

Being Effective Across Business Cultures

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MIND YOUR GAPS

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Being Effective Across Business Cultures for Managers

An In-Depth Approach

Welcome and Introduction

Welcome to this course, Being Effective Across Cultures for Managers. You are using this participant guide as a companion to the content highlights and summary you should also have. The workshop will present you with many hands-on opportunities to assess, practice and develop your managerial skills on this interesting topic. So be ready for some active learning!

In this participant guide, you will find

- Selected content from the workshop
- The slides for reference and a space to jot down anything you want to
- Worksheets for learning exercises

Learning Outcomes

As a Manager or part of a team that is globally spread, you will

- Gain deeper insights into the business cultures of different parts of the world
- Gain self-awareness, understand business norms that are different and start bridging gaps. Learn how to be more effective, productive and successful in doing business differently and still getting it done
- Attain positive attitudes and adaptive behaviors that lets you integrate better into a country or be more sensitive and respectful to culturally different team members

Learning Objectives

By the end of Unit 1, you will

- Identify a few cultural norms in East and West workplaces
- Know the three different levels of relationships you have to build at work
- Practice different types of communication skills that matter

Notes:

Who needs cultural training?

- The professionals who are migrating
- Professionals who are part of global teams
- Off-shore teams
- Managers and Leaders who have teams in different parts of the globe

Notes:



Discussion

Give one example of a challenge you have experienced interacting with someone from another culture AT WORK

If you have had conflict, how did you resolve it and move forward?

TOPIC 1:

WHAT IS CULTURE?

CROSS CULTURAL DIFFERENCES AND CONTEXTS

HOW DO DIFFERENCES INFLUENCE OUR BEHAVIOR

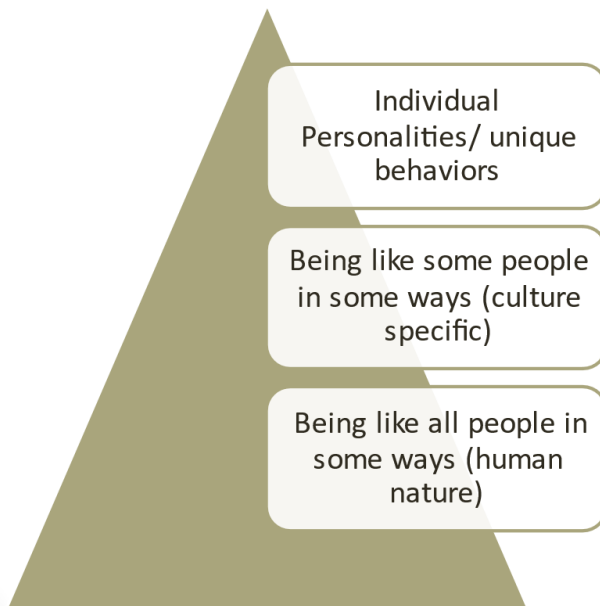
What is Culture?

The collective programming of the mind which distinguishes the members of one human group from another (Geert Hofstede)

The total of human behavior patterns of a given society, way of life, expression and technology communicated from generation to generation

What shapes it– Country, region. Language, family, friends, religion, race, economic levels/class, neighborhoods, generation, education, profession, work

What is Culture?



Culture effects

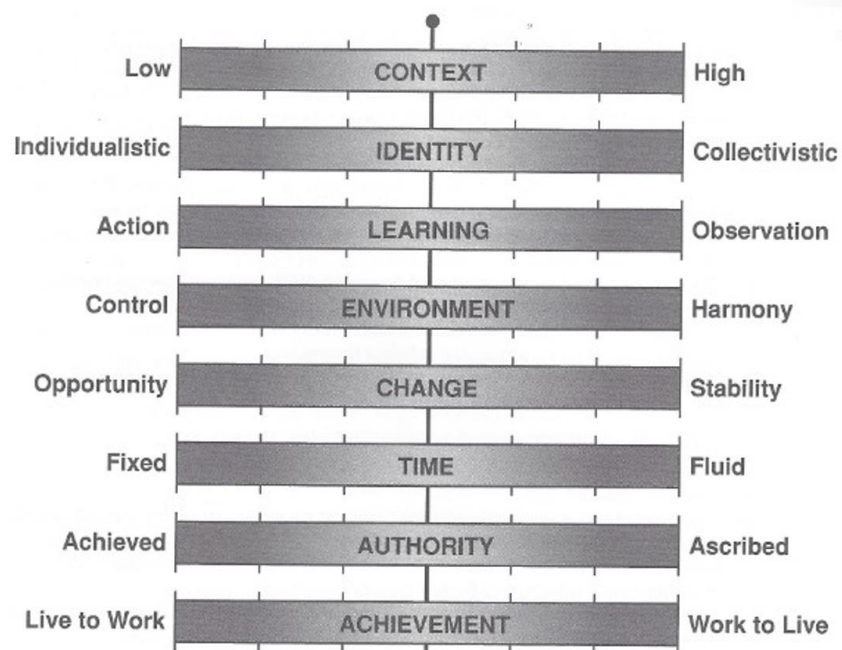
Our reasoning and patterns of thought and communication styles

