

SKILL UP PROGRAM

Performance Culture – result orientation

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LET'S GET KNOW EACH OTHER



What is Culture?

Definition of Culture

Culture is the characteristics of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and arts. Today, in the United States as in other countries populated largely by immigrants, the culture is influenced by the many groups of people that now make up the country

**Kim Ann Zimmermann,
LiveScience**

Intercultural differences

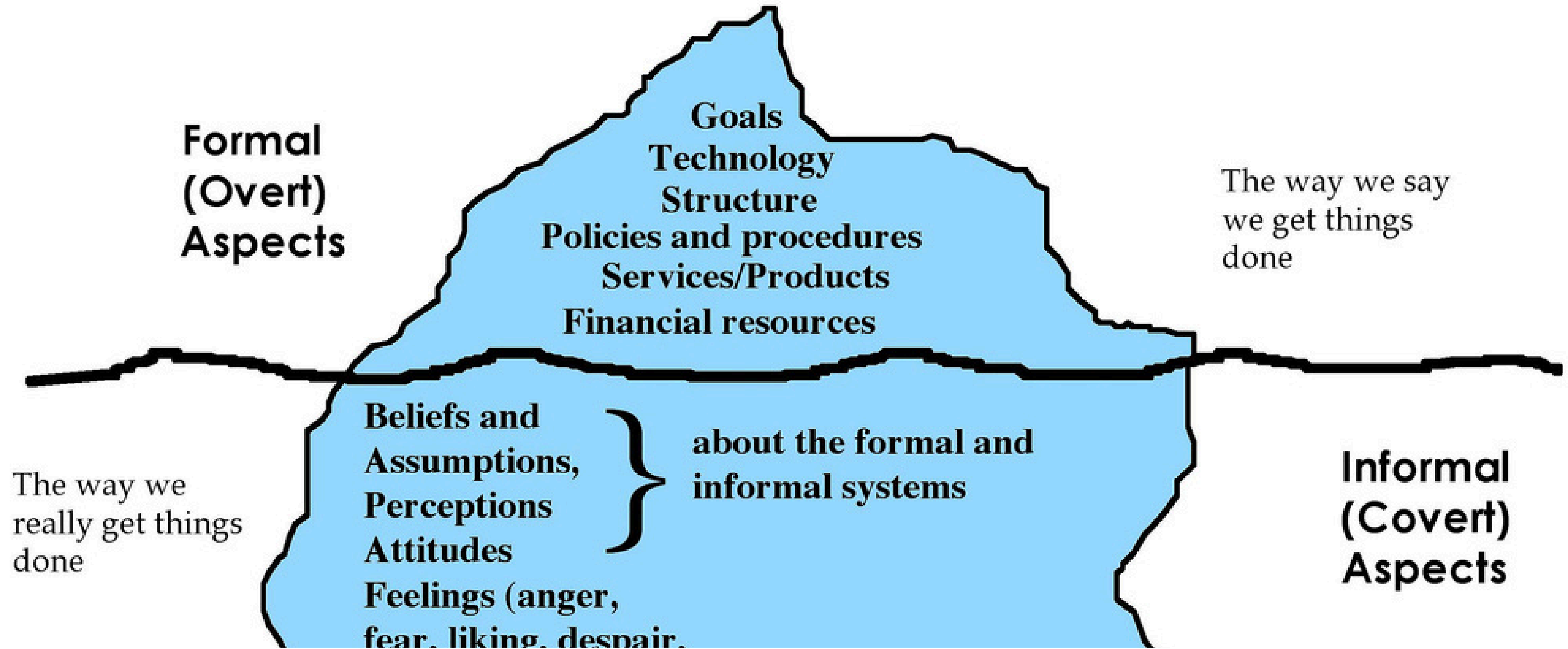
Introduction

What is culture?



- It is a peculiar human creature.
- It covers all areas of human life.
- It has been created by community not by the individuals.
- Culture's goal is a community survival.
- Includes a system of rules and procedures principles.
- Is transmitted from a generation to a generation.
- Is dynamic and changes continuously.
- It is impossible to see it, touch it, feel it.
- We are able to notice only certain aspects of culture and its material dimension.

