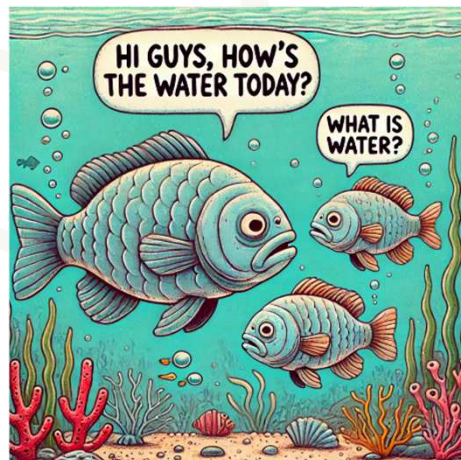
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The cultural phenomenon

- Culture is a set of implicit or explicit rules, codes, languages, and common historical references, which leads the individuals who make up the group to think and act in a similar way, and more or less different from those who are not part of it.
- The same states, events, words, attitudes and behaviors will be apprehended differently by people from different cultures.
- This is typical between countries and sometimes even within the same country.



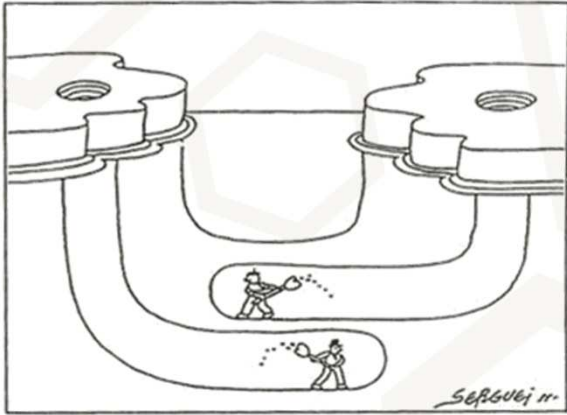
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Why a specific approach to intercultural relations?

- In order to avoid ...



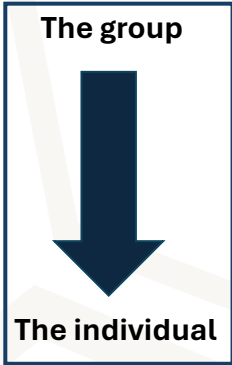
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Concepts influencing reasoning

- **Collective memory**
 - Country/Region of origin
 - Education/Upbringing
 - Training
 - Professional and personal experiences
 - ...



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The 8 intercultural scales

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This slide features the FRAMATECH logo in the top left corner, which consists of a yin-yang symbol inside a hexagon. The title 'The 8 intercultural scales' is centered in a large, white, sans-serif font within a dark blue rectangular box. The background is light gray with faint, abstract geometric shapes.

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Introducing Erin MEYER

7 min

Scottish Enterprise

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This slide features the FRAMATECH logo in the top left corner. Below it, the title 'Introducing Erin MEYER' is displayed in white text on a dark blue background. To the right of the title, the duration '7 min' is shown in white text on a dark blue background. The main content area is a large, light gray rectangle with a faint, abstract geometric pattern. The Scottish Enterprise logo is visible in the bottom right corner of this area. The background of the slide is light gray with faint, abstract geometric shapes.

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Introducing Erin MEYER 7 min

<https://www.youtube.com/watch?v=jUwFN3lzRFo>

p. 13 2'24''

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FRAMATECH

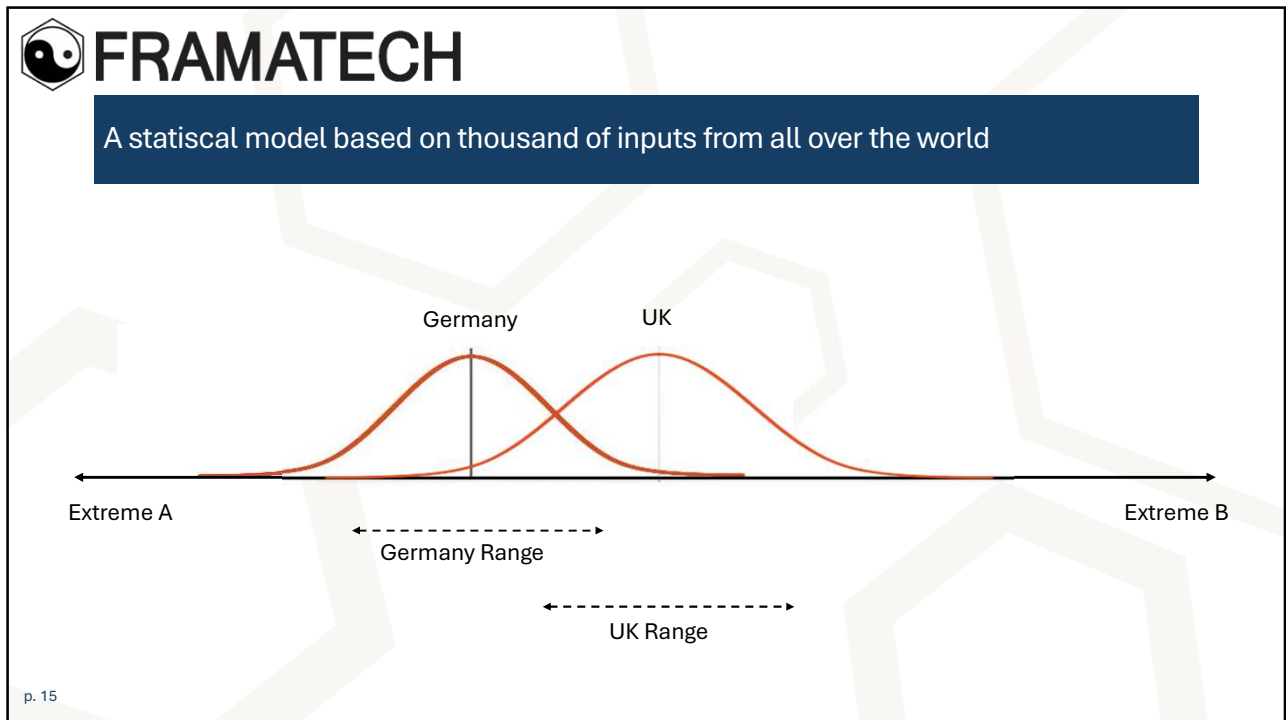
What we are going to describe ?

- Erin Meyer – 8 scales representing 8 Management behaviors where cultural gaps are most common, and that Managers need to be aware of.
- Based on previous works from Gert Hofstede, Fons Trompenaars, Edward T. Hall and others (see Notes from Erin Meyer's book)

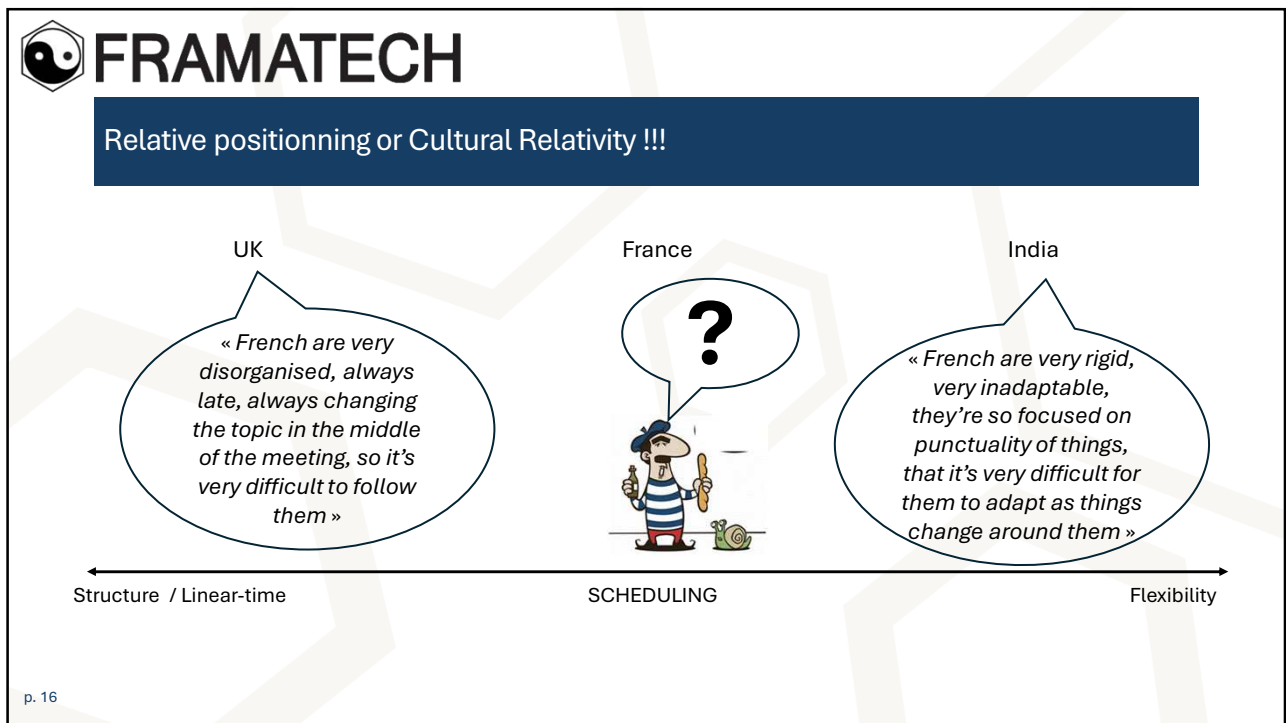
COMMUNICATING Explicit vs Implicit	EVALUATING Direct negative feedback vs Indirect negative feedback	PERSUADING Deductive vs Inductive	LEADING Egalitarian vs Hierarchical
DECIDING Consensual vs Top-down	TRUSTING Task vs Relationship	DISAGREEING Confrontational vs Avoid confrontation	SCHEDULING Structure vs Flexible

p. 14 Source : Erin Meyer, « the Culture Map »

