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CYCLE INTERCULTUREL

N-HOUSE TRAINING FOR SUCCESSFUL INTERPERSONAL RELATIONS BETWEEN FRENCH AND GERMAN TEAMS

**COUSIN SURGERY / SIG,
les 22, 23 et 24 (am) juillet 2025, Lunebourg**

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4 boulevard d'Arras - 13004 Marseille - France
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NOTE POUR LE LECTEUR QUI N'AURAIT PAS ASSISTE AU SEMINAIRE

La documentation ci-jointe constitue un support complémentaire pour les participants français à la session résidentielle « N-HOUSE TRAINING FOR SUCCESSFUL INTERPERSONAL RELATIONS BETWEEN FRENCH AND GERMAN TEAMS » qui s'est déroulée à Lunebourg. Ils pourront parcourir les 8 dimensions culturelles développées par Erin Meyer avec un focus France – Allemagne.

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How to work between french & german ?

Addings



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The cultural map of Erin Meyer



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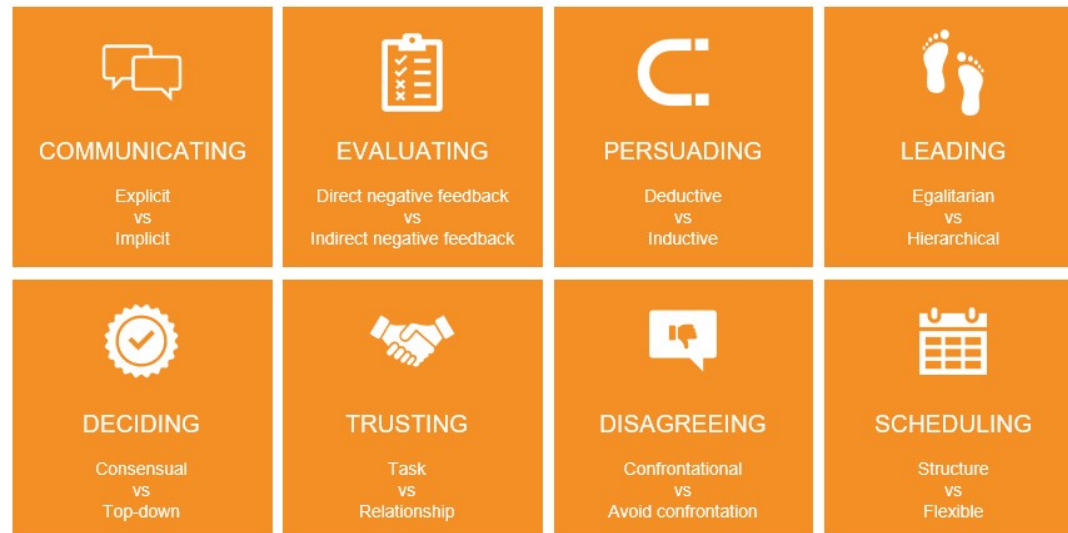


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8 dimensions

- Erin Meyer – 8 scales representing 8 Management behaviors where cultural gaps are most common, and that Managers need to be aware of.



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Source : Erin Meyer, « the Culture Map »

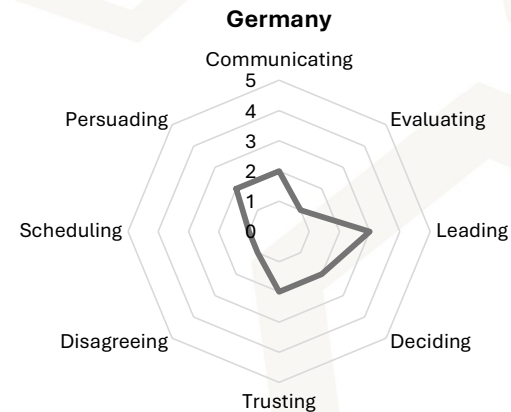
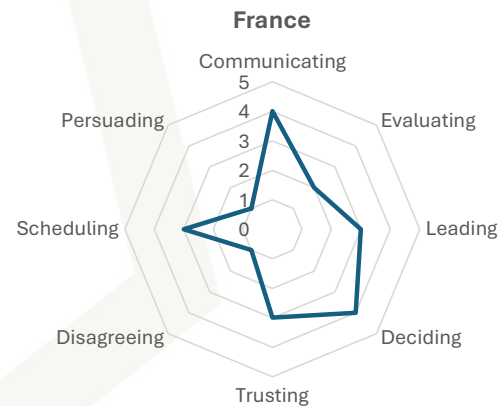


