



Mandela Fellows

Cultural Awareness

June 14, 2022

Goal: To increase your awareness in the area of cultural competencies.

INTLCTR



AGENDA

1. Introductions
2. A Story
3. The Culture Map
4. Cultural Dimensions
5. Discussion



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Introductions

Noel S. Paul

- BS Civil Engineering & MBA in International General Management – Purdue
- **Higher Ed, Pharma and Animal Health**
 - Executive Director, Krannert Professional Development Center - Purdue
 - 28 Years at Lilly / Elanco (Engineering, Global HR, CSR, Commercialization)
 - Experience w/projects in Africa, Argentina, Brazil, China, Singapore, UK
 - \$3M grant from Bill & Melinda Gates Foundation for East Africa
 - *Kenya, Tanzania, Uganda*
- **Entrepreneurial**
 - Founder, President & CEO, Tiger Careers
 - Chief Commercialization Officer, Health Tech Startup
 - Executive Mentor, Purdue Foundry
 - Retail Franchise Co-owner since 2004
- Past President of India Association of Indianapolis
- Born in Lahore, Pakistan; Wife from India; 2 daughters ages 25 & 17

Kenya, South Africa, Tanzania, Zambia





Introductions

*Welkom; Olandiridwa; Barka da Zuwa; Nnbata;
Amohela; Soo Dhawow; Karibu; Kaabo; Wamukelekile*

Mandela Fellows

- Countries represented?
- Industries represented?
- Functional areas of Expertise?
- Prior visits to US & locations?
- Dream Vacation Destination?

Cross Cultural Dynamics A Story





Cross Cultural Dynamics

-Peaches versus Coconuts (Pg 1 of 4)-

It was my first dinner party in France, and I was chatting with a Parisian couple. All was well until I asked what I thought was a perfectly innocent question: “How did the two of you meet?” My husband Eric (who is French) shot me a look of horror. When we got home, he explained: “We don’t ask that type of question to strangers in France. It’s like asking them the color of their underpants.”

It’s a classic mistake. One of the first things you notice when arriving in a new culture is that the rules about what information is and is not appropriate to ask and share with strangers are different. Understanding those rules, however, is a prerequisite for succeeding in that new culture; simply applying your own rules gets you into hot water pretty quickly.



Cross Cultural Dynamics

- Peaches versus Coconuts (Page 2 of 4) -

Coconuts may react to peaches in a couple of ways. Some interpret the friendliness as an offer of friendship and when people don't follow through on the unintended offer, they conclude that the peaches are disingenuous or hypocritical. Such as the German in Brazil who puzzled: "In Brazil people are so friendly - they are constantly inviting me over for coffee. I happily agree, but time and again they forget to tell me where they live." Igor Agapov, a Russian colleague, was equally surprised to experience the pit of the peach on his first trip to the United States: "I sat next to a stranger on the airplane for a nine-hour flight to New York. This American began asking me very personal questions: was it my first trip to the U.S., what was I leaving behind in Russia, had I been away from my children for this long before? He also shared very personal information about himself. He told me he was a bass player and talked about how difficult his frequent travelling was for his wife, who was with his newborn child right now in Florida."



Cross Cultural Dynamics

- Peaches versus Coconuts (Page 3 of 4) -

In response, Agapov started to do something unusual in Russian culture. He shared his personal story thinking they had built an unusually deep friendship in a short period of time. The sequel was quite disappointing: “I thought that after this type of connection, we would be friends for a very long time. When the airplane landed, imagine my surprise when, as I reached for a piece of paper in order to write down my phone number, my new friend stood up and with a wave of his hand said, ‘Nice to meet you! Have a great trip!’ And that was it. I never saw him again. I felt he had purposely tricked me into opening up when he had no intention of following through on the relationship he had instigated.”

Others are immediately suspicious. A French woman who visited with my family in Minnesota was taken aback by the Midwest’s peachiness: “The waiters here are constantly smiling and asking me how my day is going! They don’t even know me. It makes me feel uncomfortable and suspicious. What do they want from me? I respond by holding tightly onto my purse.”