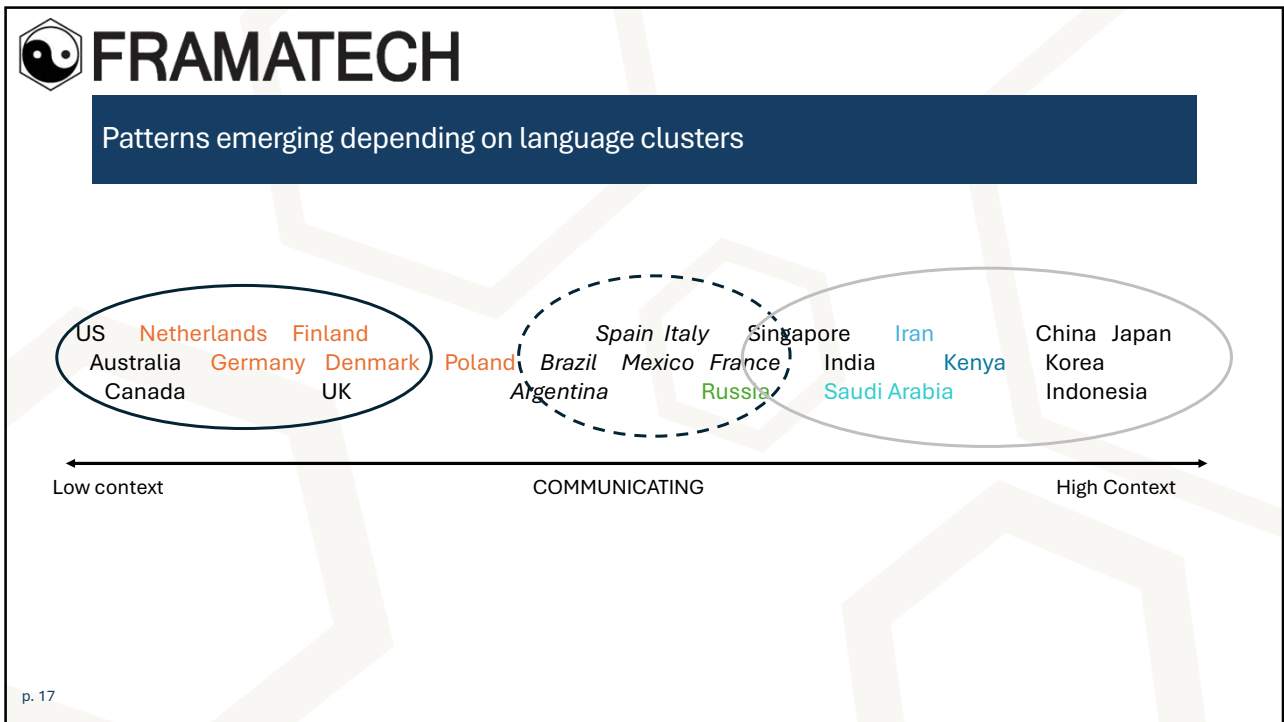
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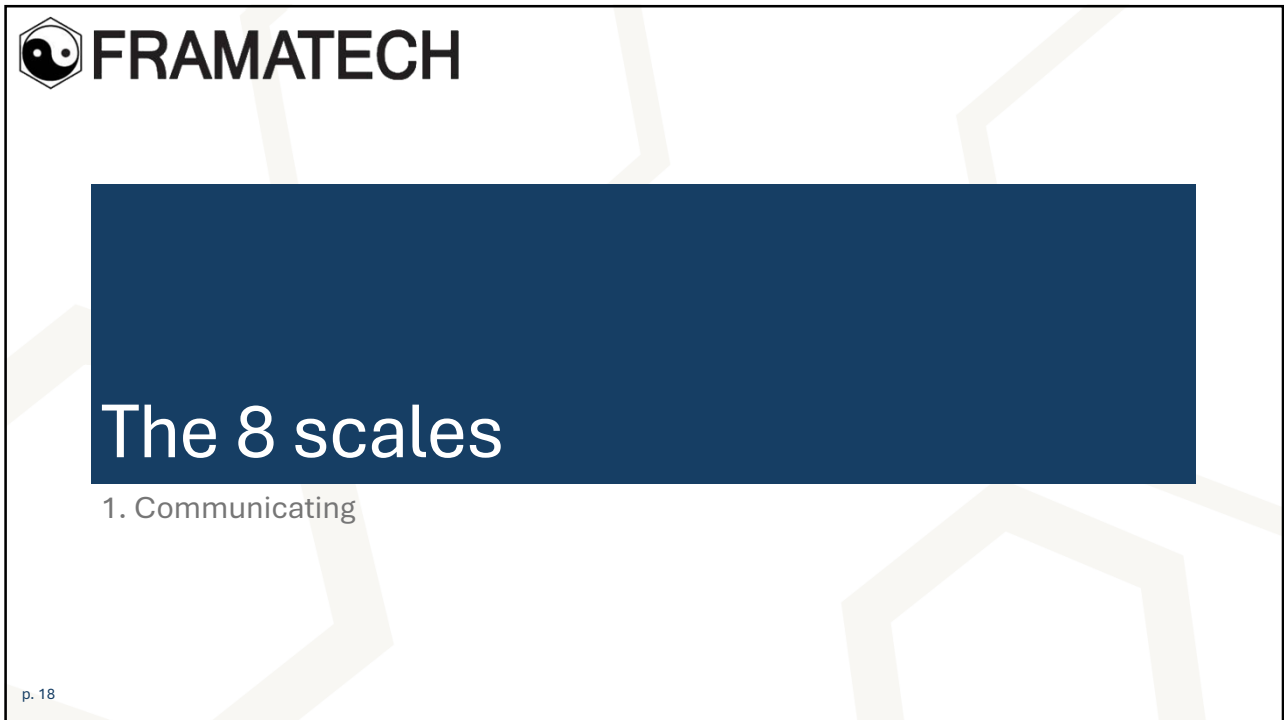
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1. Communicating

Communicating



US	Netherlands	Finland	Spain	Italy	Singapore	Iran	China	2	
Australia	1	Denmark	Poland	Brazil	Mexico	France	India	Kenya	Korea
Canada		UK		Argentina	Peru	Russia	3	Indonesia	

← Low-Context
High-Context →

Low context


- Good communication is precise, simple and clear.
 - Messages are expressed at face value
 - Repetition is appreciated if it helps clarify the communication

High context

- Good communication is sophisticated, nuanced and layered.
 - Messages are both spoken and read between the lines
 - Messages are often implied but not plainly explained

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1. Communicating


Low context	High Context
The context is not very important Effective, clear and explicit communication. The responsibility for the proper transmission of the message rests on the one who expresses it, not on the person who receives it. "If you don't understand what I'm saying, it's my fault." United States, Canada, Australia, the Netherlands and Germany : countries that have had to integrate many waves of immigrants from different cultures in a relatively short period of time	Context plays an important role Implicit messages. Individuals must read between the lines. Subtle communication, multiple levels of reading The responsibility for proper understanding lies as much with the person receiving the message as with the person sending it. » The Japanese : "know how to read the air"!

Advice(s)

Communication is always as explicit as possible!
Say things simply, write down instructions "in black and white" to avoid any confusion.

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Additional insights : Logical, analog writings

- Logical Writing
 - The alphabet gives a sound in a logical sequence
 - Subject, verb, complement
- Analog Writing
 - Drawings give meaning
 - The meaning varies according to the juxtaposition of the drawings
 - Chinese ideograms (translation of business cards)

A B C D...



Serenity


Peace


Harmony
Balance

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Additional insights : Speaking sequences

- Override
 - The second interlocutor does not wait for the first to finish (the usual model of the Latins -> France !)
- Alternate
 - When one speaker is finished, the other speaks -> Asia
- Punctuated
 - There is silence between the end of one intervention and the beginning of the other (Japanese model) -> Japan

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How to listen and act

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How to listen and act

- Story
 - Dr. Olberts, chief scientist at a German chemical company, was working with another scientist — a Japanese named Masaki — who was assigned for a year to work at the R&D Department.
 - Olberts, who had overflowing "creative thinking" during the weekend, liked to share them with Masaki when they got together on Monday mornings. Olberts frequently asked Masaki, "What do you think would happen if we tried this or that?" Masaki always replied, "I don't know."
 - The problem is that every Friday Masaki always brought Olberts the results of an experiment. Olberts, who had not asked him to do so, became more and more frustrated as the weeks passed.

What Happens Here ?!

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How to listen and act

- Answer
- The Germans, when called upon to do something, expect to receive clear instructions with a lot of details about the context.
- The Japanese, on the other hand, expects orders to be given indirectly.
- Masaki thought Olberts was politely tasking him to perform the experiments.

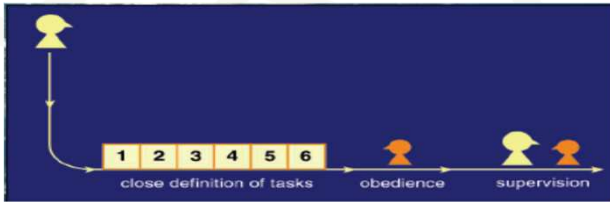
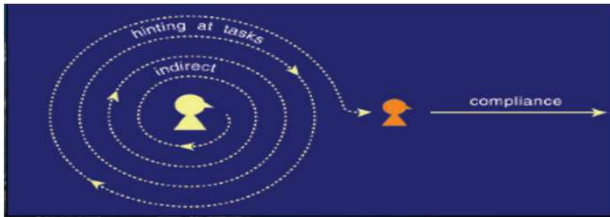
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How to listen and act

- If we compare the language styles of German and Japanese management, we highlight:

- German:

- Japanese:


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The 8 scales

2. Evaluating

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2. Evaluating

Evaluating




Russia	France	Italy	US	UK	Brazil	India	Saudi Arabia	Japan
Israel	Germany	Norway	Australia	Canada	Mexico	China	Korea	Thailand
Netherlands	Denmark	Spain		Argentina	Kenya	Ghana	Indonesia	

Direct negative feedback


- ✔ Negative feedback to a colleague is provided frankly, bluntly and honestly.
 - Negative messages standalone, not softened by positive ones.
 - Often using absolute descriptors (totally unappropriated, completely unprofessional) when criticizing
 - Criticism may be given to an individual in front of a group

Indirect negative feedback

- ✔ Negative feedback to a colleague is provided softly, subtly, diplomatically.
 - Positive messages are used wrap negative ones.
 - Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing.
 - Criticism is only given in private



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2. Evaluating

	Direct criticism	Indirect criticism	
Upgraders	Russia, the Netherlands, France, Germany, Denmark , the feedback is frank and direct, sometimes brutal.	Japan, Thailand, Korea	Downgraders
	We then tend to augment our comments with adverbs such as "absolutely", "totally", "completely". The French criticize passionately but only make laudatory comments sparingly.»	UK	
	<i>Avoid imitating at the risk of "hurting people by being too direct"</i>	<i>Learn to be more positive in your feedback and evaluations. In Asia, we will have to use metaphors!</i>	
	<i>By default, in a multicultural group, it is more prudent to be more diplomatic and not to criticize an individual in front of the group.</i>		

Advice(s)


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The Language of Negative Feedback (7'10")



<https://www.youtube.com/watch?v=lwBPfbEeynw> – Erin Meyer

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Additional insights

- Anglo-French Translation Guide...
- Using **Downgraders** and **Upgraders**
- English are the kings when it comes to **downgrading negative feedback !**

What the British say	What the British mean	What others understand
I hear what you say	I disagree and do not want to discuss it further	He accepts my point of view
With the greatest respect...	I think you are an idiot	He is listening to me
That's not bad	That's good	That's poor
That is a very brave proposal	You are insane	He thinks I have courage
Quite good	A bit disappointing	Quite good
I would suggest...	Do it or be prepared to justify yourself	Think about the idea, but do what you like
Oh, incidentally/ by the way	The primary purpose of our discussion is...	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed
I'll bear it in mind	I've forgotten it already	They will probably do it
I'm sure it's my fault	It's your fault	Why do they think it was their fault?
You must come for dinner	It's not an invitation, I'm just being polite	I will get an invitation soon
I almost agree	I don't agree at all	He's not far from agreement
I only have a few minor comments	Please re-write completely	He has found a few typos
Could we consider some other options	I don't like your idea	They have not yet decided