Cultural Iceberg



Behaviors and mentality of different cultures



Intercultural differences behaviors and mentality of different cultures

- **Way of live is countless quantity of everyday behaviors details, which are common for the majority of people from a certain society.**
- **It means that the majority of people will react in the same situation in almost the same way.**
- **Such a behavior conformity and social acceptance creates cultural exemplar.**
- **To understand a different culture means, to know - how to communicate with its reперesentatives.**

Do people are everywhere the same ?

Mind You!

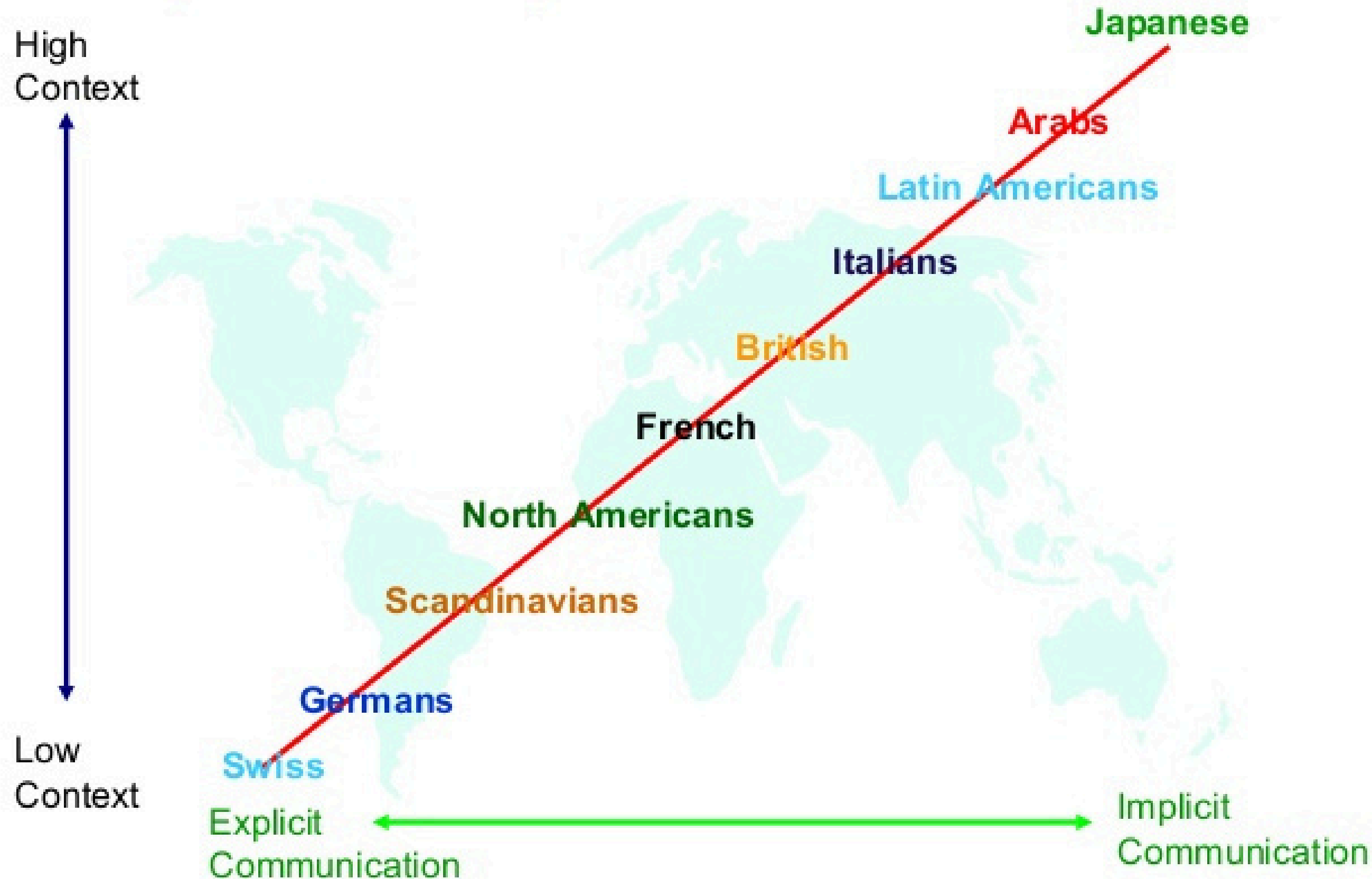
**Be aware of intercultural differences,
But do not forget about individual differences!**



LET'S HAVE A JOURNEY !!!



