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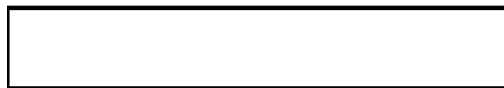


# Principles of Cultural Awareness in Operations



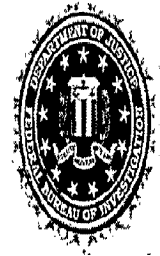
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# OUTLINE

- Group-Focused Cultures' Commonalities
- Differences Between Group-Focused Cultures
- Pitfalls to Avoid
- Establishing Relationships
- Cases Mixed In
- Feel Free to Ask Questions

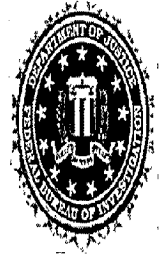




# Group vs. Individual Focused Cultures

- 80% of the world's population and growing
- Emphasize RELATIONSHIPS ("high context")
- Sense of "Self" is Different
- Group Goals vs. Individual Goals
- Loyalty and Harmony
  - Valued more than Objective Truth
  - Discomfort with Direct Communications
- Shame orientation (vs. Guilt in Individualistic)
- "Face" Concept





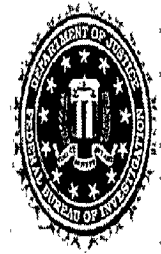
## Exercise

- **Groups: Arab, Iranian, Chinese, Korean**
- **Discuss and develop Examples of:**
  - **Life and relationships at work**
  - **Life and relationships at home, at leisure activities**
- **Appoint spokesperson for both areas**





## EXERCISE QUESTIONS



- How long do you expect to work for one company?
- How do you respond to authority? Can you go get a beer with your boss?
- Are there family-friendly policies in the workplace?
- Away from work, are there mainly groups to help achieve group goals or personal, individual goals?
- What are the main values of your culture?
- How do you pick a spouse?
- How do you treat older adults?
- To what extent do you embrace western values, lifestyles?
- Are emotions expressed directly?
- How do you handle embarrassment?
- How would you handle this situation: husband walks in on wife having sex with another man?





# Main Commonalities in Workplace - Part I

## Individual vs. Group Focused:

- Degree to which your culture has more institutions that allow you to work toward group goals vice personal goals
- In latter, the groups will be a permanent part of their lives
- In former, the groups will end when primary goal is achieved



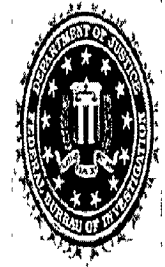


## Main Commonalities in Workplace - Part II

### Power Distance:

- Degree to which power distinctions are emphasized by norms, laws, and behaviors
- US is low because even workers can join together in unions to challenge policies of executives; a Senator can lose an election.
- Group-focused cultures are high in power distance





# Main Commonalities in Workplace - Part III

## Uncertainty Avoidance:

- Degree to which society has rules, norms, laws that deal with the uncertainty of life
  - retirement, job security, etc.
- US has Social Security, but you don't know where you will work 10 years from now...
- Group-oriented cultures are high on this dimension







# Main Commonalities in Workplace - Part IV

## Masculinity vs. Femininity:

- Competitive vs. Cooperative approaches to decision-making
- A continuum and a question of degree
- Look at the degree to which family-friendly policies exist in the workplace





## Main Commonalities in Workplace - Part V

### Confucian Dynamism in Asian Cultures:

- Success of economies of Japan, Taiwan, Hong Kong, South Korea, and Singapore?
- All scored higher than other Asian countries in acceptance of Confucianism
- Persistence; Observing Status; Thrift; Shame





# Confucian Relationships

- Hierarchy: Authority and Subordination is accepted
- Old/Young, Father/Son, Ruler/Minister
- Husband/Wife: Functional relationship that is arranged as a merger
- Age: older people are viewed as wise and honorable
- Titles matter: they indicate hierarchical rankings

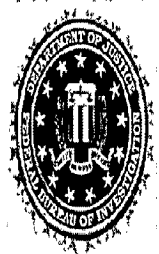




## The "Big Five" All Share

- Intraversion/Extraversion
- Conscientiousness
- Agreeableness
- Emotional Stability (Vice Neuroticism)
- Openness





## The "Big Five" Is Incomplete - Part I (Chinese)

- Social Network ("GUANXI")
- Ren Qin: degree of exchange of resources
- Ah-Q Mentality: a defense mechanism
- Graciousness -- patience, forgiveness, etc.
- Veraciousness -- loyal, honest, etc.
- Thrift -- frugality, self-sacrifice, etc.
- Somatization