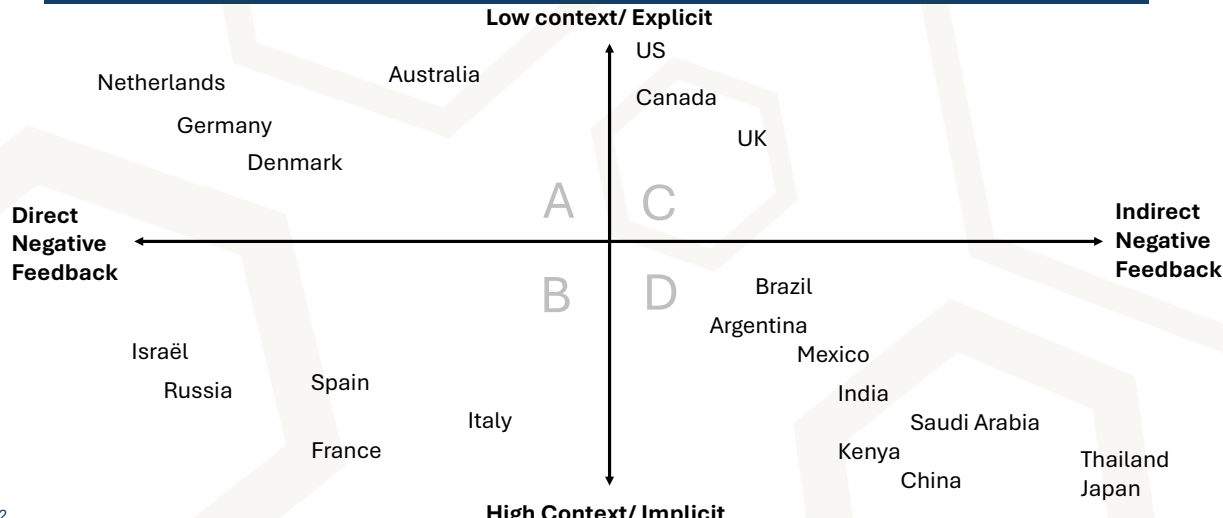
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Additional insights : Communicating or Evaluating ?



Low context/ Explicit

High Context/ Implicit


Direct Negative Feedback ← → Indirect Negative Feedback

A C
B D

US
Canada
UK
Australia
Netherlands
Germany
Denmark
Brazil
Argentina
Mexico
India
Saudi Arabia
Kenya
China
Thailand
Japan
Israel
Russia
Spain
France
Italy

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Additional Insights

- East : Metaphors, proverbs
- French Second degree (2ème degré)
- British Humor/ Irony
- World : the notion of "Face"

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The 8 scales

3. Leading

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3. Leading


Leading



Denmark 1 Canada US

Netherlands Finland UK Germany Italy Poland Saudi Arabia Japan

Sweden Australia Brazil Spain Mexico Peru China 3



Egalitarian **Hierarchical**

Egalitarian


- ➊ The ideal distance between a boss and a subordinate is low
 - The boss is a facilitator among equal. Organizational structures are flat.
 - Communication often skips hierarchical lines

Hierarchical

- ➋ The ideal distance between a boss and subordinate is high.
 - The best boss is a strong director who leads from the front. Status are important.
 - Organizational structures are multi-layered and fixed. Communication follows set hierarchical lines

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3. Leading

In a multicultural team, it is essential to define precise communication protocols at the beginning of the collaboration, explaining, for example, when a superior should be copied on a message.


Egalitarian	Hierarchical
<p>Denmark, Sweden (Vikings) or the Netherlands, "the ideal distance between a boss and his subordinates is minimal".</p> <p>Bosses are more of a facilitator among their peers. The hierarchical structure is flat: you can communicate freely with your n+3 without copying your n+1 and n+2!</p> <p>"The belief that individuals are equal and individual achievement should not be flaunted, has been a part of Scandinavian culture for centuries," writes Erin Meyer.</p>	<p>Japan, India, China (philosophical influence), Latin countries (Roman influence), Muslim countries, African countries (patriarchal), "the ideal distance between a boss and an employee is high".</p> <p>Status matters a lot and communication must follow strict channels.</p>
<p style="font-size: x-small; background-color: #003366; color: white; padding: 2px;">Advice(s)</p> <p>Go directly to source Do not copy the superior and use the first names instead</p>	<p>Interact with people at the same hierarchical level as you. Copy the n+1 on emails and use last names in communications</p>

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Additional insights

- In some Muslim countries, people accept the hierarchical power of the other, within the limit that the other respects and considers us too! It can also be explained by religious influence (Islam)
- France : Paternalism, authority
- Asia: The Boss who decides

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The 8 scales

4. Deciding

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4. Deciding

Deciding



Sweden
Japan

Netherlands

Germany
UK

US
Brazil

France
Italy

India
Russia

China
Nigeria


← Consensual
Top-down →

Consensual ✗ Decisions are made in groups through unanimous agreement

Top-down ✗ Decisions are made by individuals, usually the boss

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4. Deciding


Consensual	Taken at the top
<p>Unanimous group agreements for each decision. Consensus decision-making</p> <p>Requires much more time, but is also more difficult to change.</p> <p>In Japan, despite a strict and respected hierarchy, decisions are made by consensus !</p> <p>Ringi system (managers at the bottom of the ladder discuss together and reach a consensus, then present their idea to the higher hierarchical level. And so on)</p>	<p>An individual (the boss) makes the decision alone!</p> <p>Unilateral decisions are faster, but they are also less robust. They can be changed easily. And since no one knows about it, we are not ready to implement it immediately.</p> <p>The implementation is therefore much longer.</p>

Advice(s)

Requires a great ability to adapt, on a case-by-case basis

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Additional insights

- Consensus implies :
 - The time needed to make a Decision (it can take months in Japan)
 - But once the Decision is made, the action is unstoppable!
 - Decision with a capital “D”
- Top-Down decision implies:
 - It can be changed (if the Boss “agrees” or is intelligent enough to accept changing it) when the circumstances allow or impose the change
 - Very destabilizing for Consensual cultures as the decision is not cast-iron made and projects can change course easily (“at a whim” seemingly)
 - decision with a small “d”

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The 8 scales

5. Trusting

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5. Trusting

Trusting

Task-based

- ☒ Trust is built through business related activities.
- Work relationships are built and dropped easily, based on the practicality of the situation
- You do good work consistently, you are reliable. I enjoy working with you, I trust you

Peach **Coconut**

US	Denmark	Germany	UK	Poland	France	Italy	Mexico	Brazil	Saudi Arabia
	1	Finland			2		Russia	Thailand	India
		Australia		Austria			Japan	3	China Nigeria

← **Task-based** **Relationship-based** →

Relationship-based

- ☒ Trust is built through sharing meals, evening drinks and visits at the coffee machine.
- Work relationships build slowly over the long term.
- I have seen who you are at a deep level, shared personal time with you, I know others well who trust you, I trust you.

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5. Trusting

Cognitive trust (tasks)	Affective trust (relationships)
United States, Denmark, Germany, Netherlands: Professional reliability, the quality of the work that is done,... or the tasks to be carried out!	Mexico, Russia, Japan, Brazil, Saudi Arabia, China: Generated by feelings of emotional closeness, even friendship,... or the relationships forged!
France is more in between.	Notion of <i>guanxi</i> in China!
Head and Heart	

Advice(s)

Taking the time to chat, drink a coffee or spend two hours having lunch, (karaoke in Asia) It's not a waste of time if it builds trust

It is more difficult to understand that trust can emerge in the strict framework of a good professional collaboration


The distance between the "personal" and the "pro" is smaller!

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Additional insights : Order of use of means in emergency or stress

West

The law
(What rules should be applied?)

The reason
(What happened?)


Relationships
(who can help?)

Asia

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The slide features a central diagram with three stacked text boxes: 'The law (What rules should be applied?)', 'The reason (What happened?)', and 'Relationships (who can help?)'. A large blue arrow on the left points downwards from the top towards the 'West' label. A large blue arrow on the right points upwards from the 'Asia' label towards the top. The background has a faint geometric pattern.

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The 8 scales

6. Disagreeing

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The slide features a large dark blue rectangular box containing the text 'The 8 scales' in white. Below this box, the text '6. Disagreeing' is written in a smaller font. The background has a faint geometric pattern.


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6. Disagreeing

Disagreeing




Israel	Germany	Denmark	Australia	US	Sweden	India	China	Indonesia	
France	Russia	Spain	Italy	UK	Brazil	Mexico	Peru	Ghana	Japan
	Netherlands				Singapore	Saudi Arabia		Thailand	



Confrontational	⚡	Disagreement and debate is positive for the team or organization. <ul style="list-style-type: none"> ▪ Open confrontation is appropriate and will not negatively impact the relationship.
Avoids confrontation	⚡	Disagreement and debate is negative for the team and organization. <ul style="list-style-type: none"> ▪ Open confrontation is inappropriate and will break the group harmony or negatively impact the relationship.

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6. Disagreeing

Open confrontation (confrontation)	Concealed confrontation (avoidance)
<p>France, Germany, Israel, Russia, Netherlands: It is customary to openly disagree with your colleagues.</p> <p>The debates are seen as positive for the team</p>	<p>Japan, Indonesia, Thailand: Disagreements and open debates are perceived as dangerous for the harmony of the group.</p> <p>Notion of individual and group!</p>
<div style="display: flex; align-items: center;"> <div style="background-color: #1a3d54; color: white; padding: 2px 5px; writing-mode: vertical-rl; transform: rotate(180deg); font-size: small; margin-right: 5px;">Advice(s)</div> <div> <p>As a foreigner, be careful not to be perceived as hostile and unpleasant!</p> <p>Beware of French arrogance!</p> </div> </div>	<p>Use metaphors to get the messages across!</p> <p>Don't lose face!</p>

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The 8 scales

7. Scheduling

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7. Scheduling

Scheduling



Germany Japan Netherlands Poland Spain Italy Brazil China Saudi Arabia

Switzerland Sweden US UK Czech Republic France Russia Mexico India Nigeria

Denmark Turkey Kenya

← **Linear-time** **Flexible-time** →

Linear time


- Project steps are approached in a sequential fashion, completing one task before beginning the next one.
 - One thing at a time; no interruption.
 - The focus is on the deadline and sticking to the schedule.
 - Emphasis is on promptness and good organization over flexibility

Flexible time

- Project steps are approached in a fluid manner, changing tasks as opportunities arise.
 - Many things are dealt with at once and interruptions accepted.
 - The focus is on adaptability and flexibility is valued over organization

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7. Scheduling


Linear	Flexible
<p>Switzerland, Germany: Projects are approached sequentially, there are milestones, steps (tasks) one after the other, when the previous one is completed</p> <p>“Even today, the perception of time that dominates in Germany is linked to the consequences of the early industrial revolution that took place there. Work on the factory floor requires that the workforce be available at the precise time when the assembly line must start.”</p>	<p>Kenya, India, Saudi Arabia, Nigeria: time is perceived in a more flexible way.</p> <p>Several things can be done simultaneously, and interruptions are tolerated.</p> <p>The main thing is adaptability. Time is not fixed by the clocks that time work in the factory : you have to adapt to the natural environment, to the climate.</p>

Advice(s)

Adapting to a relationship to time that is different from one's own is not very difficult!
Being late for a business meeting in **Switzerland, Germany or Sweden** can put your relationship at risk because it will be perceived as disrespectful. You will have much more indulgence in **India, in the Maghreb, in Africa !**

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The 8 scales

8. Persuading

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8. Persuading

Persuading



Italy Russia Germany Argentina Sweden Netherlands Australia
France Spain Brazil Mexico Denmark UK Canada US


← Principles-first Applications-first →

Concept first 🌱 Theory or complex concept first before presenting the fact, statement, or opinion.