Our Ethnocentrism (evaluation of other cultures according to preconceptions originating in the standards and customs of one's own culture)

Basic human nature, emotions, prejudices, urge to stereotype, other behaviors and much more

Notes:

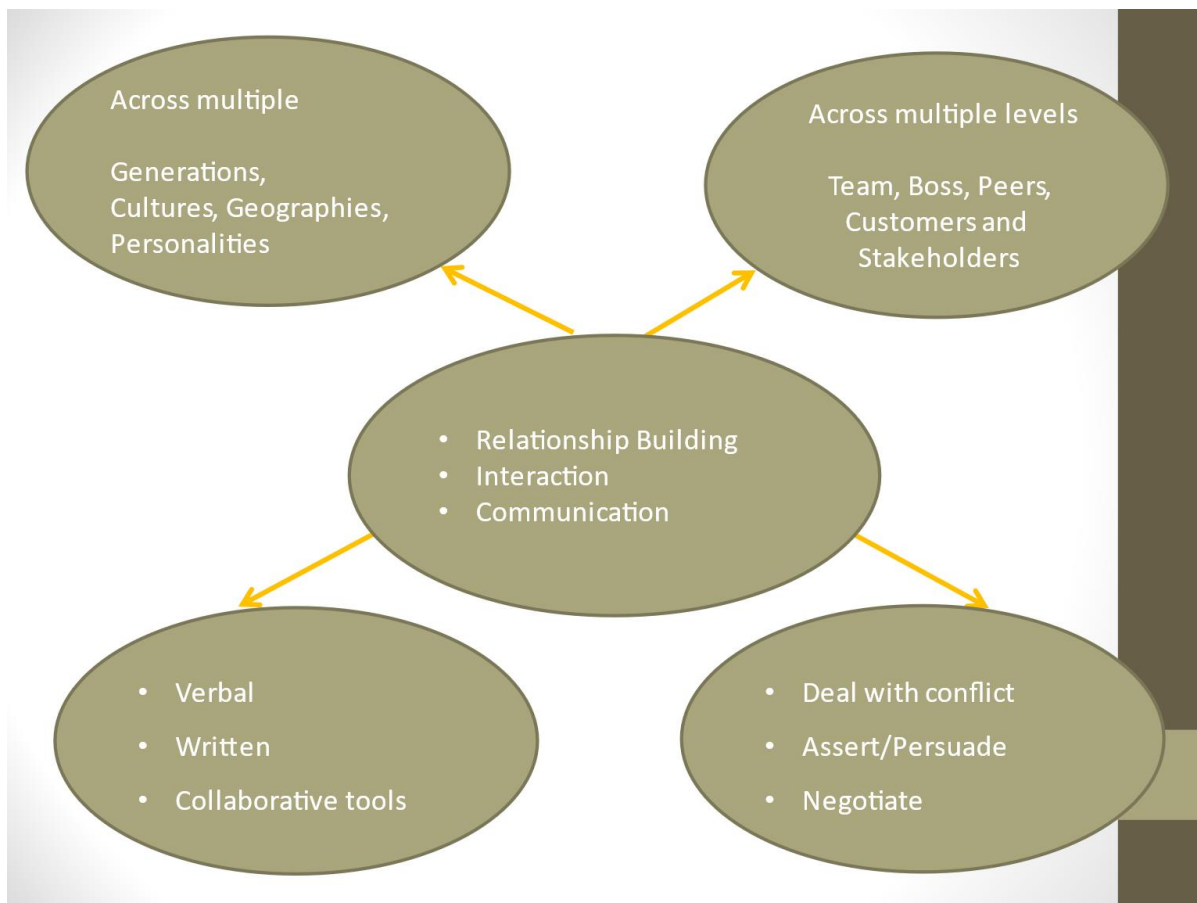
LOW AND HIGH CONTEXT CULTURES AND NORMS



.1 The Eight Dimensions of Culture

Adapted from: Meena S. Wilson; Michael H. Hoppe and Leonard R. Sayles (2002). *Managing Across Cultures: A Learning Framework*. Greensboro, NC: Center for Creative Leadership. (With emphasis drawn by Monica McGrath, The Wharton School, University of Pennsylvania).

