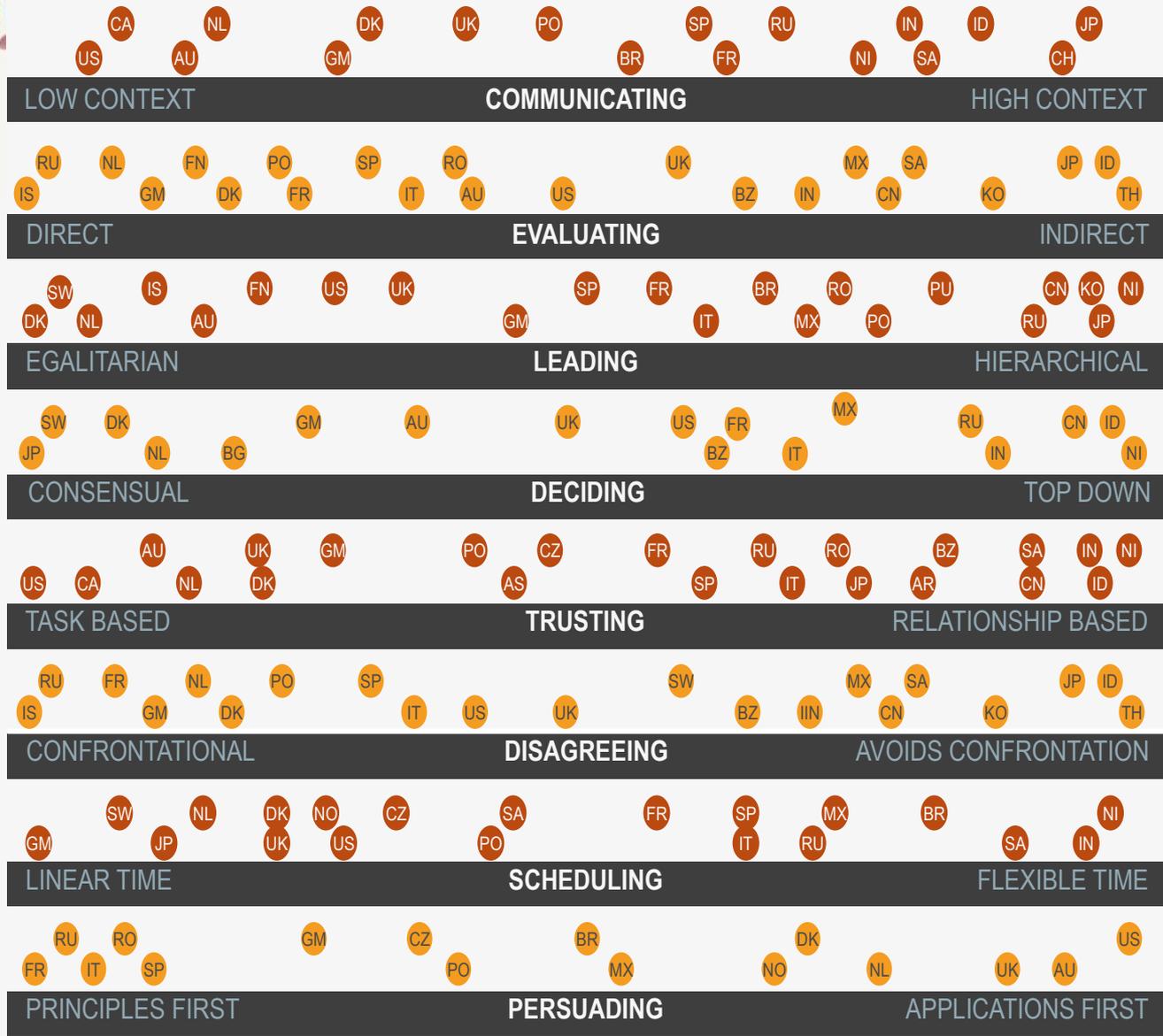


Culture Map

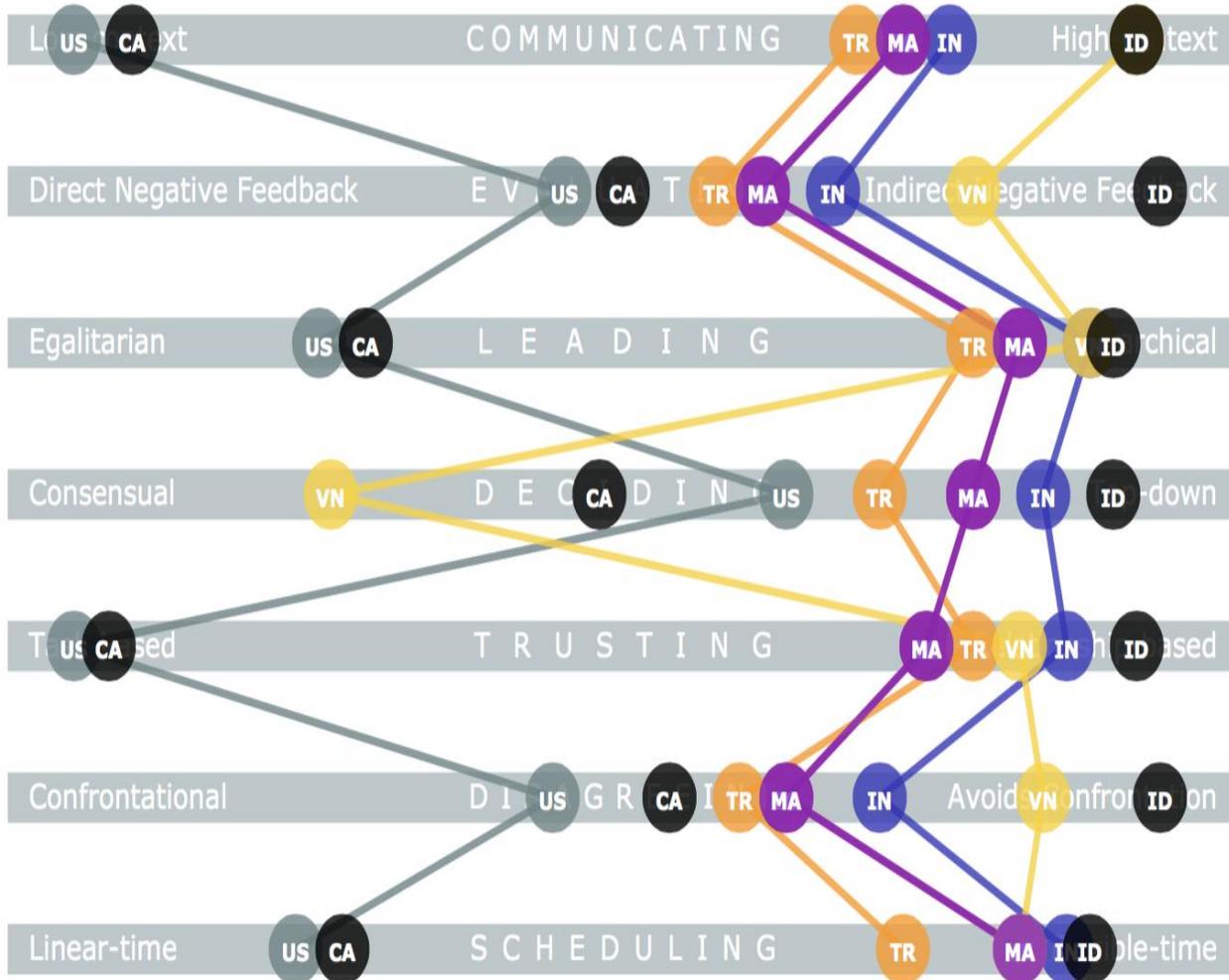
April 24, 2017

ASTA Global Conference



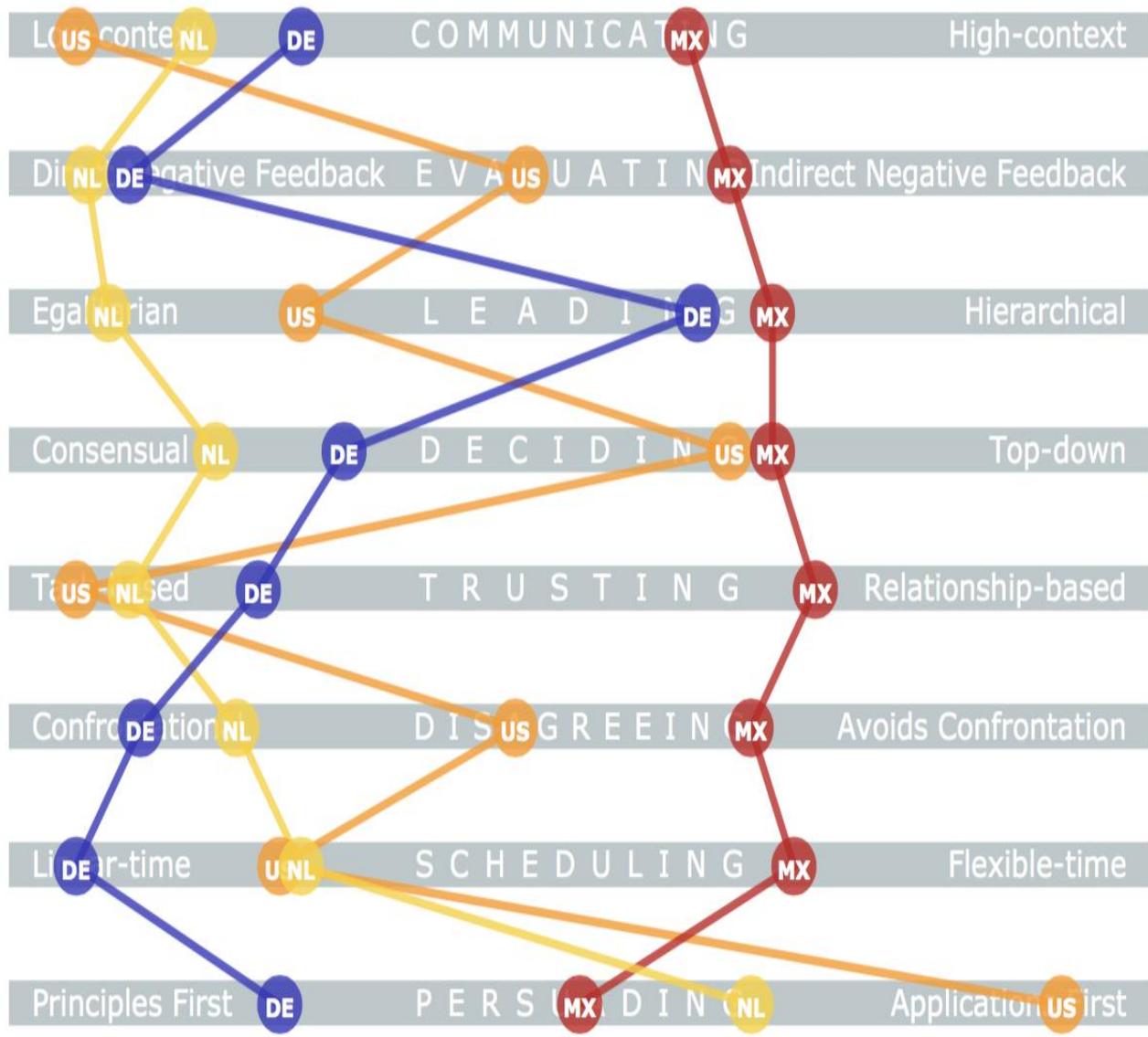
the CULTURE MAP

- India ● United States ● Egypt ● Turkey ● Vietnam ● Morocco
- Indonesia ● Canada





● United States ● Mexico ● Netherlands ● Germany



We are more alike than different.

- 
- We all want:
 - To be understood
 - To be listened to
 - To be respected
 - The challenge:
 - The behaviors we look for to feel these things vary across cultures
- 



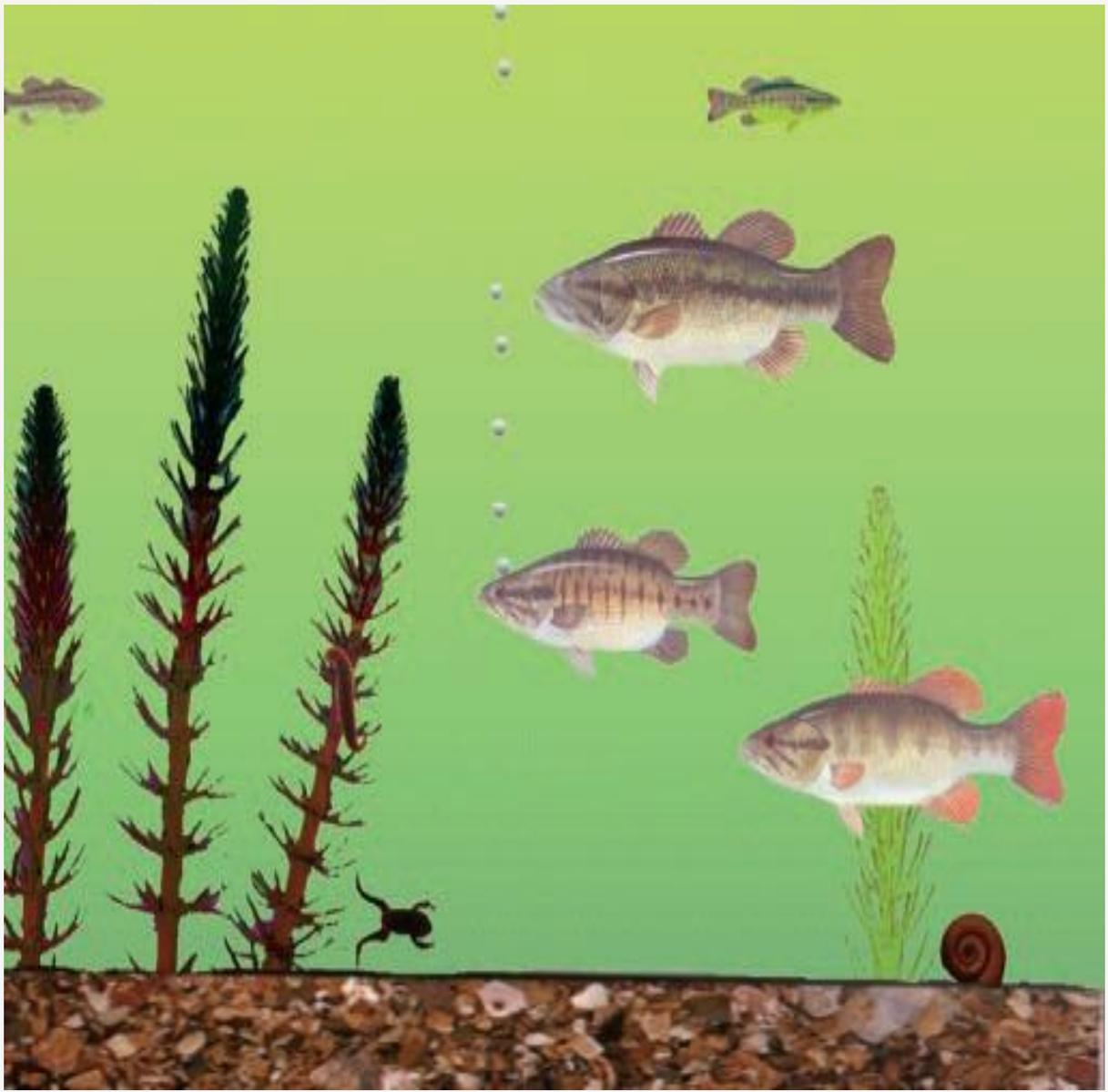
Recently, I was speaking to some French members of a global team that had started working with the Americans. They were frustrated! They said, “You know those Americans! They are so indirect, so imprecise. They “sugar-coat” everything so we do not know what is true. We just don’t know if we can work with those Americans!” Later in my discussions I interviewed some members of the team in India. I was struck by what they said: “You know those Americans. They can be so blunt with their opinions. Their directness is sometimes even rude. How can we work with them.”