Application first 🌱 Begin with facts, statement or opinion and later add concepts to back up or explain the conclusion as necessary.

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8. Persuading


Holistic thinking / deductive reasoning	Inductive reasoning / specific approach
<p>Alternates theory with C-facts, from general concepts to illustrations</p> <p>These cultures are more interested in the why.</p> <p>The art of persuasion in the French, German style has been shaped by the dialectical method: thesis, antithesis, synthesis. An argumentative structure in which the first idea is followed by a second that denies the first, and then a third that offers a synthesis (a reconciliation) of the first two.</p>	<p>Start with the facts and concrete stories to draw more general conclusions</p> <p>These cultures focus more on the what and the how.</p> <p>Americans in particular prefer to start with examples, stories and special cases.</p> <p>They only use theory to talk about the concrete consequences on individuals.</p>

Advice(s) Write shorter, more "convenient" emails when communicating with individuals with an "app first" culture.

Give more context, recall the theory, the history, the general principles, try to explain why you think something needs to be done.

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The 8 scales

Reminding

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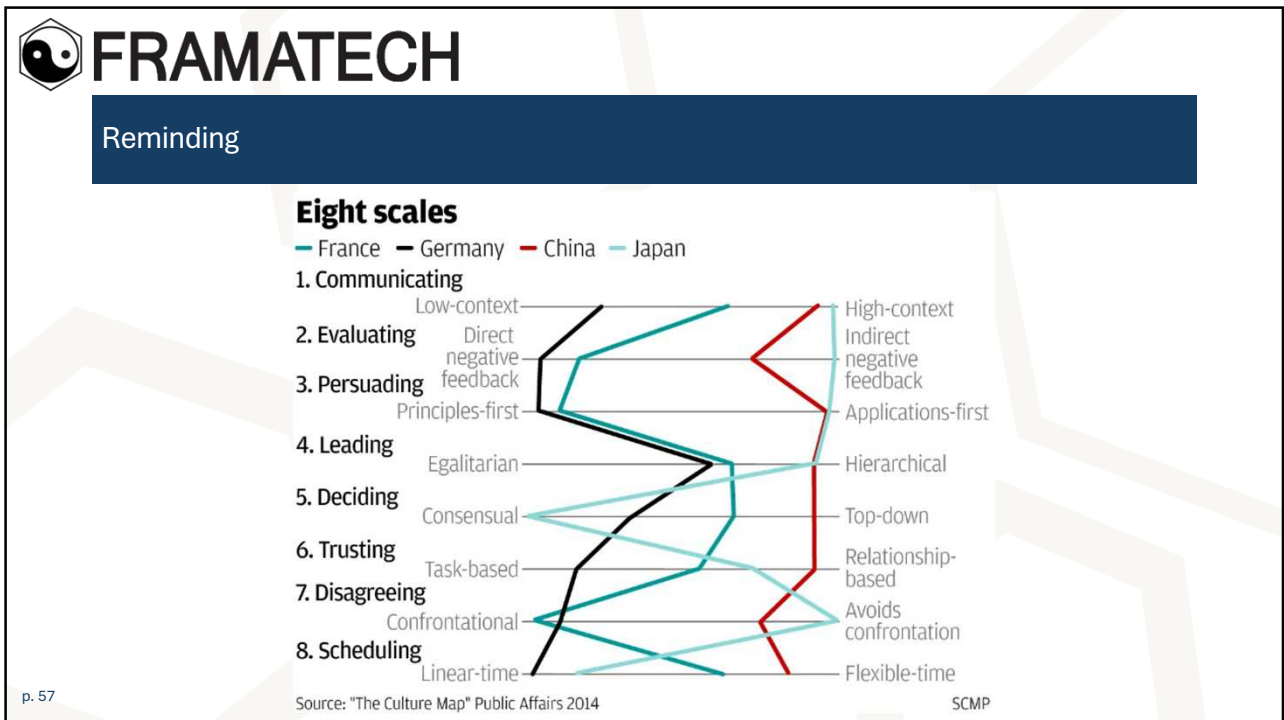
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<p>Low-context Good communication is precise, simple and clear. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication.</p>	<p>1. Communicating</p>	<p>High-context Good communication is sophisticated, nuanced and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.</p>
<p>Direct Negative Feedback Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptions are often used when criticizing. Criticism may be given to an individual in front of a group.</p>	<p>2. Evaluating</p>	<p>Indirect Negative Feedback Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used when criticizing. Criticism is given only in private.</p>
<p>Egalitarian The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.</p>	<p>3. Leading</p>	<p>Hierarchical The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.</p>
<p>Consensual Decisions are made in groups through unanimous agreement.</p>	<p>4. Deciding</p>	<p>Top-down Decisions are made by individuals (usually the boss).</p>
<p>Task-based Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.</p>	<p>5. Trusting</p>	<p>Relationship-based Trust is built through sharing emails, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.</p>
<p>Confrontational Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.</p>	<p>6. Disagreeing</p>	<p>Avoids Confrontation Disagreement and debate are negative for the team or organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.</p>
<p>Linear-time Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organization over flexibility.</p>	<p>7. Scheduling</p>	<p>Flexible-time Project steps are approached in a fluid manner, changing tasks as opportunities arrive. Many things are dealt with at once and interruptions accepted. The focus is on adaptability, and flexibility is valued over organization.</p>
<p>Principles First Individuals have been trained to first develop the theory or complex concept before presenting a fact, statement, or opinion. The preference is to begin a message or report by building up a theoretical argument before moving on to a conclusion. The conceptual principles underlying each situation are valued.</p>	<p>8. Persuading *</p>	<p>Applications First Individuals are trained to begin with a fact, statement or opinion and later add concepts to back up or explain the conclusion as necessary. The preference is to begin a message or report with an executive summary or bullet points. Discussions are approached in a practical, concrete manner. Theoretical or philosophical discussions are avoided in a business environment.</p>

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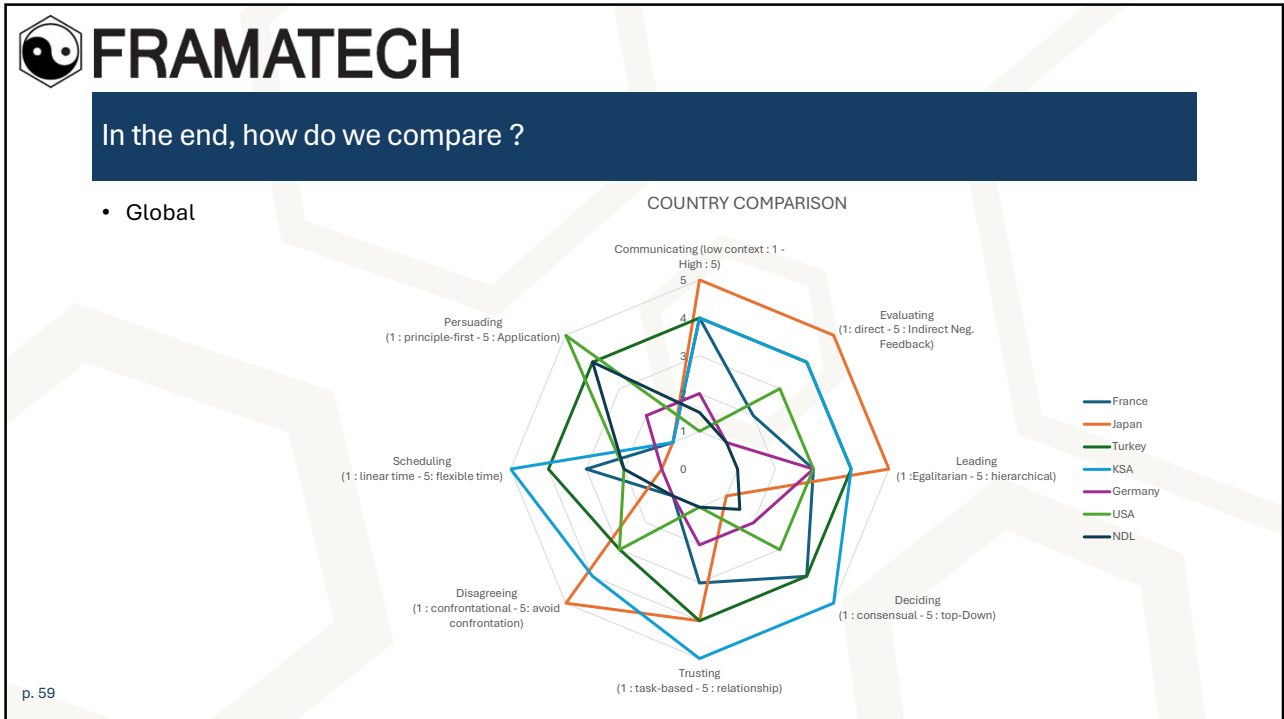
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The 8 scales

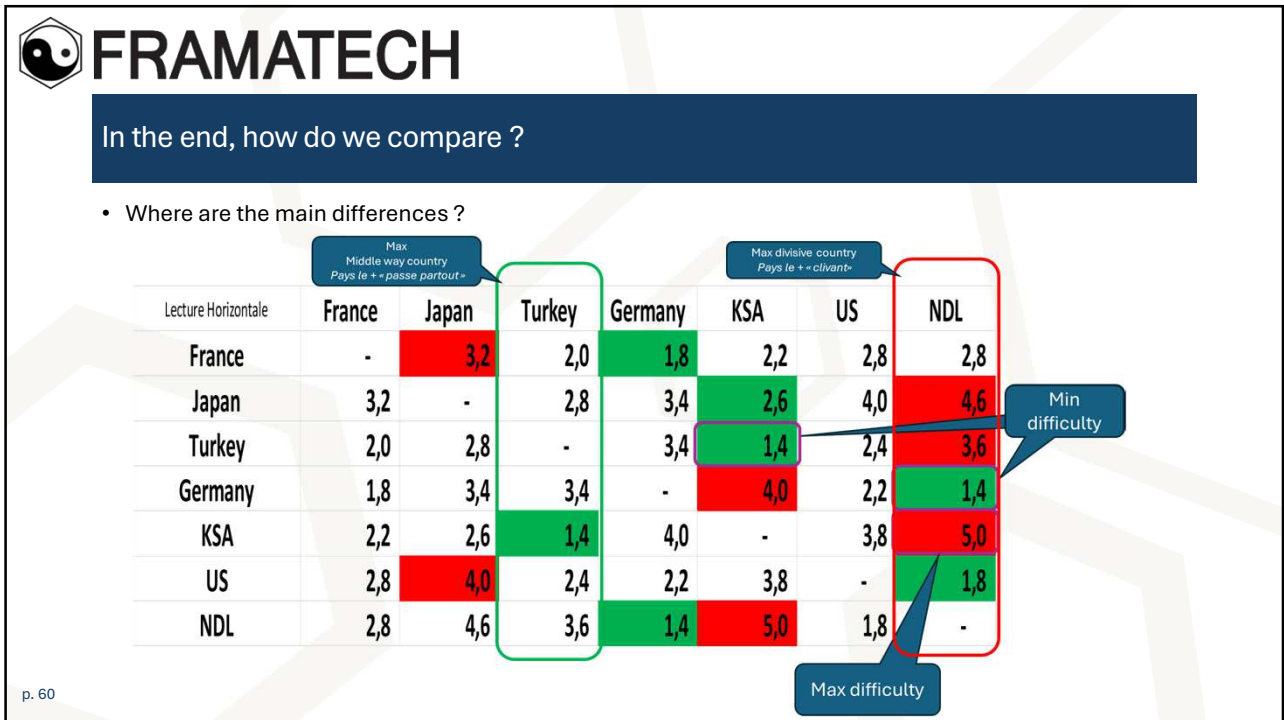
In the end, how do we compare ?