Explicit & implicit communication



What can limit us while contacting with different cultures?

- **Expected similarity** - often people during intercultural contacts expect that all people are the same, so they think and speak the same way (ex. When I am sad I do not smile, but a Vietnamese being embarrassed starts to smile widely).
- **Language differences** - multi-pointed notions very often causes misunderstandings even for those who possessed language very well, but not enough well to know all the spectrum of possible notion meaning in a certain culture (ex. good husband in every culture describes totally different exemplar of man's behavior in family).

What can limit us while contacting with different cultures?

- **Erroneous interpretations of non verbal signals - it is very hard to take possession of non verbal language form foreign culture. Good example is opposite nodding to say „yes” or „no” in Poland and Bulgaria. Being not aware of it, you can be very frustrated sometimes.**
- **Stereotypes and prejudices - excessive relying on stereotypes can block objective perception of others, and understanding communicates sent by them. It can also discourage, looking for tips facilitating statements interpretation accordingly to their senders intentions.**

What can limit us while contacting with different cultures?

- **Propensity towards evaluating statement formulating - cultural values dissimilarity can incline us to formulate non flattering estimates of our interlocutor.**
- **High level of anxiety or tension - stress and fear can make people tightly keeping firm interpretations, and stereotypes in spite of objective proofs of its inaptness.**

What kind of behaviors should be eliminated during contacts with different cultures representatives?

Discriminating behaviors:

- **Speaking with a raised voice,**
- **Using general statements directed to a certain group (ex. „Because they all are...”, „Because those always behave this way...”, etc.),**
- **Attributing to a group member features attributed to all group he is coming from.**
- **Explaining behavior of somebody from a different culture in a certain situation by his personality features, instead of situational factors or situational context.**
- **Speaking to an adult person from the position of a parent or teacher (instructing, treating in a non partner way).**

What kind of behaviors are appreciated during contacts with different cultures representatives?

Equaling behaviours:

- Fitting voice tone to our interlocutor**
- Eye contact initiating and keeping. However we should remember that people from Asian cultures avoid permanent looking into eyes**
- Interlocutor's personal space borders respecting and watching our own,**
- Especially in the beginning of contacts, avoiding topics which can be seen as taboo or too personal ones,**
- Using intercultural knowledge instead of stereotypes,**
- Promotion of intercultural knowledge concerning one's own culture.**

Cultural dimensions according to G. Hofstede

Hofstede's Cultural Dimension Theory

**Power Distance
(High vs. Low)**

**Individualism
(vs. Collectivism)**

**Masculinity
(vs. Femininity)**

**Uncertainty
Avoidance
(High vs. Low)**

**Long-Term
Orientation
(vs. Short-Term)**

Cultural dimensions according to G. Hofstede

Power Distance Index (PDI)

This dimension expresses the degree to which the less powerful members of a society accept and expect that power is distributed unequally. The fundamental issue here is how a society handles inequalities among people. People in societies exhibiting a large degree of power distance accept a hierarchical order in which everybody has a place and which needs no further justification. In societies with low power distance, people strive to equalise the distribution of power and demand justification for inequalities of power.

How does this manifest in a culture or country?

In a high power distance cultures the following may be observed:

- . Those in authority openly demonstrate their rank.**
- . Subordinates are not given important work and expect clear guidance from above.**
- . Subordinates are expected to take the blame for things going wrong.**
- . The relationship between boss and subordinate is rarely close/personal.**
- . Politics is prone to totalitarianism.**
- . Class divisions within society are accepted.**

How does this manifest in a culture or country?

In a low power distance culture:

- . Superiors treat subordinates with respect and do not pull rank.
- . Subordinates are entrusted with important assignments.
- . Blame is either shared or very often accepted by the superior due to it being their responsibility to manage.
- . Managers may often socialize with subordinates.
- . Liberal democracies are the norm.
- . Societies lean more towards egalitarianism.

How does this manifest in a culture or country?