After 12 years of working in local roles in China, Hong was delighted to join a team made up entirely of North Americans. Hong was invited by her new American boss to attend a first meeting in San Francisco. She prepared the entire flight over from Shanghai. Upon arrival Hong briefly met and said hello to her American colleagues. Although having many things she would have liked to say, during the meeting Hong spoke almost not at all. Later her boss sent her an email saying “We were pleased to have you at our meeting last week! Next time we would like to hear your voice more!”

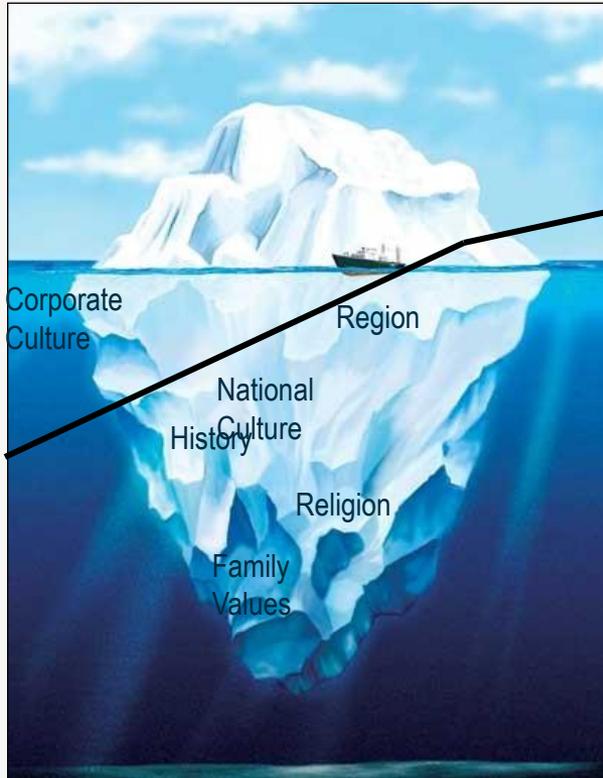




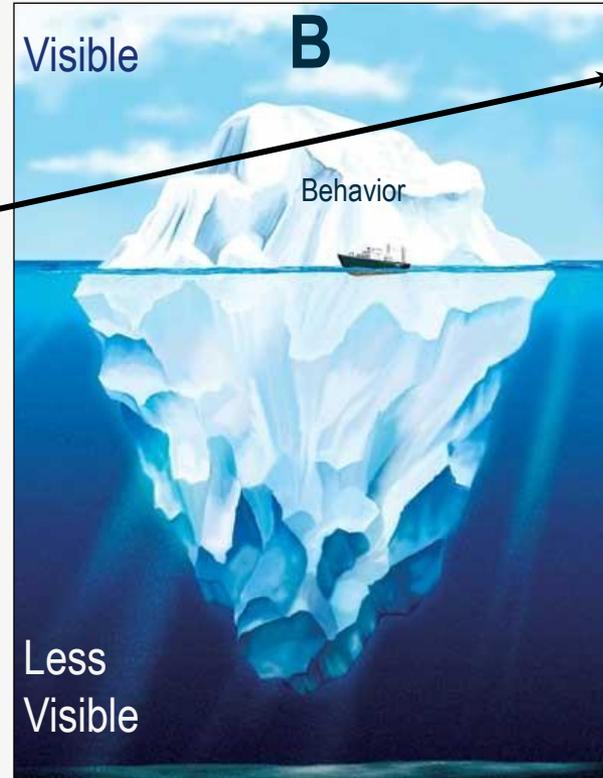
The Lens of Culture



Culture A



Culture B



Deeper Understanding

Awareness



“Stronger as One” – The power of diversity

Diverse Teams

- Leader ignores or suppresses individual differences
- Individual differences are an obstacle to performance