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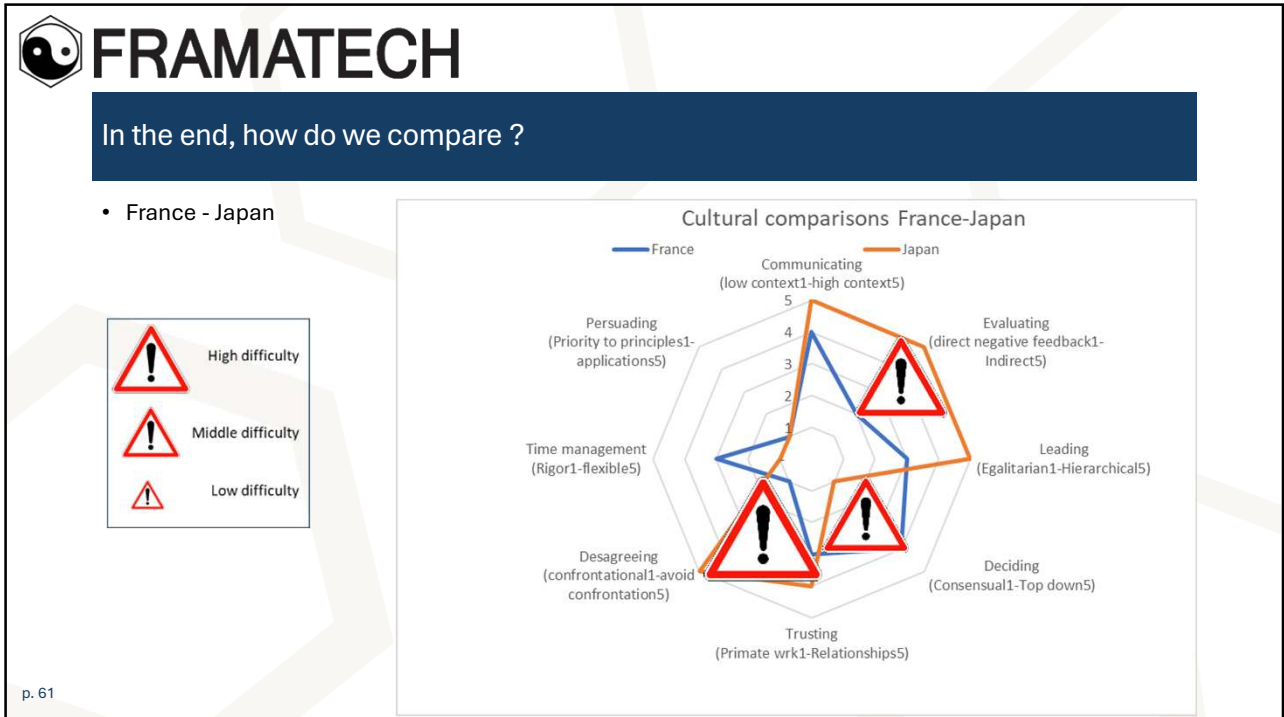
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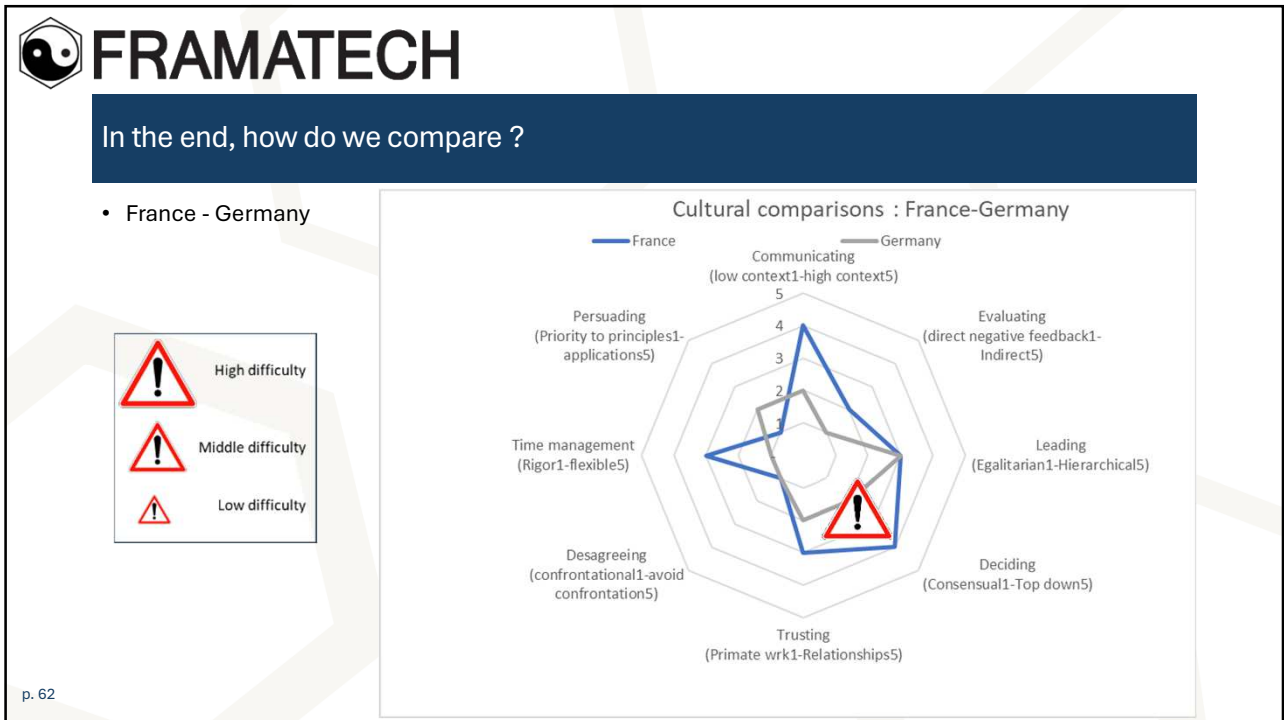
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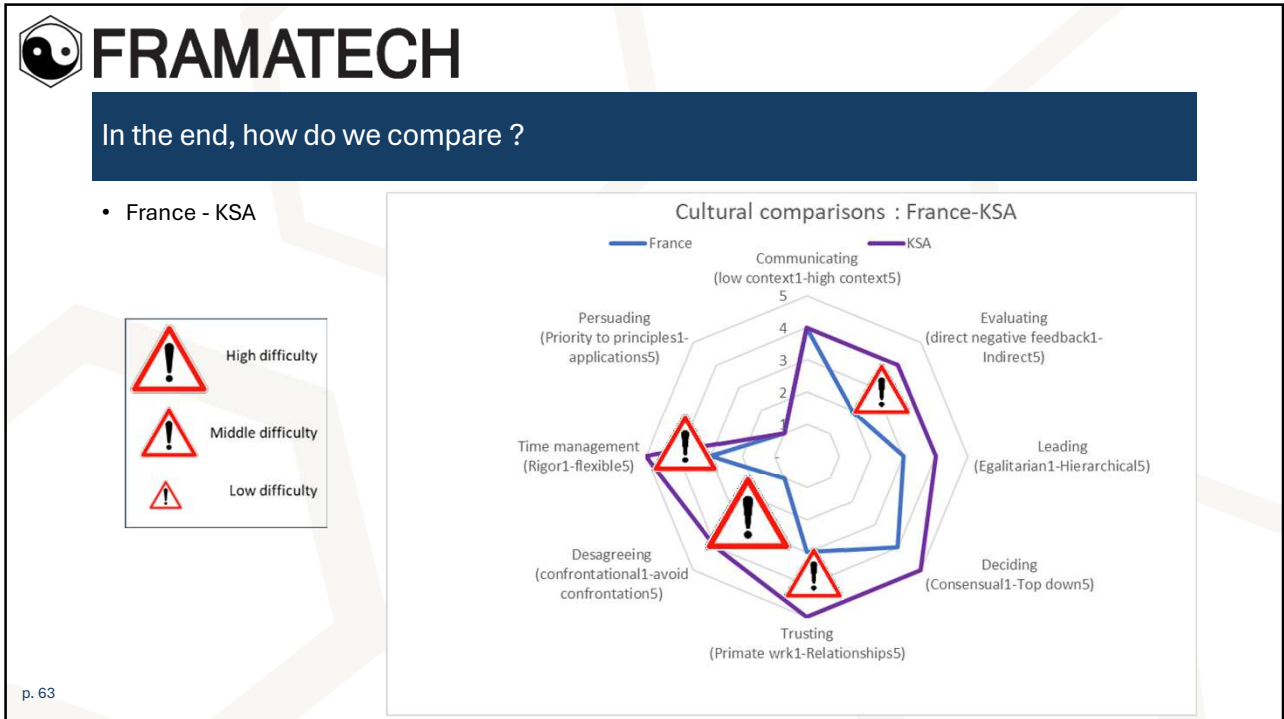
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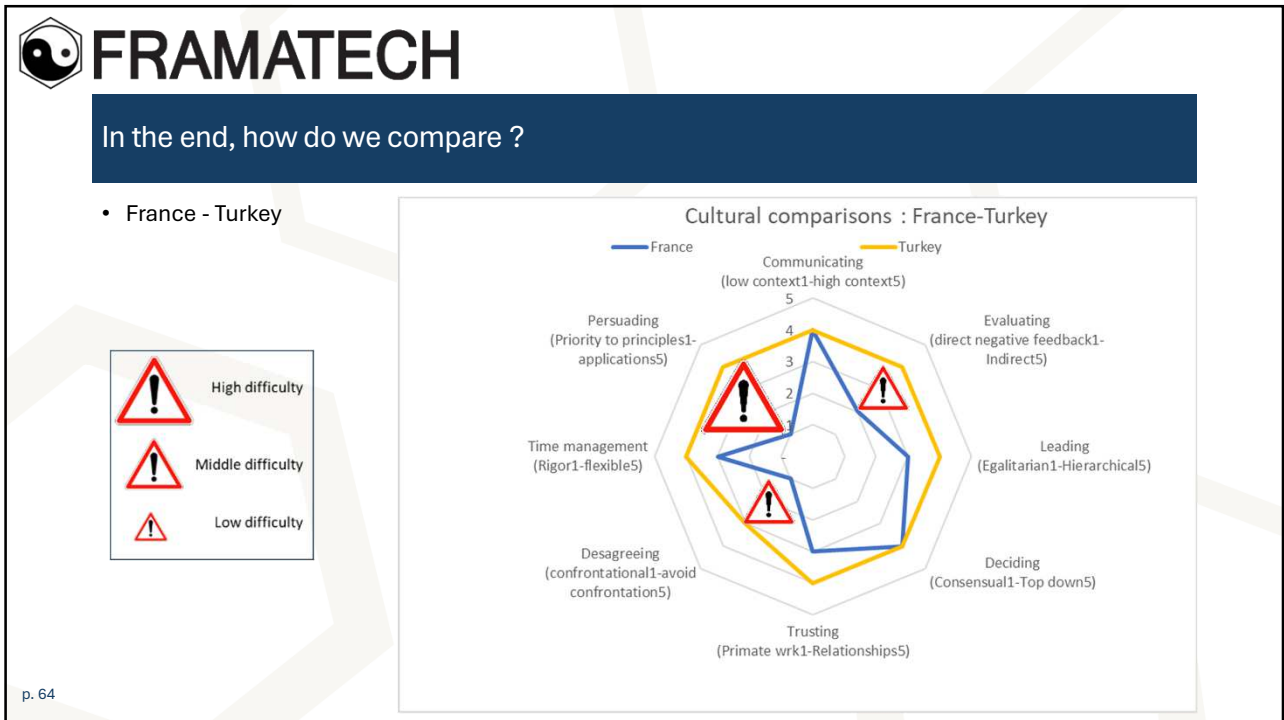