Examples of cultures with high PDI scores:

- Arabic speaking countries,
- Russia,
- India
- China

Those with low scores:

- Japan,
- Australia
- Canada

Intercultural Business Communication Tips

If you are working with or going to a country with a higher PDI than yours then:

- **give clear and explicit directions to those working with you. Deadlines should be highlighted and stressed.**
- **- do not expect subordinates to take initiative.**
- **- be more authoritarian in your management style. Relationships with staff may be more distant than you are used to.**
- **- show respect and deference to those higher up the ladder. This is usually reflected through language, behavior and protocol.**
- **- expect to encounter more bureaucracy in organizations and government agencies.**

Intercultural Business Communication Tips

If you are working with or going to a country with a lower PDI than yours then:

- don't expect to be treated with the usual respect or deference you may be used to.**
- people will want to get to know you in an informal manner with little protocol or etiquette.**
- be more inclusive in your management or leadership style as being directive will be poorly interpreted.**
- involve others in decision making.**
- do not base judgements of people on appearance, demeanor, privileges or status symbols.**

Cultural dimensions according to G. Hofstede

Individualism versus Collectivism (IDV)

The high side of this dimension, called individualism, can be defined:

- as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families.**

Its opposite, collectivism, represents a preference for:

- a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of "I" or "we."**

How does this manifest in a culture or country?

In a country that scores highly on the individualism scale the following traits are common:

- **A person's identity revolves around the "I"**
- **Personal goals and achievement are strived for**
- **It is acceptable to pursue individual goals at the expense of others**
- **'Individualism' is encouraged whether it be personality, clothes or music tastes**
- **The right of the individual reign supreme; thus, laws to protect choices and freedom of speech**

How does this manifest in a culture or country?

Individualist cultures:

- **United States**
- **much of Western Europe, where personal achievements are emphasised.**

Collectivist cultures:

- **China,**
- **Korea,**
- **Japan, emphasize the group such as the family and at work this manifests in a strong work group mentality**

Intercultural Business Communication Tips

If you are working or doing business in a country with a higher individualism score than yourself then:

- . Remember that you can't depend on the group for answers. As an individual you are expected to work on your own and use your initiative.**
- . Prepare yourself for a business environment that may be less reliant on relationships and personal contacts. Business and personal life may very well be kept separate.**
- . Employees or subordinates will expect the chance to work on projects or solve issues independently. Being too intrusive into their work may be interpreted negatively.**
- . It is not uncommon for people to try and stand out from the rest. This may be during meetings, presentations or even during group work.**
- . Bear in mind that a certain amount of individual expression is tolerated, i.e. people's appearance, behavior, etc.**

Intercultural Business Communication Tips

If you are working or doing business in a country with a lower individualism score than yourself then:

- . Note that individuals will have a strong sense of responsibility for their family which can mean they take precedence over business.**
- . Remember that praise should always be directed to a team rather than individuals as otherwise this may cause people embarrassment. Reward teams not people.**
- . Understand that promotions depend upon seniority and experience-not performance and achievement.**
- . Decision making may be a slow process, as many individuals across the hierarchy will need to be consulted.**

Cultural dimensions according to G. Hofstede

Masculinity versus Femininity (MAS)

The masculinity side of this dimension represents:

- a preference in society for achievement,
- heroism,
- assertiveness
- material rewards for success
- Society at large is more competitive.

Cultural dimensions according to G. Hofstede

In opposite, femininity, stands for:

- **a preference for cooperation,**
- **modesty,**
- **caring for the weak**
- **quality of life.**
- **Society at large is more consensus-oriented.**

How does this manifest in a culture or country?

Below are some of the common traits found in countries that score low on the masculinity scale:

- . In life the main priorities are the family, relationships and quality of life**
- . Conflicts should ideally be solved through negotiation**
- . Men and women should share equal positions in society**
- . Professionals "work to live", meaning longer vacations and flexible working hours**

How does this manifest in a culture or country?

Below are some of the common traits found in countries that score high on the masculinity scale:

- . Life's priorities are achievement, wealth and expansion**
- . It is acceptable to settle conflicts through aggressive means**
- . Women and men have different roles in society**
- . professionals often "live to work", meaning longer work hours and short vacations**

How does this manifest in a culture or country?

From Hofstede's research Japan was found to be the world's most masculine society, with a rating of 95. Sweden was the most feminine with a rating of 5.

Other examples of "masculine" cultures:

- **USA,**
- **Germany,**
- **Ireland**
- **Italy.**

How does this manifest in a culture or country?