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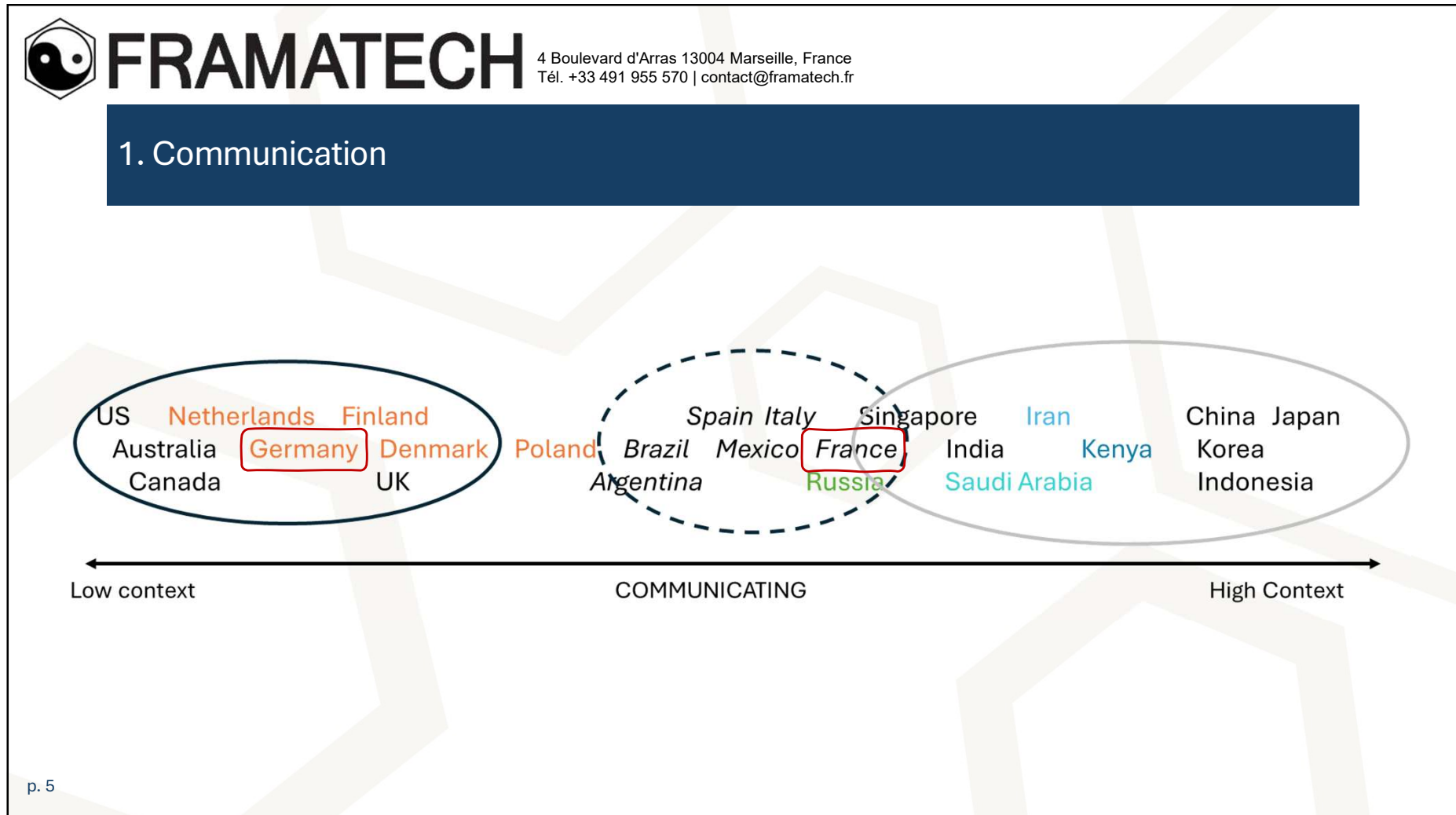
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Comparing France & Germany