Homogeneous Teams

Average
Performance

Diverse Teams

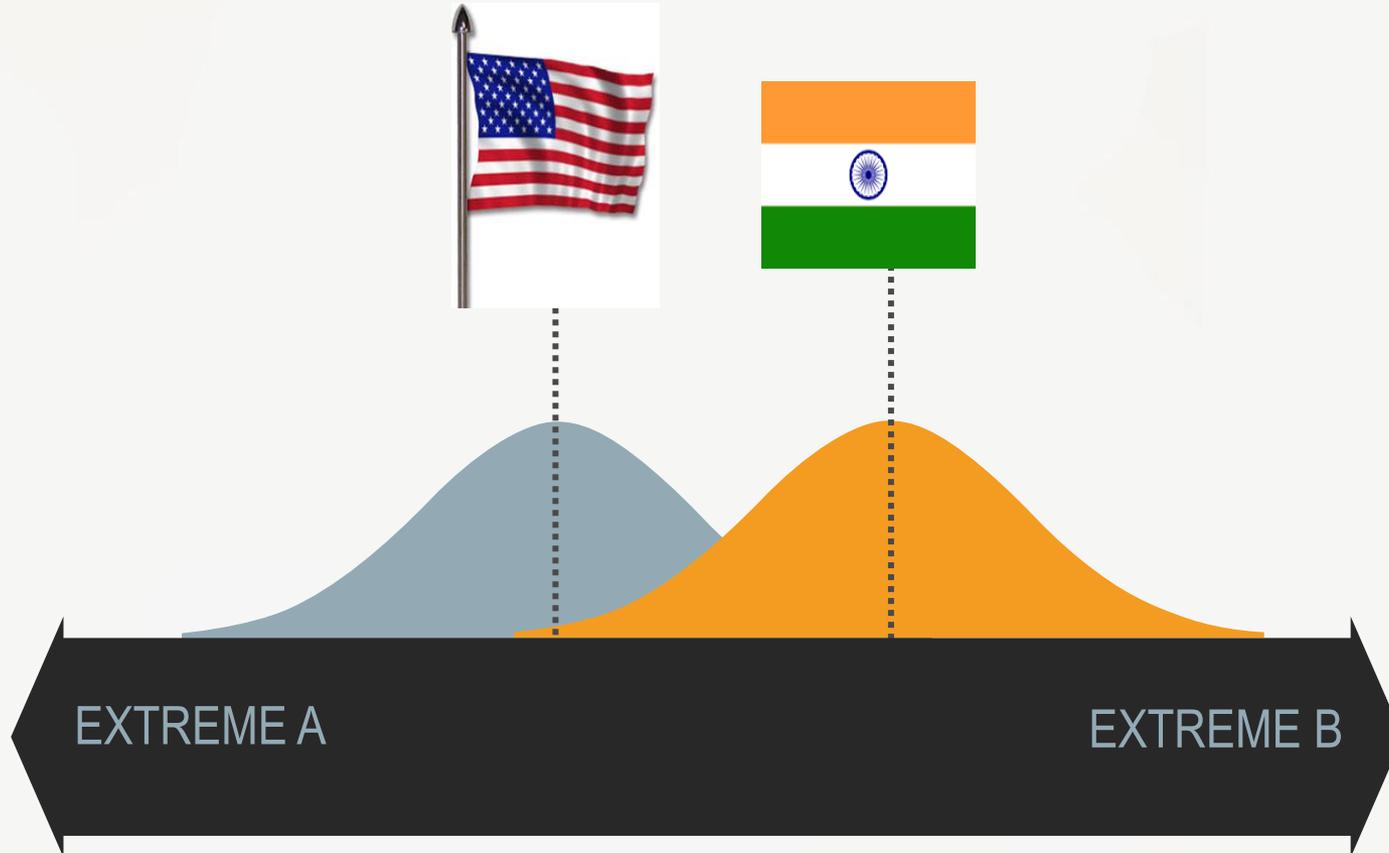
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- Individual differences are an asset to performance

Lower
Performance

Higher Performance

Reference: Adler, N. J. International Dimensions of Organizational Behavior.
4th ed. Cincinnati, OH: South-Western, 2002. C, Milton J. Bennett 2008

