Chapter 4

Differences in Culture
Culture is Important!

Cross-cultural literacy –
An understanding of how cultural differences across and within nations can affect the way in which business is practiced

- Important for business success
- Affects our:
  - Assumptions
  - Expectations
Culture as an iceberg
What Is Culture?

**Culture** - a system of values and norms that are shared among a group of people and that when taken together constitute a design for living where

- **values** - ideas about what a group believes to be good, right, and desirable (what’s right?)
- **norms** - social rules and guidelines that prescribe appropriate behavior in particular situations (how to act?)

**Society** - a group of people who share a common set of values and norms
What is Culture?

"How we do things around here"
The more we understand this,
The more our relationships will improve

Customer Culture
Type of Customer may vary
(what's appropriate for each type?)
What is Culture?

**Corporate Culture**
Companies are like little nations
- unwritten rules to survive by
- talk, eat, socialize, urgency
(what's appropriate for each type?)

**Industry Culture**
Acceptable behavior within an industry education vs. construction jargon
(what's appropriate for each type?)
Rapid Transit industry in Japan – pack them in!  FILM
Be careful not to ASSUME

**True Love?**

**Why** do they say what they say? (Lao Hu)

**Why** they act certain ways? (Love at First Sight)
What is Culture?

**Personal Culture**
Become a blend of cultures around us
We typically “identify” with:
- certain types of customers
- certain norms from work
- certain industry jargon
- certain people that we know

*How do you move bricks? Forklift? or Bangladesh way*
*How do you park your car? How people park*
- France – Push cars for spots (don’t use park brakes)

**Culture is contagious**
Example: “... talk like a foreigner”
Example: “... talk like a woman”
**Accents** – How many accents do you speak?
**Learn another language**
What is Culture?

Let’s compare Germans to Chinese.
1. Opinions (Meinung / 意见)
“Tell it like it is” vs. “giving face”
2. Way of Life (Lenbensstill / 生活方式)
Individualized vs. Collective
German / Chinese Comparison

3. Punctuality (准时)
On Time vs. Time Flexible
4. Contacts (人脉)
1 to 1 vs. Networks
5. View of myself (自我看法)
Individual is center vs. Society is center
German / Chinese Comparison

6. Sunday on city street (星期天城市街道)
   Empty streets vs. Crowded streets
7. Stomach ache (胃痛)
Coca-Cola vs. Tea
8. Definition of Beauty (美的定义)
More sun vs. Less sun
9. Handling problems (处理问题)
Direct vs. Indirect
10. Life of Elderly Life (老年人的生活)
Away from grandkids vs. Live with grandkids
11. Shower Habit (淋浴时间)
In Morning vs. At Night
12. Perception of each other’s culture
（对对方文化的想当然）
Generalizations …
Generalizations …

The Worst World
- Cooks are English
- Mechanics are French
- Police are German
- Lovers are Swiss
- All organized by the Italians

The Best World
- Cooks are French
- Mechanics are German
- Police are English
- Lovers are Italian
- All organized by the Swiss
Cultural Traditions

In the U.S. we can observe all types of cultural traditions from other lands:

Share your own stories

Szczepana
Sometimes it’s the little things ...

I never know which restroom to use in Scotland.
European Languages

Much diversity – Official Language?
What would a limited English speaker think?
“Our product has more bells and whistles.”

To a job candidate – “You’re on the short list”

“I’m a couch potato and chilled with the game on the tube.”

Slang is interesting to learn - FILM
Best to do Reverse Translation to check accuracy of interpretation - FILM
Friendship Proverbs

“Your friendship is your needs answered”
(Denmark)

“The winner has many friends, the loser has good friends” (Mongolia)

“With true friends, even water drunk together is sweet enough” (China)

What is the U.S. version?

"A friend in need is a friend indeed" (U.S.)
Outlook Proverbs

“The hidden stone finds the plow,” (Estonia)
“The best cloth is always the one that gets a spot on it,” (Spain)
“Darkness lies one inch ahead,” (Japan) and,
“The bread never lands but on its buttered side,” (Britain)
What is the U.S. version?
"
Anything that can go wrong, will go wrong"
(U.S.) - Murphy's Law
World Religious Systems

Much religious diversity
### Which Match?