RELATIONSHIPS, INTERACTIONS AND COMMUNICATIONS ACROSS THE WORK SPECTRUM



Notes:

20 minutes!

ACTION LEARNING EXERCISE 1: HOW ARE DEADLINES TREATED IN TWO DIFFERENT CULTURES?

You are in teams of four.

Read the example of Rebecca below.

Example 1

- Rebecca works with United Technologies, a Chicago based company. She is talking on the phone to Abhinav, the manager of one of United Technologies vendors for customer service outsourcing.
- Rebecca: We really need to get all of the customer service representatives trained on our new process in the next two weeks. Can you get this done?
- Abhinav: That timeline is pretty tight. Do you think it's possible?
- Rebecca: I think it will require some creativity and hard work, but I think we can get it done with two or three days to spare.
- Abhinav: Ok.
- Rebecca: Now that our business is settled, how is everything else?
- Abhinav: All's well, although the heavy monsoons this year are causing a lot of delays and inconveniencing people coming to office and going back.

Example 1 contd.

- Two weeks later...
- Abhinav: We've pulled all of our resources and I'm happy to say that 60% of the customer service representatives are now trained in the new process. The remaining 40% will complete the training in the next two weeks.
- Rebecca: Only 60%? I thought we agreed that they all would be trained by now!
- Abhinav: Yes. The monsoon is now over so the rest of the training should go quickly.
- Rebecca: This training is critical to our results. I had reported to my boss that it will be complete.
- Abhinav: I am certain that it will be done in the next two weeks.

Discuss amongst yourselves about the questions below

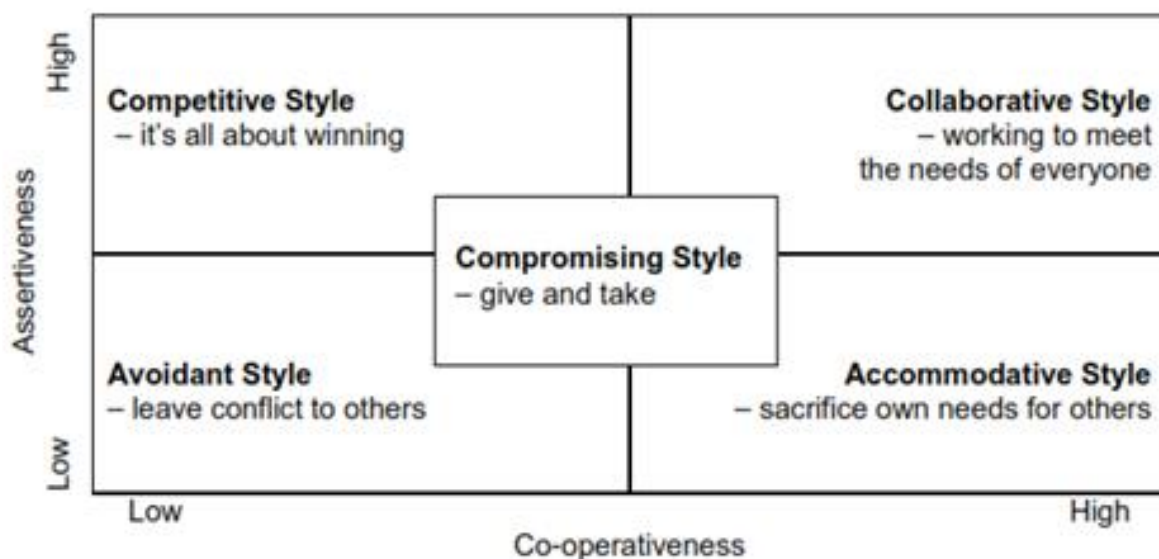
Example 1 cotd

Reflection and discussion

Did Abhinav agree to the initial timeline requested by Rebecca?

- What might Rebecca be thinking about Abhinav?
- What might Abhinav be thinking about Rebecca?
- How will this incident affect their future interactions?

Next, look at this diagram.



Tell the class,

What is your individual style?

How would you have dealt with the situation?