		France	Germany	
Communicating	Low context	4	2	High context
Evaluating	Direct negative feedback	2	1	Indirect negative feedback
Leading	Egalitarian	3	3	Hierarchical
Deciding	Consensual	4	2	Top-Down
Trusting	Task-Based	3	2	Relationship-based
Disagreeing	Confrontational	1	1	Avoids Confrontation
Scheduling	Linear-time	3	1	Flexible-Time
Persuading	Principles-First	1	2	Application-First



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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

Indirect negative feedback

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

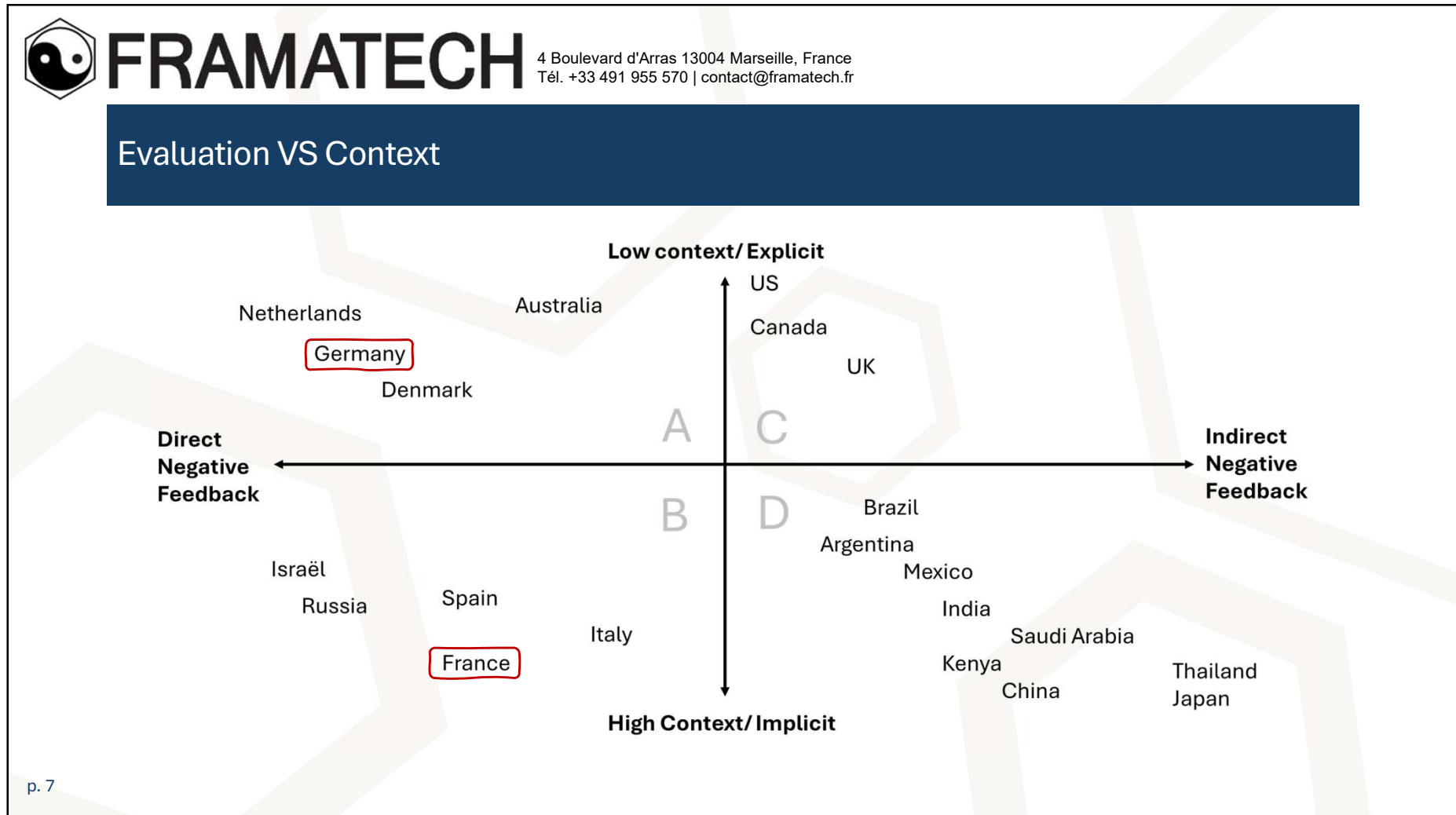
Indirect Negative feedback



Negative feedback to a colleague is provided softly, subtly, diplomatically.

- Positive messages are used to 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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3. Leading

Leading



Denmark	Israel	Canada	US		France	Poland	Saudi Arabia	Japan
Netherlands		Finland		UK	Germany	Italy	Russia	India
Sweden	Australia				Brazil	Spain	Mexico	Peru
								China
								Nigeria

← Egalitarian Hierarchical →

Egalitarian

- 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

- 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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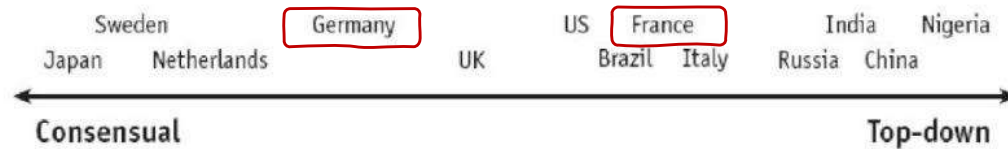


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4. Deciding

Deciding



- Consensual** ✗ Decisions are made in groups through unanimous agreement
- Top-down** ✗ Decisions are made by individuals, usually the boss

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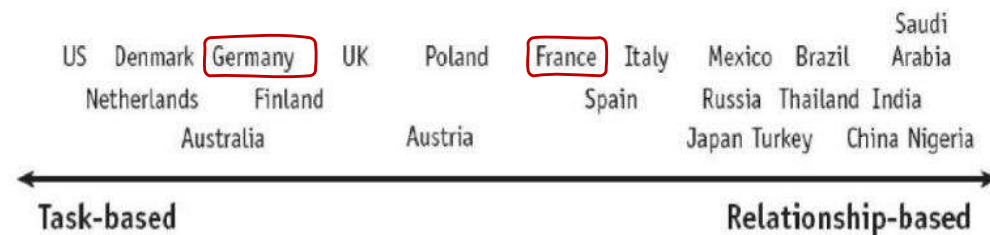


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5. Trusting

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

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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6. Disagreeing

Disagreeing



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

← Confrontational → Avoids confrontation →

- | | |
|---|--|
| <p>Confrontational</p> <p>⚔ Disagreement and debate is positive for the team or organization.</p> <ul style="list-style-type: none"> ▪ Open confrontation is appropriate and will not negatively impact the relationship. | <p>Avoids confrontation</p> <p>⚔ Disagreement and debate is negative for the team and organization.</p> <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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7. Scheduling

Scheduling



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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8. Persuading

Persuading



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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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.	1. Communicating	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.
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.	2. Evaluating	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.
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.	3. Leading	Hierarchical The ideal distance between a boss and a subordinate is high. The best boss is a string director who leads from the front. Status is important. Organizational structures are multilayered and fixed. Communication follows set hierarchical lines.
Consensual Decisions are made in groups through unanimous agreement.	4. Deciding	Top-down Decisions are made by individuals (usually the boss).
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.	5. Trusting	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.
Confrontational Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.	6. Disagreeing	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.
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.	7. Scheduling	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.
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.	8. Persuading *	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.