“Feminine” cultures:

- Spain,
- Thailand,
- Korea,
- Portugal
- Middle East

Intercultural Business Communication Tips

If you are working or doing business in a country with a higher masculinity score than yourself then:

- . To succeed in this culture you will be expected to make sacrifices in the form of longer work hours, shorter holidays and possibly more travel.**
- . Be aware that people will discuss business anytime, even at social gatherings.**
- . Avoid asking personal questions in business situations. Your colleagues or prospective partners will probably want to get straight to business.**
- . People are not always interested in developing closer friendships.**
- . Communication style that is direct, concise and unemotional will be most effective in this environment.**
- . People will use professional identity, rather than family or contacts, to assess others.**
- . Self-promotion is an acceptable part of the business culture in this competitive environment.**

Intercultural Business Communication Tips

If you are working or doing business in a country with a lower masculinity score than yourself then:

- . Recognize that people value their personal time. They prioritize family and take longer holidays. Working overtime is not the norm.**
- . Small talk at social (or business) functions will focus on an individual's life and interests rather than just business.**
- . Personal questions are normal rather than intrusive.**
- . In business dealings trust weighs more than projected profit margins and the like.**
- . Nepotism is seen as a positive and people openly show favoritism to close relations.**

Cultural dimensions according to G. Hofstede

Uncertainty Avoidance Index (UAI)

The uncertainty avoidance dimension expresses the degree to which the members of a society feel uncomfortable with uncertainty and ambiguity. The fundamental issue here is how a society deals with the fact that the future can never be known: should we try to control the future or just let it happen? Countries exhibiting strong UAI maintain rigid codes of belief and behavior and are intolerant of unorthodox behaviour and ideas. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles.

How does this manifest in a culture or country?

Below are some of the common traits found in countries that score highly on the uncertainty avoidance scale:

- . Usually countries/cultures with a long history.**
- . The population is not multicultural, i.e. homogenous.**
- . Risks, even calculated, are avoided in business.**
- . New ideas and concepts are more difficult to introduce.**

How does this manifest in a culture or country?

Some of the common traits found in countries that score low on the uncertainty avoidance scale include:

- . Usually, a country with a young history, i.e. USA.**
- . The population is much more diverse due to waves of immigration.**
- . Risk is embraced as part of business.**
- . Innovation and pushing boundaries is encouraged.**

How does this manifest in a culture or country?

According to Hofstede's findings, Greece is the most risk-averse culture while Singapore is the least.

Generally speaking, Protestant countries and those with Chinese influences score low.

Catholic, Buddhist, and Arabic-speaking countries tend to score high in uncertainty avoidance.

Intercultural Business Communication Tips

If you are working or doing business in a country with a higher uncertainty avoidance score than yourself then:

- . Don't expect new ideas, ways or methods to be readily embraced. You need to allow time to help develop an understanding of an initiative to help foster confidence in it.**
- . Involve local counterparts in projects to allow them a sense of understanding. This then decreases the element of the unknown.**
- . Be prepared for a more fatalistic world view. People may not feel fully in control and are therefore possibly less willing to make decisions with some element of the unknown.**
- . Remember that due to a need to negate uncertainty proposals and presentations will be examined in fine detail. Back up everything with facts and statistics.**

Intercultural Business Communication Tips

If you are working or doing business in a country with a lower uncertainty avoidance score than yourself then:

- . Try to be more flexible or open in your approach to new ideas than you may be used to.**
- . Be prepared to push through agreed plans quickly as they would be expected to be realised as soon as possible.**
- . Allow employees the autonomy and space to execute their tasks on their own; only guidelines and resources will be expected of you.**
- . Recognize that nationals in the country may take a different approach to life and see their destiny in their own hands.**

Cultural dimensions according to G. Hofstede

Long Term Orientation versus Short Term Normative Orientation (LTO)

Every society has to maintain some links with its own past while dealing with the challenges of the present and the future. Societies prioritize these two existential goals differently.

Societies who score low on this dimension, for example, prefer to maintain time-honored traditions and norms while viewing societal change with suspicion. Those with a culture which scores high, on the other hand, take a more pragmatic approach: they encourage thrift and efforts in modern education as a way to prepare for the future.

In the business context and in our country comparison tool this dimension is related to as "(short term) normative versus (long term) pragmatic" (PRA). In the academic environment the terminology Monumentalism versus Flex humility is sometimes also used.



**Thank you very much
for your attention ☐**

**I will be more than happy to
meet you
attending other trainings
organized by
PRACOWNIA ROZWOJU**



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