Generalizations not Stereotypes



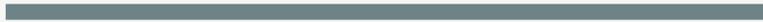


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French Range



U.S. Range

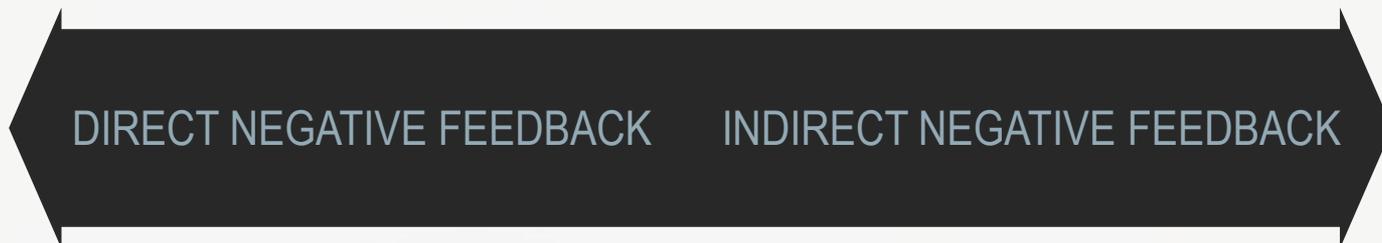


Indian Range

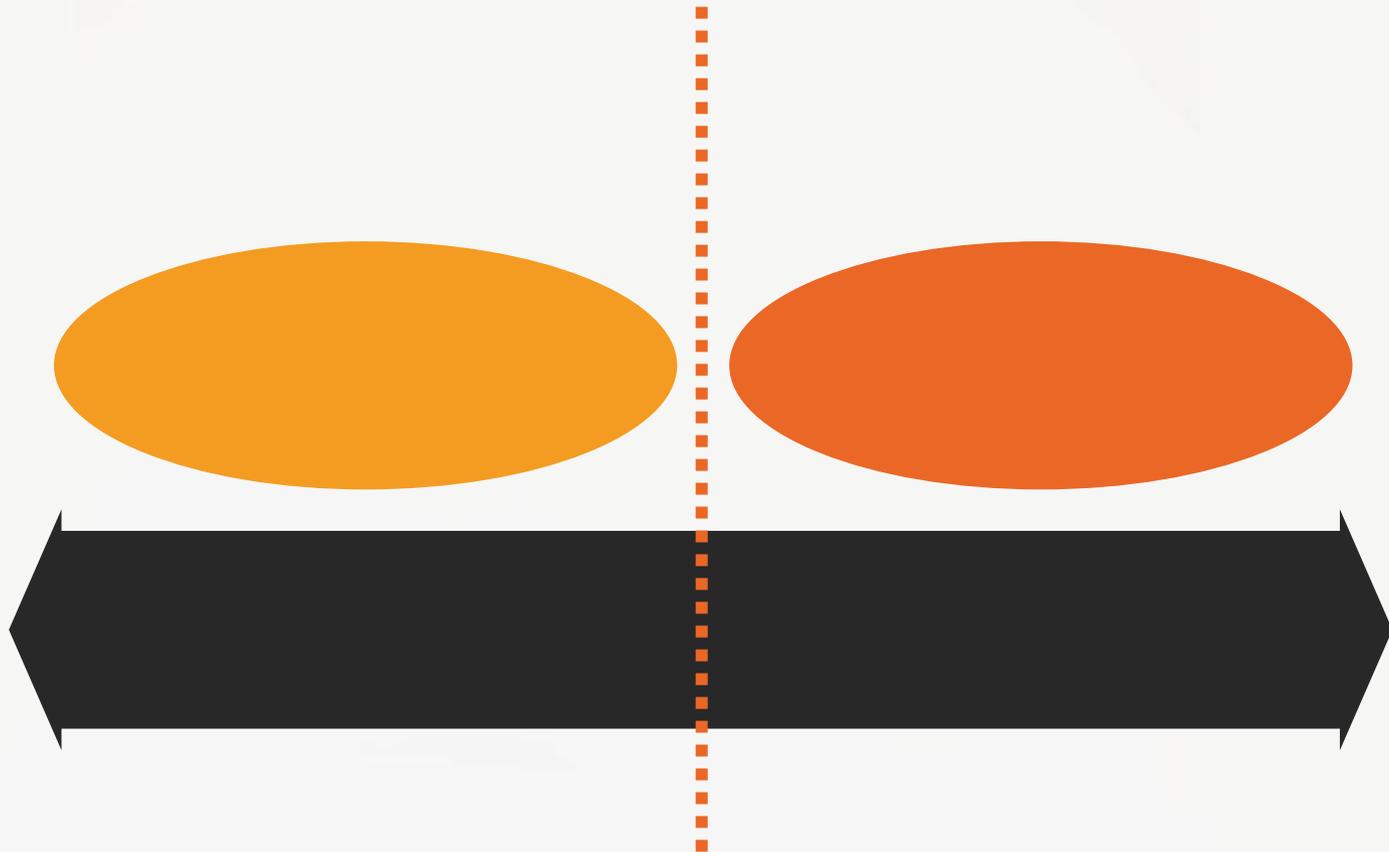


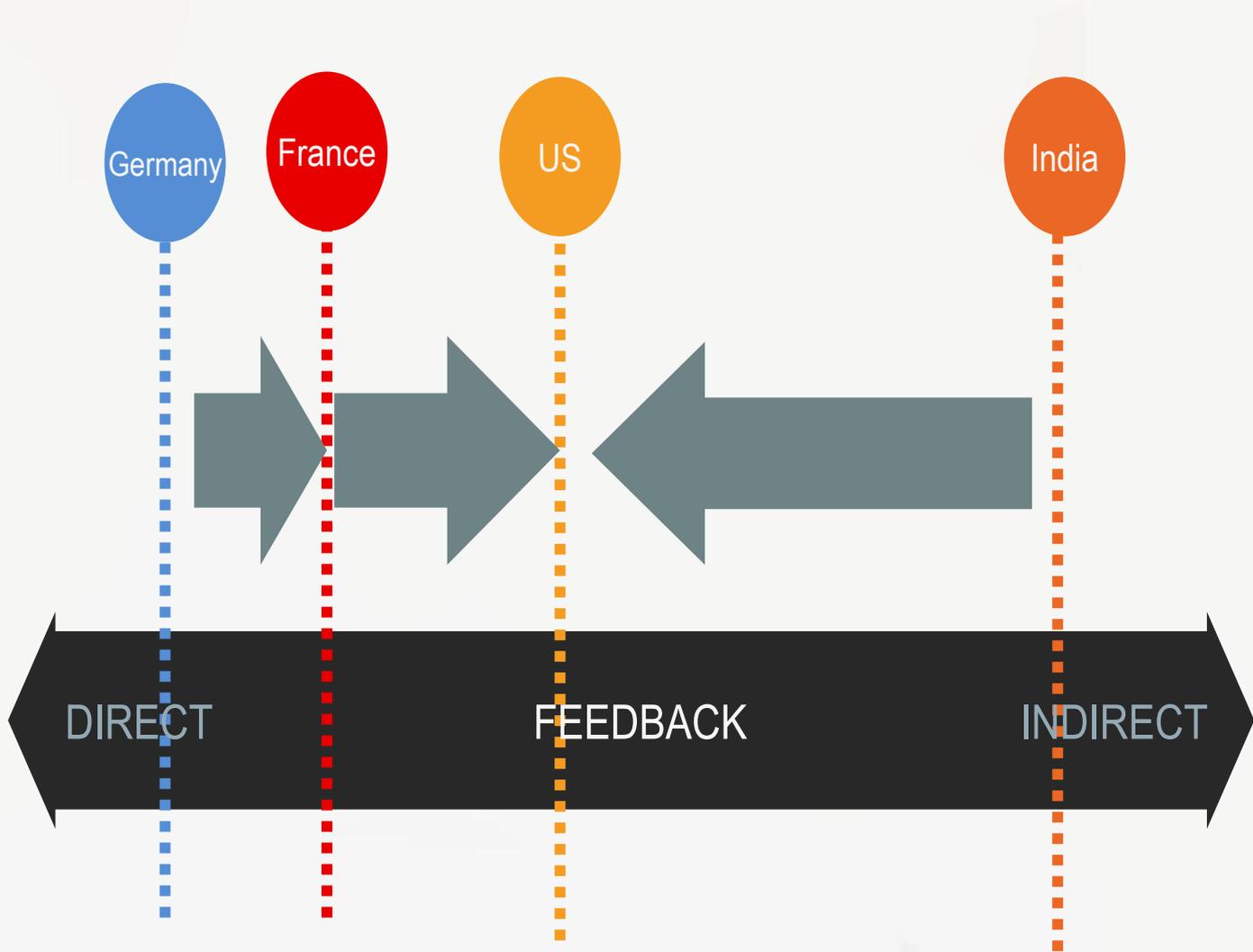
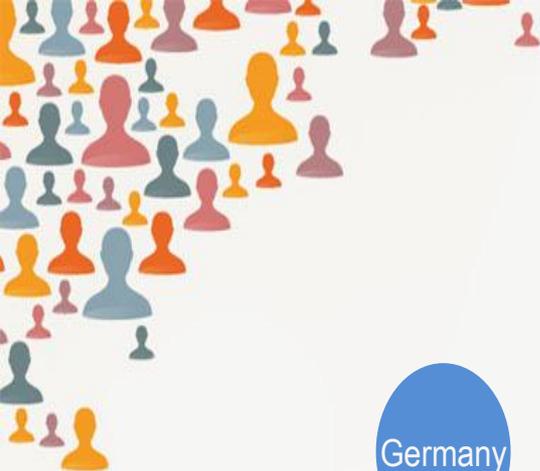
DIRECT NEGATIVE FEEDBACK