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Reminding

Eight scales

— France — Germany — China — Japan

1. Communicating

Low-context

High-context

2. Evaluating

Direct
negative
feedback

Indirect
negative
feedback

3. Persuading

Principles-first

Applications-first

4. Leading

Egalitarian

Hierarchical

5. Deciding

Consensual

Top-down

6. Trusting

Task-based

Relationship-
based

7. Disagreeing

Confrontational

Avoids
confrontation

8. Scheduling

Linear-time

Flexible-time

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Source: "The Culture Map" Public Affairs 2014

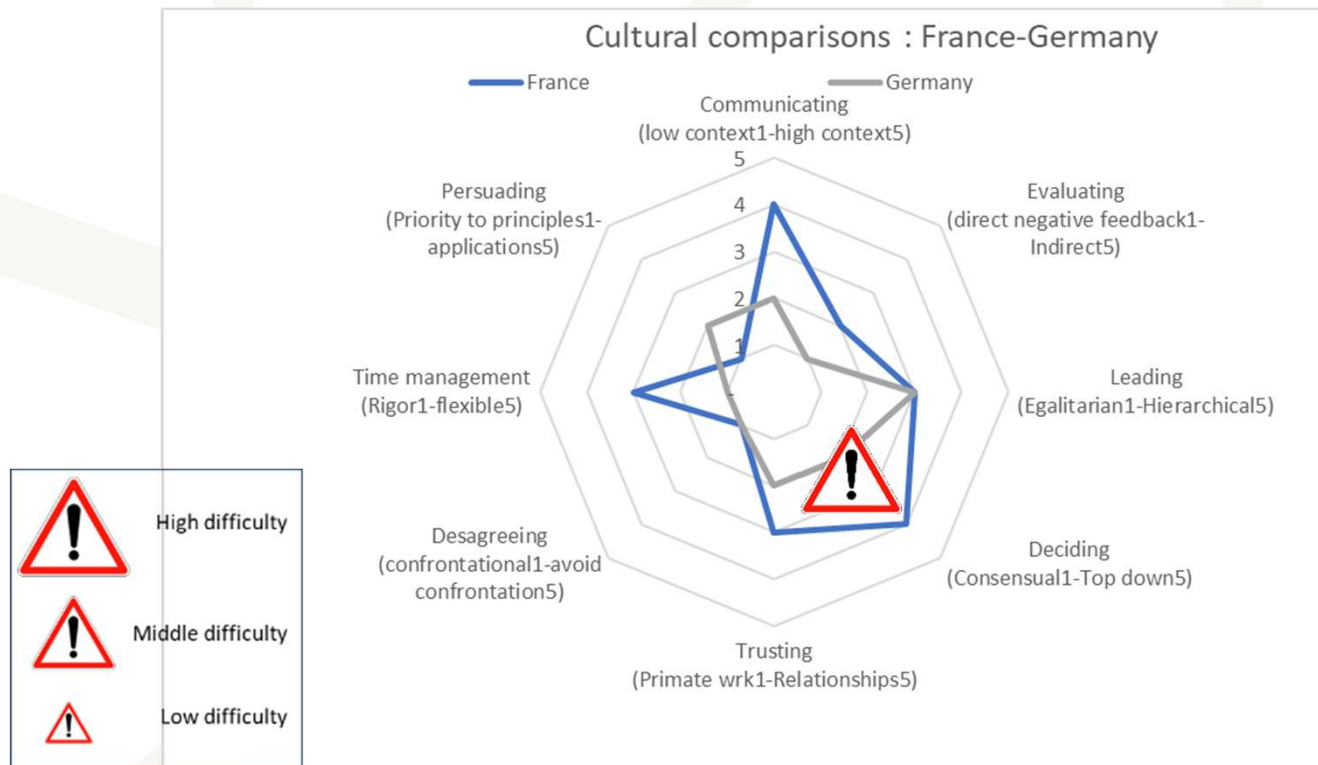
SCMP



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In the end, how do we compare ?



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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.

Can you explain?

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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 detail about the context.
 - The Japanese, on the other hand, expects orders to be given in the form of allusions.
 - Masaki thought Olberts was politely tasking him to perform the experiments.