Cross Cultural Dynamics

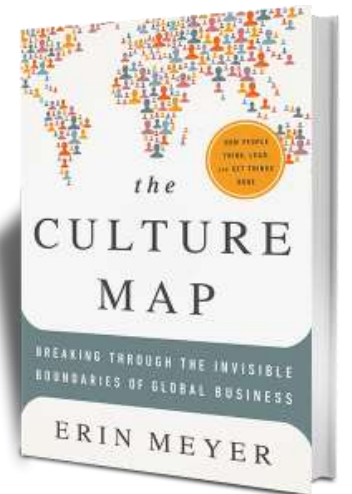
- Peaches versus Coconuts (Page 4 of 4) -

On the other hand, coming from a peach culture as I do, I was equally taken aback when I came to live in Europe 14 years ago. My friendly smiles and personal comments were greeted with cold formality by the Polish, French, German, or Russian colleagues I was getting to know. I took their stony expressions as signs of arrogance, snobbishness, and even hostility.

So what do you do if, like me, you're a peach fallen amongst coconuts? Authenticity matters; if you try to be someone you're not, it never works. So go ahead and smile all you want and share as much information about your family as you like. Just don't ask personal questions of your counterparts until they bring up the subject themselves. And for my coconut readers, if your peach counterpart asks how you are doing, shows you photos of their family or even invites you over for a barbecue, don't take it as an overture to deep friendship or a cloak for some hidden agenda, but as an expression of different cultural norms that you need to adjust to.

The Culture Map, Erin Meyer

- Managers often have:
 - oversimplified ideas about how people from other cultures operate
 - tend to focus on 1-2 elements (communication, decision making)
- Culture is more complex so need to gauge
 - cognitive, relational, and behavioral differences
 - along eight dimensions



The Culture Map: Breaking Through the Invisible Boundaries of Global Business (Public Affairs, 2014)



Quotes from The Culture Map

“The vast majority of managers who conduct business internationally have little understanding about how culture is impacting their work.”

“If you don’t know what your behaviors signify, you’ll have no control over the signals you send, and the results can be disastrous.”



Cross Cultural Assessment

- Communication (high vs low context)
- Evaluating / Feedback (direct vs indirect)
- Persuading (inductive vs deductive reasoning),
- Leading (hierarchical vs egalitarian),
- Deciding (top-down vs consensual),
- Trusting (task-based vs relationship based)
- Disagreeing (confront vs avoidance),
- Scheduling (fixed vs flexible)



Communicating



Low Context

Good communication is precise, simple, and explicit; Messages are expressed and understood at face value; Repetition and written confirmation are appreciated.

High Context

Communication is sophisticated, nuanced and layered. Reading between the lines is expected.

Less is put in writing, and more is left to interpretation.



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, honestly. Negative messages stand, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, 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 the negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.

Reinventing the Feedback Sandwich

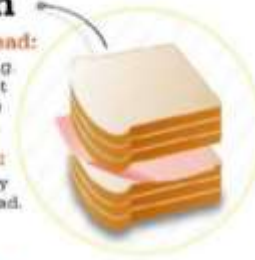
Traditional Feedback Sandwich



Two Slices of Bread:
Two doses of positive feedback.

Meat in Between:
Sandwiching negative or critical feedback

Weak Feedback Sandwich



Lots of Bread:
Lots of ego-stroking. Other person may not even hear your negative feedback.

Little Meat:
Feedback swamped by amount of bread.

The Untraditional Wrap



Good Amount of Meat and Bread, but Intertwined:
Ask someone what they think about their performance, ask if you could share your impressions as well, and have a discussion about it. There's critique and discussion intertwined.

Open-Faced Feedback Sandwich



Meat:
Significant amount critical feedback

Bread:
And ego stroking as well... but only at the end.

The Paleo Diet Sandwich



All Meat No Bread:
Just that critical message with no ego stroking at all



Persuading

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



Principles-first

Applications-first

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.