<table>
<thead>
<tr>
<th>Person is lazy</th>
<th>A. Person is talking very loudly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person is afraid of</td>
<td>B. Person never contradicts boss in public</td>
</tr>
<tr>
<td>the boss</td>
<td>C. Person never does anything until told to do it</td>
</tr>
<tr>
<td>Person isn't paying</td>
<td>D. Person said &quot;Yes&quot; when I know the answer was &quot;No&quot;</td>
</tr>
<tr>
<td>attention to me</td>
<td>E. Person did not look me in the eye when I was talking with them</td>
</tr>
<tr>
<td>Person is angry</td>
<td></td>
</tr>
<tr>
<td>Person lied to me</td>
<td></td>
</tr>
</tbody>
</table>

Which do you think match?
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<td>E. Person did not look me in the eye when I was talking with them</td>
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**ALL are interpretations and could be wrong**

**If someone's behavior doesn't "fit in"**:  
Discuss:  
1. The Behavior  
2. How it's being interpreted (perhaps incorrectly)  
3. Explain your “company culture”
CULTURE = APPROPRIATE BEHAVIOR

We can NOT change their behavior
We CAN change how we react

Imagine . . . Making a film in Hong Kong
(5 min)
Respect Anyone?

Count off to 7 – get into groups

For your country -

- What do you think it means for you to show respect, and what do you think it means for you to be shown respect?
- What would “respect” look like?
Be careful not to ASSUME

ASK A LOT OF QUESTIONS

How are we expected to react? (hugging)

Why do they do what they do? (Waving "hi")
Hofstede Dimensions

- **Power distance** focuses on how a society deals with the fact that people are unequal in physical and intellectual capabilities
- **Individualism versus collectivism** focuses on the relationship between the individual and his or her fellows
- **Uncertainty avoidance** measures the extent to which different cultures socialize their members into accepting ambiguous situations and tolerating ambiguity
- **Masculinity versus femininity** looks at the relationship between gender and work roles
## How Does Culture Impact The Workplace?

### Work-Related Values for 15 Selected Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Power Distance</th>
<th>Uncertainty Avoidance</th>
<th>Individualism</th>
<th>Masculinity</th>
<th>Long-Term Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>36</td>
<td>51</td>
<td>90</td>
<td>61</td>
<td>31</td>
</tr>
<tr>
<td>Brazil</td>
<td>69</td>
<td>76</td>
<td>38</td>
<td>49</td>
<td>65</td>
</tr>
<tr>
<td>Canada</td>
<td>39</td>
<td>48</td>
<td>80</td>
<td>52</td>
<td>23</td>
</tr>
<tr>
<td>Germany (F.R.)</td>
<td>35</td>
<td>65</td>
<td>67</td>
<td>66</td>
<td>31</td>
</tr>
<tr>
<td>Great Britain</td>
<td>35</td>
<td>35</td>
<td>89</td>
<td>66</td>
<td>25</td>
</tr>
<tr>
<td>India</td>
<td>77</td>
<td>40</td>
<td>48</td>
<td>56</td>
<td>61</td>
</tr>
<tr>
<td>Japan</td>
<td>54</td>
<td>92</td>
<td>46</td>
<td>95</td>
<td>80</td>
</tr>
<tr>
<td>Netherlands</td>
<td>38</td>
<td>53</td>
<td>80</td>
<td>14</td>
<td>44</td>
</tr>
<tr>
<td>New Zealand</td>
<td>22</td>
<td>49</td>
<td>79</td>
<td>58</td>
<td>30</td>
</tr>
<tr>
<td>Pakistan</td>
<td>55</td>
<td>70</td>
<td>14</td>
<td>50</td>
<td>00</td>
</tr>
<tr>
<td>Philippines</td>
<td>94</td>
<td>44</td>
<td>32</td>
<td>64</td>
<td>19</td>
</tr>
<tr>
<td>Singapore</td>
<td>74</td>
<td>8</td>
<td>20</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>Sweden</td>
<td>31</td>
<td>29</td>
<td>71</td>
<td>5</td>
<td>33</td>
</tr>
<tr>
<td>Thailand</td>
<td>64</td>
<td>64</td>
<td>20</td>
<td>34</td>
<td>56</td>
</tr>
<tr>
<td>United States</td>
<td>40</td>
<td>46</td>
<td>91</td>
<td>62</td>
<td>29</td>
</tr>
</tbody>
</table>