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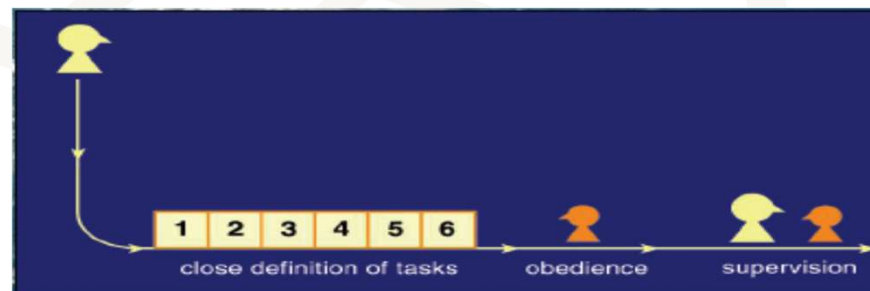
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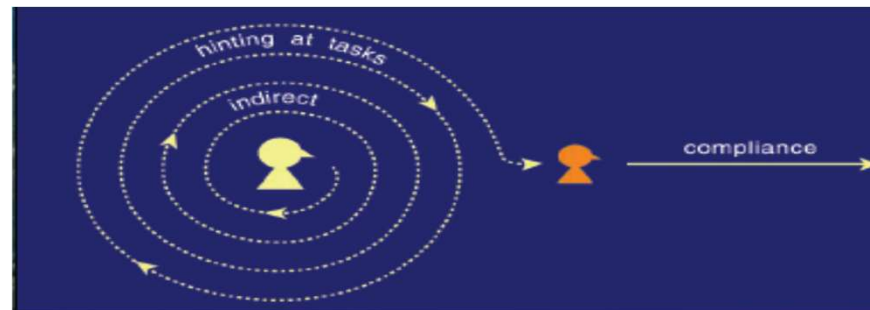
How to listen and act

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

- German:



- Japanese:



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How to listen and act

WEST

EAST

Networking	Waiting Queue
Opinion	Welcome
Dealing with Problems	Boss

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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!

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How are the French people

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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 friends

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Last advices at worldwide

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My rules of intercultural "survival"

- In general, Empathy
 - Observe, listen and interpret
 - Flatter (country, landscape, people,...)
 - Avoid taboo subjects
- Be well informed about the country, region, company, individual, project,... (economic and industrial intelligence)
 - In Muslim countries, 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"
 - Listening, interpreting
- Negotiation framework
 - YES, BUT...
 - Metaphors!
 - Lateral thinking

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Reminding

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

*“know yourself and
heaven will help you !”*

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

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Reminding

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



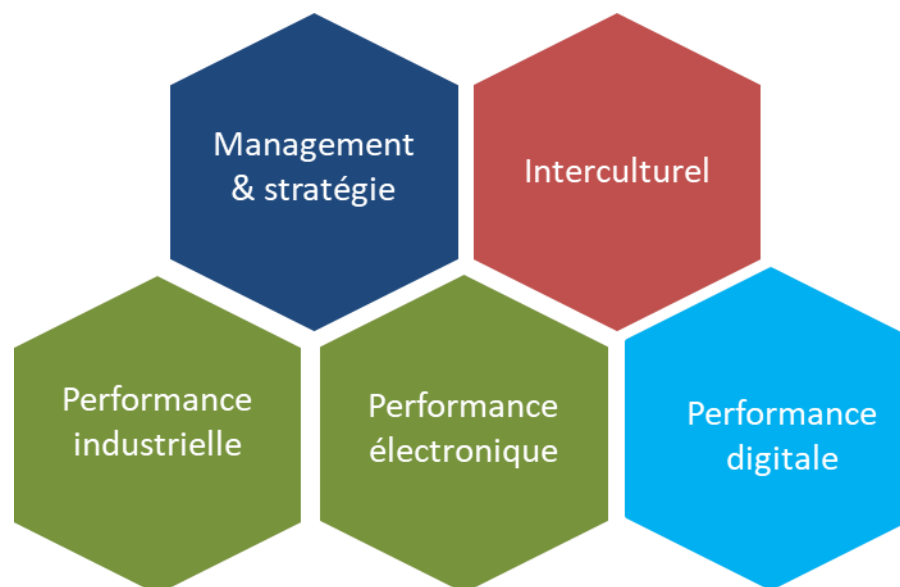
Witch scale is the most relevant for you ? High context

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Contact

Alain BARONI – Président, Directeur Général

Tél. 04 91 95 55 70

Mail : contact@framatech.fr

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