Principles

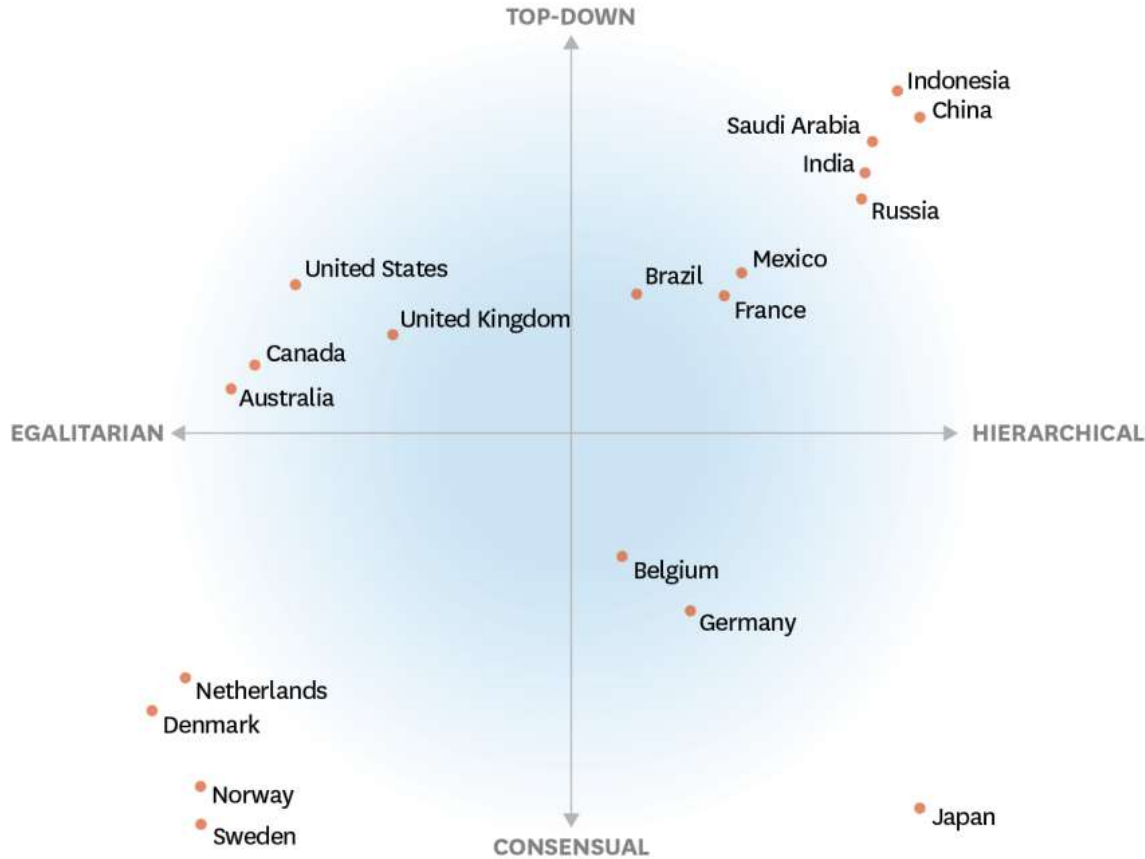
- First

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.



Mapping Leadership Cultures

Attitudes toward decision making can range along a continuum from strongly top-down to strongly consensual; attitudes toward authority can vary from extremely egalitarian to extremely hierarchical. The positions for the 19 countries shown on this map were determined from interviews conducted between 2003 and 2016.



SOURCE "BEING THE BOSS IN BRUSSELS, BOSTON, AND BEIJING," BY ERIN MEYER, JULY-AUGUST 2017

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Deciding

Top Down: boss makes decision

Consensual: building group agreement



Trusting

U.S Denmark Germany UK Poland France Italy Mexico Brazil Saudi Arabia
Netherlands Finland Austria Russia Thailand India
Australia Japan Turkey China Nigeria



Task-based

Relationship-based

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 relationship 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.



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

Avoids Confrontation

Confrontational

Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact the relationship.

Avoids Confrontation

Disagreement and debate are negative for the team and organization. Open confrontation is inappropriate and will break group harmony or negatively impact the relationship.