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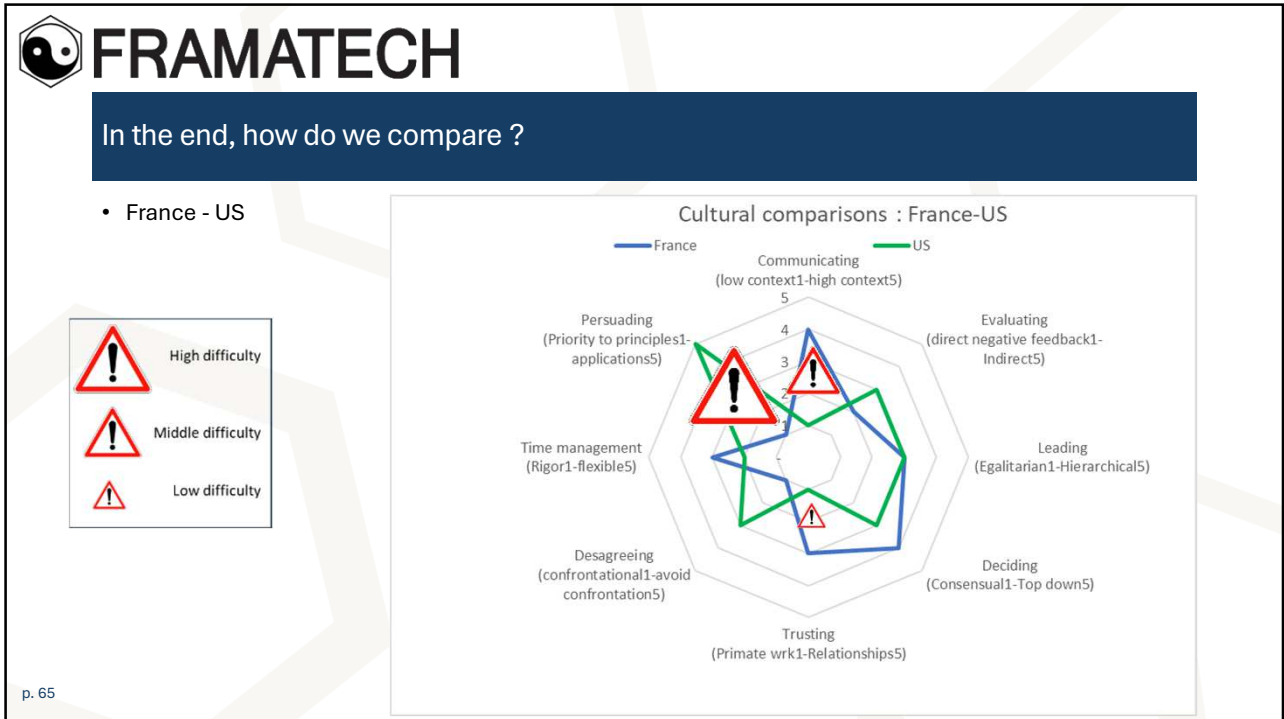
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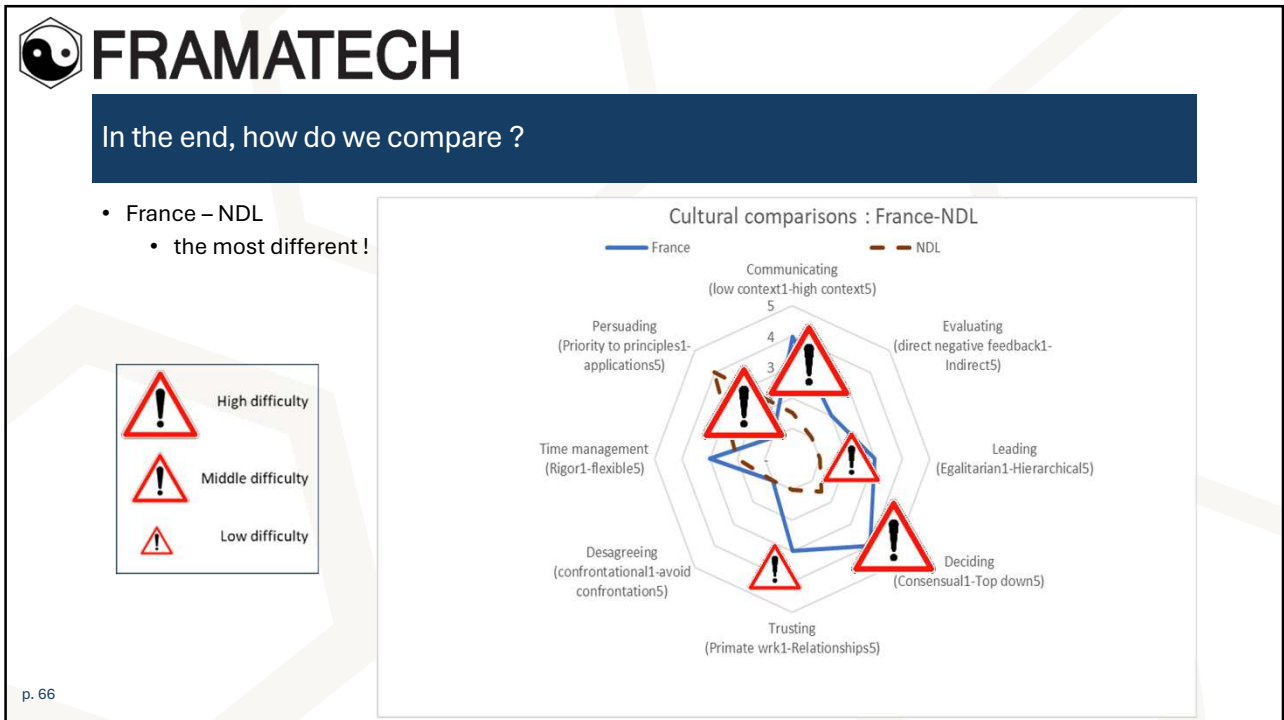
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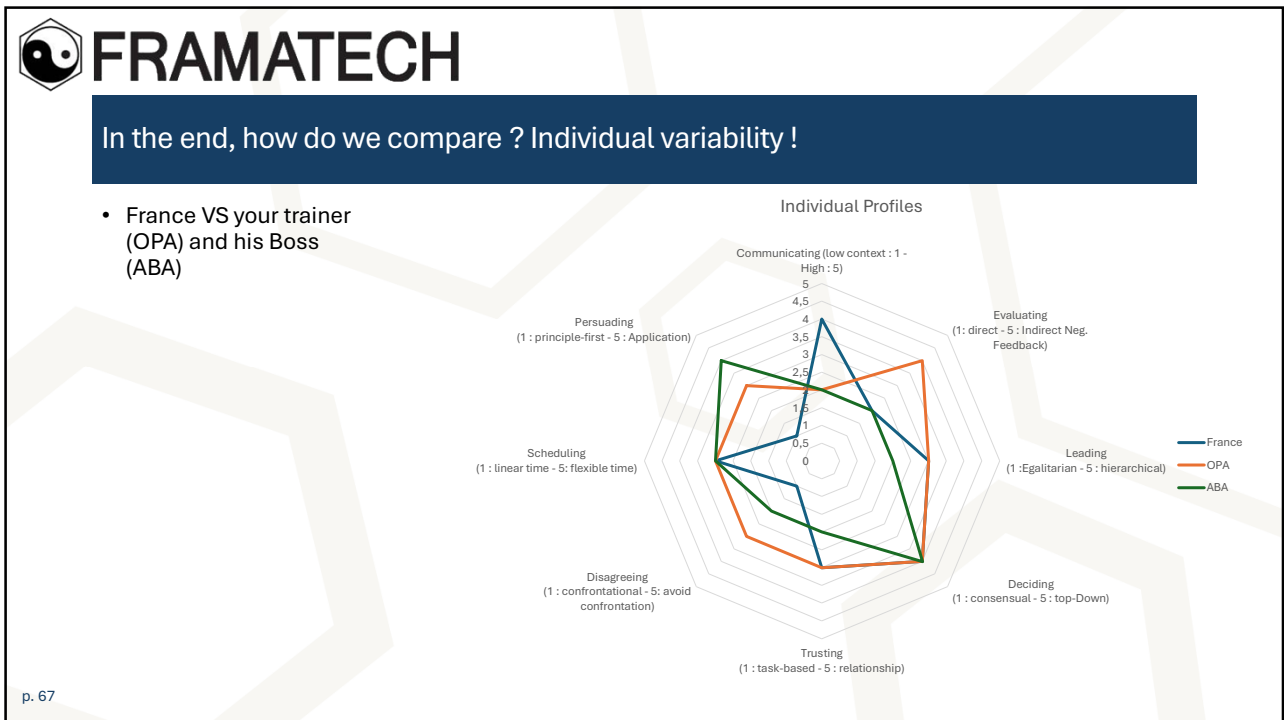
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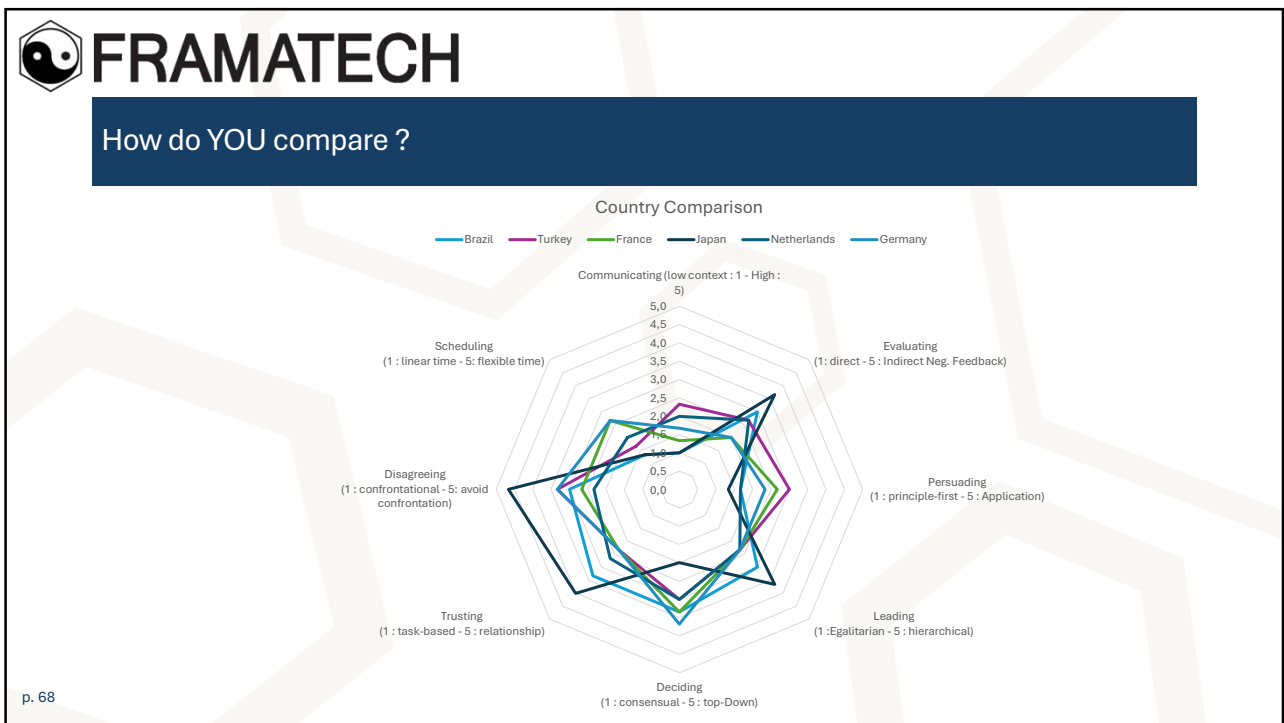
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How to listen and act