INDIRECT NEGATIVE FEEDBACK



Not This. . . .







US Canada

Netherlands Germany

Turkey Morocco India

LOW CONTEXT

HIGH CONTEXT

Germany
Netherlands

US Canada

Turkey Morocco India

Indonesia

Vietnam

DIRECT NEGATIVE FEEDBACK

INDIRECT NEGATIVE FEEDBACK



Negotiation Video





Up-graders:	Down-graders:
Definitely	Sort of
Very	Kind of
Certainly	Maybe
Clearly	Pretty Much
In Fact	I Guess



High Context, Indirect Communication

It looks like we're going to have to keep working on this project in the office on Saturday

I see.

Can you come on Saturday?

Yes, I think so.

That'll be a great help.

Yes, Saturday is a special day.

How do you mean?

It's my son's birthday.

How nice I hope you all enjoy it.

Thank you. I appreciate your understanding.

Mr. Tan

Mr. Jones



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US Canada

Turkey Morocco China Vietnam India Indonesia

EGALITARIAN

LEADING

HIERARCHICAL





Egalitarian cultures:

It's ok to disagree with the boss openly even in front of others.

It's ok to e-mail or call people several levels below or above you

People are more likely to move to action without getting the bosses okay

If meeting with client or supplier less focus on matching hierarchical levels

With clients or partners you will be seated & spoken to in no specific order

Hierarchical cultures:

An effort is made to defer to the boss's opinion especially in public

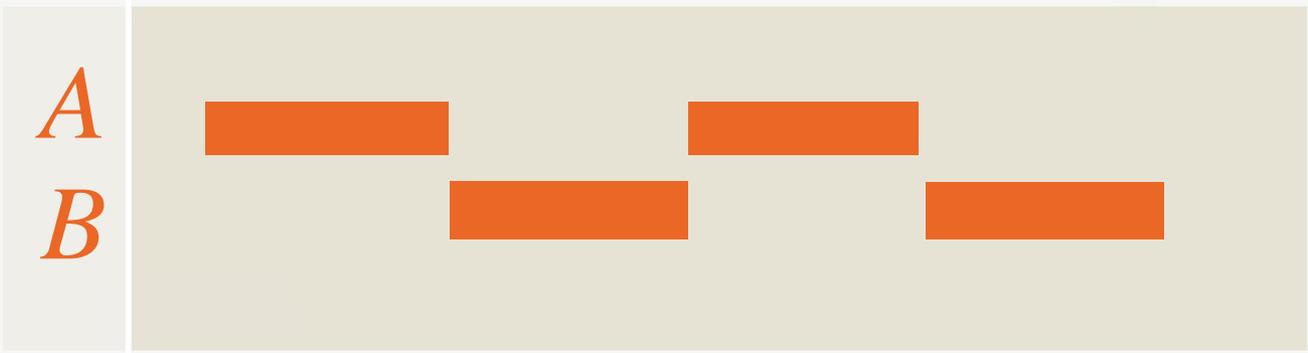
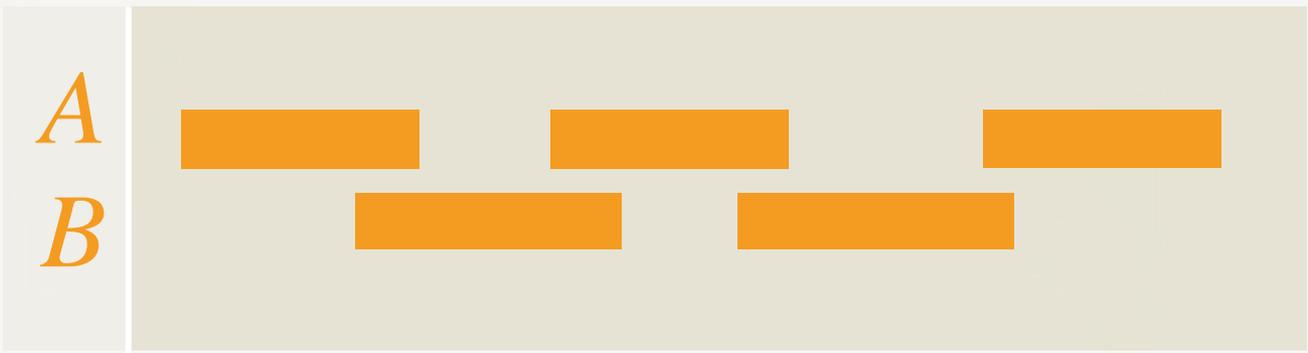
Communication follows the hierarchical chain