## The "Big Five" Is Incomplete - Part II (Koreans)

- Kibun is central to Korean ideals
- Closely related to "Face" concept
- Juche ideology is the official dogma of NK
- Attempt to legitimize NK's isolationism
- Somatization also an issue

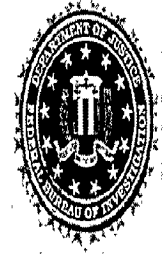




## The "Big Five" Is Incomplete - Part III (Iranians & Arabs)

- Degree of distrust of the West
- Type and degree of commitment to Islam
- Social Network ("Wasta" or "Dowreh")
- Don't Use U.S. Personality Tests!!!



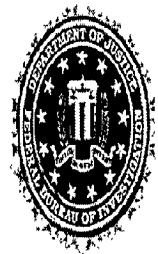


# Collectivistic Cultural Differences Part I

- Degree of Emotionality
  - Higher in Arabs & Iranians
  - Lower in Asians
- Social Networks: Principles of Involvement
  - Iranians: "Dowreh"
  - Arabs: "Wasta"
  - Chinese: "Guanxi"





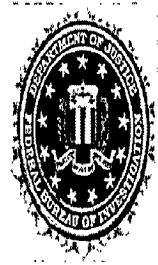


## Collectivistic Cultural Differences Part II

### Increased Emotional Expressiveness:

- Seen in Arabs and Iranians
- How you say something or write something is even more important than what is said/written
- So you will see overly dramatic gestures
- You will see flowery language
- Emphasis on good feelings





## Pitfalls to Avoid Part I

- Acting like you are part of their culture
- Its OK to be an American
- Being overly friendly -- perceived as superficial & untrustworthy
- We emphasize open, warm approach
- They don't need to do this as they rely on family, tribe, and social network





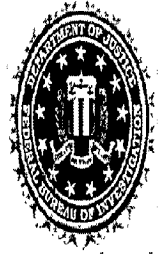
## Pitfalls to Avoid Part II

- Assess motivations; ask about impact of key historical events on their family
- Iranians: Effects of Revolution of 1979
- Chinese: Effects of Mao's "Cultural Revolution" ('60's – '70's) and Xu Rongji's breaking of the "Iron Rice Bowl" in 1998
- Assess variation from cultural norms; degree of alienation





## Pitfalls to Avoid Part III



- Forgetting Cultural Norms
- They will tell people close to them about their new high status relationship
- You must give them a cover for it...
- Remember that a big part of life is spent on impression management
- They will tell you what you want to hear; never a direct NO
- Being Self-Effacing will cost you "Face"
- Being Arrogant and Braggadocios will hurt
- Praise them instead





## Pitfalls to Avoid Part IV



- Polygraph
  - Timeliness and Introduction issues
  - Approach issues
  - Outcome issues
  
- Failure to Plan the Vetting
  - Know the person
  - Assess the person
  - Test the person
  - All the above become fodder for PG

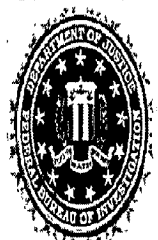




# Establishing Relationships Part I

- Make a good first impression
- Must be perceived as:
  - High status
  - Respectful, Patient
  - Polite, Sincere, Friendly
  - Possessing Integrity and Stability
  - Well-disciplined, Reliable, Trustworthy
  - Bright and Clever (especially with Iranians)





## Establishing Relationships Part II

- Establish their country, tribe/clan, etc.
- Know their baseline degree of skepticism and trust
- Be careful about the histories of their nation, tribe, etc.
- If conflict there will be an indirect NO





## **Establishing Relationships Part III**

- Watch your Manners!**
- Never attempt to shake hands with an Asian; never stare at an Asian**
- Never show the heels of your shoes to Arabs or Iranians**
- Never try to speak to an Arab female prior to approaching Arab male first**
- Be prepared for close proximity of Arabs**
- Dress appropriately**



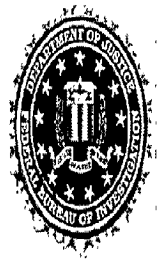




## Establishing Relationships Part IV

- Remember you are on the periphery
- Your job is to bore into the center
- Throw away your watch
- Talk about their family, social network
- Show respect by remembering every name of every person s/he mentions
- Play the Student





## Establishing Relationships Part V

- Always follow through on promises
- Give appropriate gifts in private
- Build obligation
- Establish Hierarchy (with Asians)
- Avoid a direct NO to requests





# QUESTIONS???



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