- Conclusion
 - The implicit far outweighs the explicit, which would indicate to an interlocutor that he is incapable of understanding, and would make him lose face!
 - Do not try to imitate other cultures and force yourself to behave differently than your inner being is like
 - Set up your own rules and culture, adapt to others, make them understand that differences in perceptions and behaviors can (are) cultural-based !

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Additional Insights

- a) Cultural Models
- b) Gestural Misunderstandings
- c) The French people

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a) Cultural Models

- **The Anglo-Saxon model**
 - A society composed of victors and vanquished
 - Competitiveness (law of supply and demand)
 - Need for abundance
 - Individualism
 - Patriotic values
 - Priority to the financial to the detriment of the social
 - Written communication
 - Formalism and bureaucracy characterize the system of operation
 - Time is the central element of productivity

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a) Cultural Models

- **The Latin model**
 - Influence of the centralizing role of the State and rebellious behavior of its citizens
 - Profit and benefits "at all costs" subject to social criteria
 - Paternalistic relationships between the leader and his subordinates
 - Corporate culture, a balance between the social and the economic

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a) Cultural Models

- **The Asian models**
 - China
 - The Art of War (Military Strategy)
 - Common Goals (Collective)
 - Manager = knowledge, sincerity, self-sacrifice, courage and firmness
 - The informal takes precedence over the formal
 - Intuitive, one-sided and authoritarian decision-making
 - Japan
 - Highly hierarchical organization
 - Employees who are loyal to their company
 - Consensus of decisions
 - Long decision time but high fidelity
 - Meticulous, detailed documentation
 - Exceeding objectives

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a) Cultural Models

- **The Indian model**
 - Hierarchical management
 - Concentrated power, with relationships of dependence on the manager
 - Caste-based organization (deep social segmentation)
 - Securities
 - (human nature) relativizes failure
 - social (notion of group, collective)
 - human (personal, family)

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a) Cultural Models

- **The Muslim model**
 - Taking into account one's personal interests
 - The gaze of the other: religion, social image,...
 - Paternalistic, hierarchical management
 - Awards, motivation
 - "Bargaining" (justice, morality, sharing)
 - Lack of long-term vision "inchallah"
 - The formal premium (contracts)
 - Notion of fatality

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a) Cultural Models

- **The African model**
 - Very short-term vision
 - Notion of fatality
 - Strong need for respect and image (human, family, societal values)
- **The Slavic model**
 - Socialist ideological influence: collectivism, social justice
 - Ideals of collective progression VS market economy after the end of the USSR
 - Autarkic management
 - Employee performance level (collectivist heritage)

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Cultural Models East vs West

WEST EAST

Topic	West (Blue)	East (Red)
Networking	Linear, structured connections	Complex, interconnected web
Waiting Queue	Single line, orderly	Clustered, chaotic
Opinion	Direct, linear communication	Indirect, circular communication
Welcome	Circle of dots, inclusive	Circle of dots, exclusive
Dealing with Problems	Direct, linear approach	Indirect, circular approach
Boss	Small figure among many	Large figure above many




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b) Gestural misunderstandings

- Be careful with your gestures!

		
This thumbs up is like giving the finger in Iran	Perfect... or zero (depending on facial expression),... But it's an insult in Brazil	This hand will bring bad luck to the person in front of you, in Greece

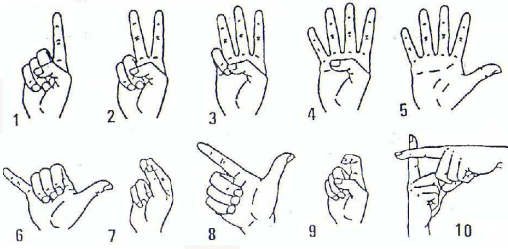
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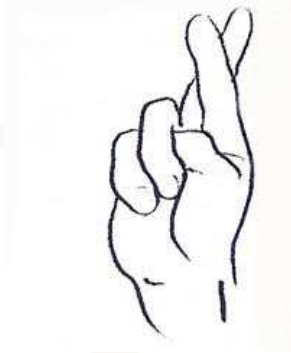
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b) Gestural misunderstandings


- In China (the 2 and the 8)



- Can mean "Good luck!" but it's an obscene gesture to mimic a vagina, in Vietnam!




- And... Up Yours ! In England



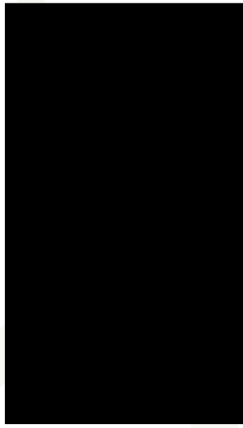

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b) Gestural misunderstandings

- In India



- In some situations, it means Okay!
- But it's also a polite way of not answering "no", without saying "yes" for all that.
- In short, this nod could be translated as "Maybe yes, maybe no".


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c) The French people

- **The European patchwork in France**
- The French are very different from one region to another, having received the influences historical, social, cultural of the neighbouring countries.
- The climatic differences have also an impact on the individual and group behaviour, especially between the north and the South of France






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c) The French people

- They are characterized by the following attributes (caricatures):
- The Basque beret, the baguette, the bottle of wine
- The stinky cheese
- Frog-eaters



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c) The French people


- General perception of the French

Arrogant Grumpy Incredibly bureaucratic

Sexist Chauvinist


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c) The French people

- France in the world
- France has always had a special place in the world through its beliefs, its affiliations (Iraq issue), inventions which have influenced the world.
- The French are proud of their history !
- But they don't forget that they are the descendants of the Gauls !


 They fight

 They sulk

 But they still keep good friends

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Conclusions

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My rules of intercultural "survival"

- In general, Empathy
 - Observe and listen
 - Flatter (country, landscape, people,...)
 - Avoid taboo subjects
- Be well informed about the country, region, company, individual, project,... (economic and industrial intelligence)
 - In Muslim countries, a man must never shake hands with a woman
 - In Asia, the secret is held by the boss! (create guanxi, alcoholic banquets)
 - In the United States, a good knowledge of the company's culture allows for better credibility (operation, expectations,...)
 - And in France?
 - It's very easy to get scientists to talk!
 - The framework of the law (ethical charter of buyers)

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My rules of intercultural "survival"

- Interpersonal relationships
 - Palaver (social link)
 - Congratulations on current events (job development, children's diplomas, business development, etc.)
 - Messages (New Year, religious holidays)
 - Out of sight, out of mind!
 - "Don't make people lose FACE"
 - Listen -> Avoid interpreting
- Negotiation framework
 - YES, BUT...
 - Metaphors!
 - Lateral thinking
- Multicultural Teams : must learn to create their own "internal culture" (which can defer from the Company's Culture) in order to work efficiently together -> discuss in advance the 8 scales and how to behave on each of them in particular as concerns, Scheduling, Leading, Deciding...

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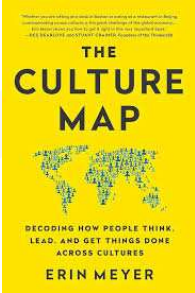
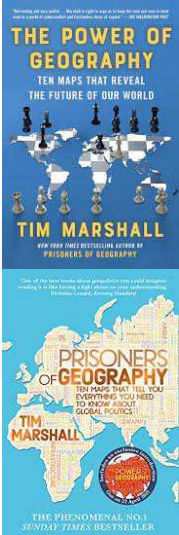
Bibliography and Resources

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Some books to read !

	Edward T. Hall, The Silent Language (Time and Context Communication)	
	Hofstede, When Cultures Collide	
	Trompenaars, 21 Leaders for the 21 st Century	
	Erin Meyer, The Culture Map	
	Philippe d'Iribarne, La Logique de l'honneur	
	Les Evidences Invisibles extract (The Invisible Evidence), Raymonde Carroll	
	Richard D. LEWIS, the 3 Dimensions of Behavior	

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Online Resources

<https://www.youtube.com/watch?v=9oYfhTC9lIQ> – Low context –High Context – Erin Meyer (4'06'')

<https://www.youtube.com/watch?v=ZjwiX6KNAHE> – Low & High Context Cultures (5'22'')

<https://www.youtube.com/watch?v=DdfMI97lxLY> – Low & High Context Cultures (3'06'')

<https://www.youtube.com/watch?v=o-ZWNy6vyfw> – High Context & Low Context Cultures (3'01'')

<https://www.linkedin.com/feed/update/urn:li:activity:7005438847769567233/> – High & low context cultures (Erin Meyer – 3'32'')


<https://www.linkedin.com/pulse/5-tips-understand-cultural-differences-better-ayb%C3%BCKe-uzsoylu/>

<https://www.youtube.com/watch?v=XY66ZJ0TFUI> – Catherine Tait

<https://www.youtube.com/watch?v=Q3X7legs3gM> - Erin Meyer (7')

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Reminder

Before leaving your country, before travelling in a foreign country,
go to compare yourself with your local contact !


What's your cultural profile ?

<https://hbr.org/web/assessment/2014/08/whats-your-cultural-profile>

"know yourself and heaven will help you !"


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Reminding


- Face to your local contact, what is his understanding, his own interpretation of : *words, behaviours, smiles, ...*



Which scale is the most relevant for you ?