### Table 4.1

Work-Related Values for 15 Selected Countries

Hofstede Analysis

**Power Distance Index (PDI)** focuses on the degree of equality, or inequality, between people in the country's society.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High PD</strong></td>
<td></td>
</tr>
<tr>
<td>• Centralized companies.</td>
<td>• Acknowledge a leader's power.</td>
</tr>
<tr>
<td>• Strong hierarchies.</td>
<td>• Be aware that you may need to go to the top for answers.</td>
</tr>
<tr>
<td>• Large gaps in compensation, authority, and respect.</td>
<td></td>
</tr>
<tr>
<td><strong>Low PD</strong></td>
<td></td>
</tr>
<tr>
<td>• Flatter organizations.</td>
<td>• Use teamwork</td>
</tr>
<tr>
<td>• Supervisors and employees are considered almost as equals.</td>
<td>• Involve as many people as possible in decision making.</td>
</tr>
</tbody>
</table>
**Individualism (IDV)** focuses on the degree the society reinforces individual or collective, achievement and interpersonal relationships.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High IDV</strong></td>
<td></td>
</tr>
<tr>
<td>• High valuation on people’s time and their need for freedom.</td>
<td>• Acknowledge accomplishments.</td>
</tr>
<tr>
<td>• An enjoyment of challenges, and an expectation of rewards for hard work.</td>
<td>• Don’t ask for too much personal information.</td>
</tr>
<tr>
<td>• Respect for privacy.</td>
<td>• Encourage debate and expression of own ideas.</td>
</tr>
<tr>
<td><strong>Low IDV</strong></td>
<td></td>
</tr>
<tr>
<td>• Emphasis on building skills and becoming masters of something.</td>
<td>• Show respect for age and wisdom.</td>
</tr>
<tr>
<td>• Work for intrinsic rewards.</td>
<td>• Suppress feelings and emotions to work in harmony.</td>
</tr>
<tr>
<td>• Harmony more important than honesty.</td>
<td>• Respect traditions and introduce change slowly.</td>
</tr>
</tbody>
</table>
**Masculinity (MAS)** focuses on the degree the society reinforces, or does not reinforce, the traditional masculine work role model of male achievement, control, and power.

<table>
<thead>
<tr>
<th>Characteristics</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>High MAS</strong></td>
<td>• Be aware that people may expect male and female roles to be distinct.</td>
</tr>
<tr>
<td></td>
<td>• Advise men to avoid discussing emotions or making emotionally-based decisions or arguments.</td>
</tr>
<tr>
<td></td>
<td>• A woman can do anything a man can do.</td>
</tr>
<tr>
<td></td>
<td>• Powerful and successful women are admired and respected.</td>
</tr>
</tbody>
</table>

| **Low MAS**                          |                                                                      |
|                                      | • Avoid an "old boys’ club" mentality.                              |
|                                      | • Ensure job design and practices are not discriminatory to either gender. |
|                                      | • Treat men and women equally.                                      |
Hofstede Analysis

Uncertainty Avoidance Index (UAI) focuses on the level of tolerance for uncertainty and ambiguity within the society - i.e. unstructured situations.

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High UAI</strong></td>
<td>• Be clear and concise about your expectations and parameters.</td>
</tr>
<tr>
<td></td>
<td>• Plan and prepare, communicate often and early, provide detailed plans and focus on the tactical aspects of a job or project.</td>
</tr>
<tr>
<td></td>
<td>• Express your emotions through hands gestures and raised voices.</td>
</tr>
<tr>
<td></td>
<td>• Very formal business conduct with lots of rules and policies.</td>
</tr>
<tr>
<td></td>
<td>• Need and expect structure.</td>
</tr>
<tr>
<td></td>
<td>• Sense of nervousness spurs high levels of emotion and expression.</td>
</tr>
<tr>
<td></td>
<td>• Differences are avoided.</td>
</tr>
<tr>
<td><strong>Low UAI</strong></td>
<td>• Do not impose rules or structure unnecessarily.</td>
</tr>
<tr>
<td></td>
<td>• Minimize your emotional response by being calm and contemplating situations before speaking.</td>
</tr>
<tr>
<td></td>
<td>• Express curiosity when you discover differences.</td>
</tr>
<tr>
<td></td>
<td>• Informal business attitude.</td>
</tr>
<tr>
<td></td>
<td>• More concern with long term strategy than what is happening on a daily basis.</td>
</tr>
<tr>
<td></td>
<td>• Accepting of change and risk.</td>
</tr>
</tbody>
</table>
Hofstede & Cultural Comparisons

Go to: [LINK](http://instruction2.mtsac.edu/rjagodka/)
Click on “International Business Resources” --> Click on “Tips”

Group Paper – print all names (First Last) at top of paper
Pick one country (from those representative of your group)
Please answer 3 questions:

1) Which dimension (of the four) has the largest difference between the U.S. score and your chosen country score? Give us the scores and the difference (note + or -)

2) How can you prepare for those differences, if you were to visit tomorrow?

Based on Business Etiquette and Protocol:

3) What are 2 tips you (as a group) feel are most meaningful to remember when wanting to do business with this country? – *select what you feel are most important*
Does Culture Change?

- Culture evolves over time
  - changes in value systems can be slow and painful for a society
- Social turmoil - an inevitable outcome of cultural change
  - as countries become economically stronger, cultural change is particularly common