Scheduling

Germany Japan Netherlands Poland
Switzerland Sweden US UK Czech Republic France Spain Italy Brazil China Saudi Arabia
Denmark Mexico India Nigeria
Turkey Kenya



Linear-time

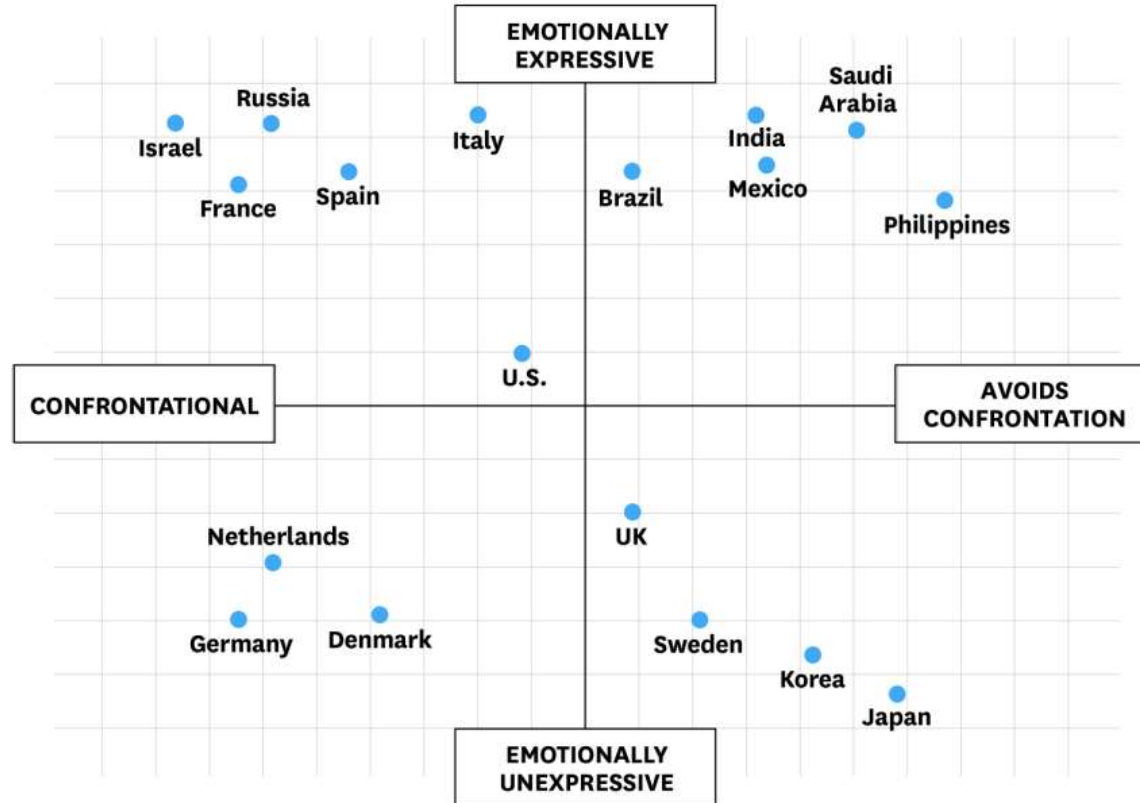
Flexible-time

- 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
- 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.



Preparing to Face Your Counterpart

The map below sorts nationalities according to how confrontational and emotionally expressive they are. Although negotiators often believe that the two characteristics go hand in hand, that's not always the case.



SOURCE ERIN MEYER
FROM "GETTING TO SÍ, JA, OUI, HAI, AND DA," DECEMBER 2015

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Negotiating

Combination of

- How individuals EXPRESS themselves
 - Emotionally expressive
 - Emotionally unexpressive
- Their comfort level with CONFRONTATION
- Plus other aspects of respective Cultures?



Discussion

- What was one Key Take-Away from this exercise?
- What surprised you?
- What real life examples come to mind?
- Does anyone have a challenge right now that we can help with as a group? (as time allows)
- Questions??



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