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Annex

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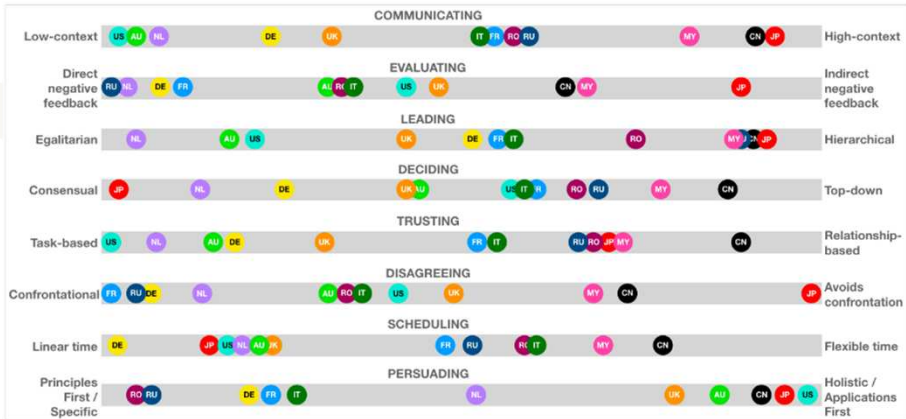


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Using the online tool of Erin Meyer

Management Styles Across Different Cultures

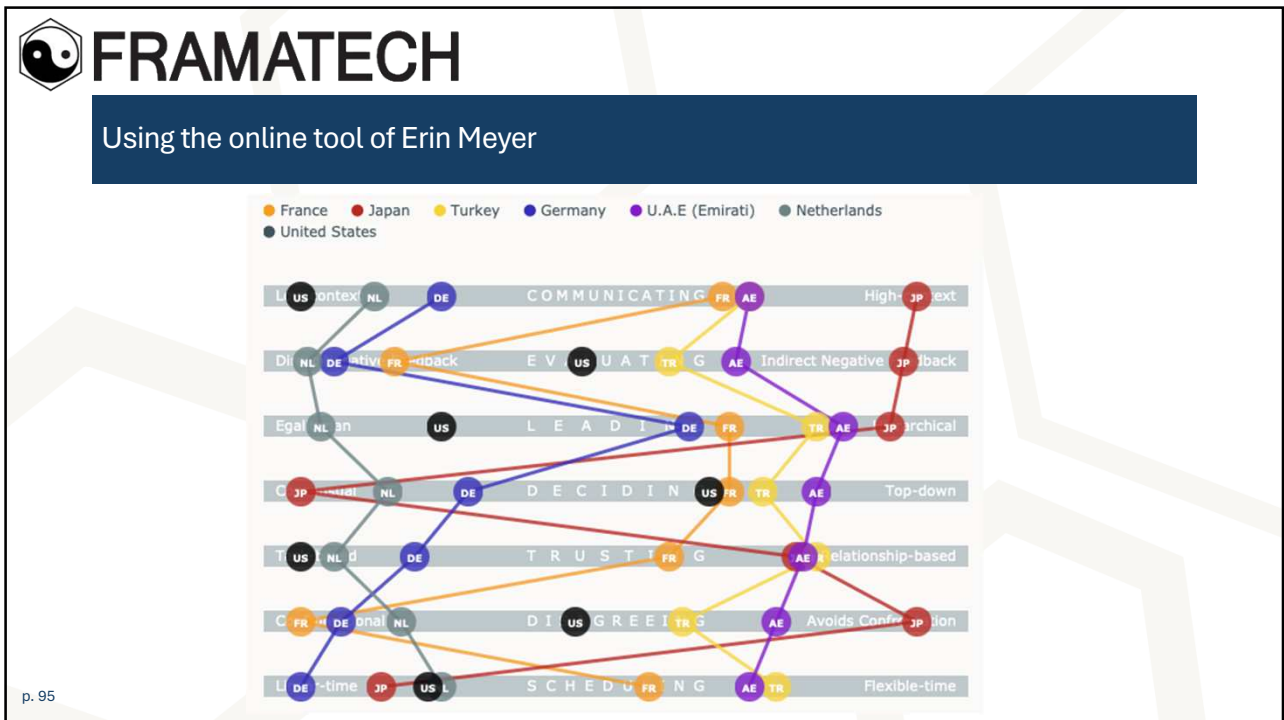
● AU Australia ● FR France ● IT Italy ● MY Malaysia ● RO Romania ● UK UK
● CN China ● DE Germany ● JP Japan ● NL Netherlands ● RU Russia ● US USA



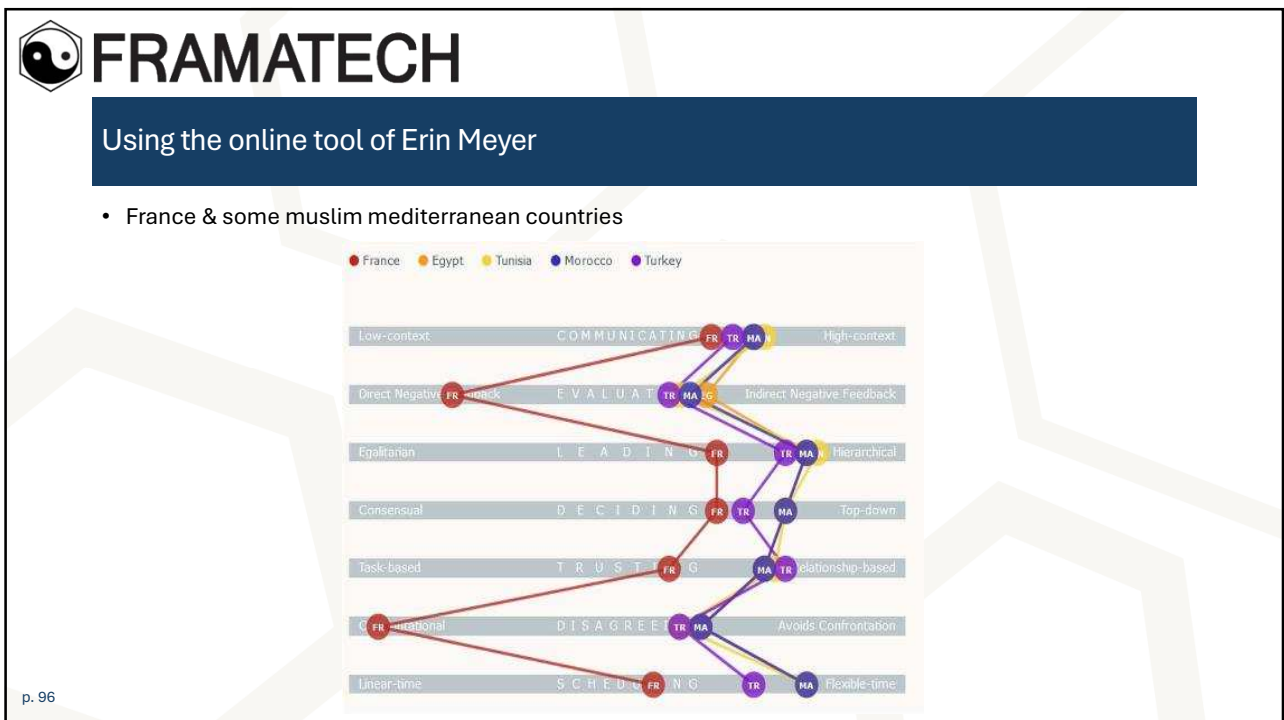
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Source: Erin Meyer, The Culture Map: Decoding How People Think, Lead, and Get Things Done Across Cultures


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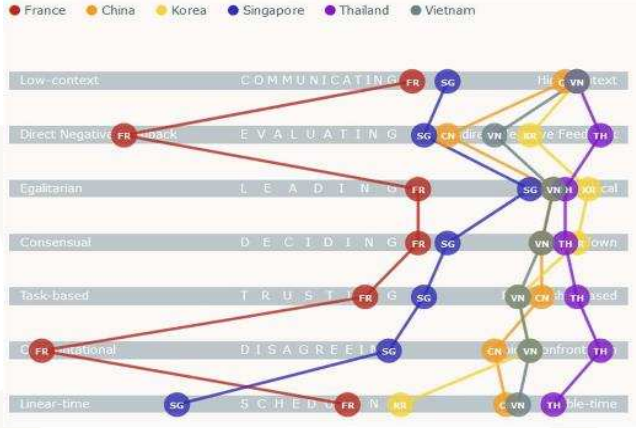
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Using the online tool of Erin Meyer

- France & some south-east asian countries




Legend: France (FR), China (CN), Korea (KR), Singapore (SG), Thailand (TH), Vietnam (VN)

Styles shown: Low-context, Direct Negative Feedback, Egalitarian, Consensual, Task-based, Occasional, Linear-time. Opposite styles: High-context, Indirect Negative Feedback, Hierarchical, Top-down, Relationship-based, Avoids Confrontation, Flexible-time.

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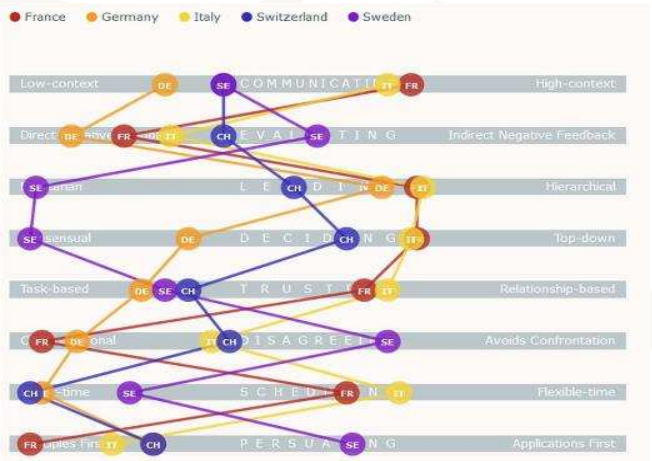
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FRAMATECH

Using the online tool of Erin Meyer

- France & some west european countries



Legend: France (FR), Germany (DE), Italy (IT), Switzerland (CH), Sweden (SE)

Styles shown: Low-context, Direct Negative Feedback, Hierarchical, Top-down, Task-based, Occasional, Flexible-time. Opposite styles: High-context, Indirect Negative Feedback, Relationship-based, Avoids Confrontation, Applications first.

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FRAMATECH

Using the online tool of Erin Meyer

- France & some anglosaxon countries

Legend: France (FR), Canada (CA), UK (GB), United States (US)

Country	High-context	Direct Negative Feedback	Egalitarian	Consensual	Trusting	Avoids Confrontation	Linear-time	Assertive
France (FR)	High-context	Indirect Negative Feedback	Hierarchical	Top-down	Relationship-based	Avoids Confrontation	Flexible-time	Appealing
Canada (CA)	Low-context	Direct Negative Feedback	Egalitarian	Consensual	Trusting	Direct Confrontation	Linear-time	Assertive
UK (GB)	Low-context	Direct Negative Feedback	Egalitarian	Top-down	Relationship-based	Direct Confrontation	Flexible-time	Appealing
United States (US)	Low-context	Direct Negative Feedback	Hierarchical	Top-down	Trusting	Direct Confrontation	Linear-time	Assertive

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The End

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