People are more likely to get the boss's approval before moving to action

If you send your boss they will send their boss. If your boss cancels their boss also may not come.

With clients or partners you may be seated & spoken to in order of position





In a good meeting:



US

79% of Americans polled:
“A decision is made”



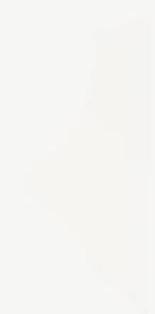
France

54% of French polled :
*“We debate and share various view
points”*



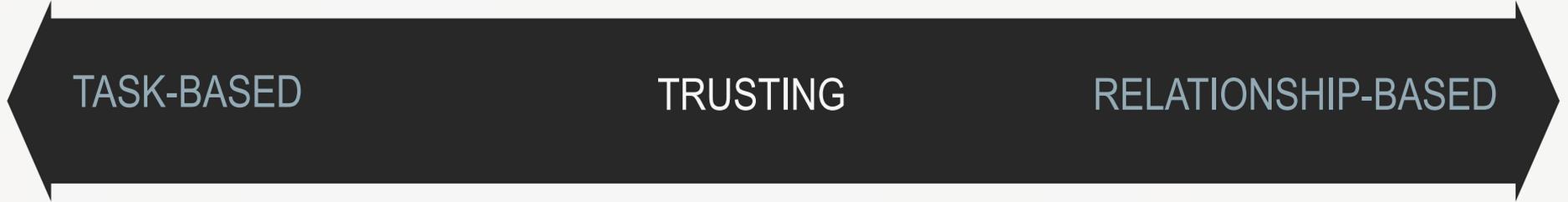
Thai

62% of Thais polled:
*“We put a formal stamp on a decision
that has been made before the meeting
in informal pre-meetings”*



US Canada
Netherlands Germany

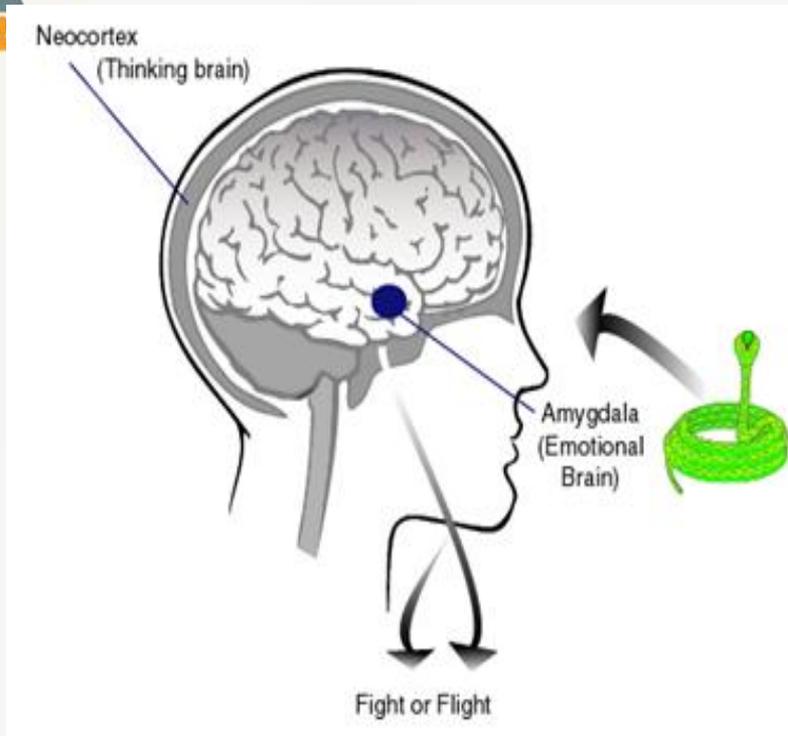
Morocco Turkey Vietnam India Indonesia



Mirror Exercise

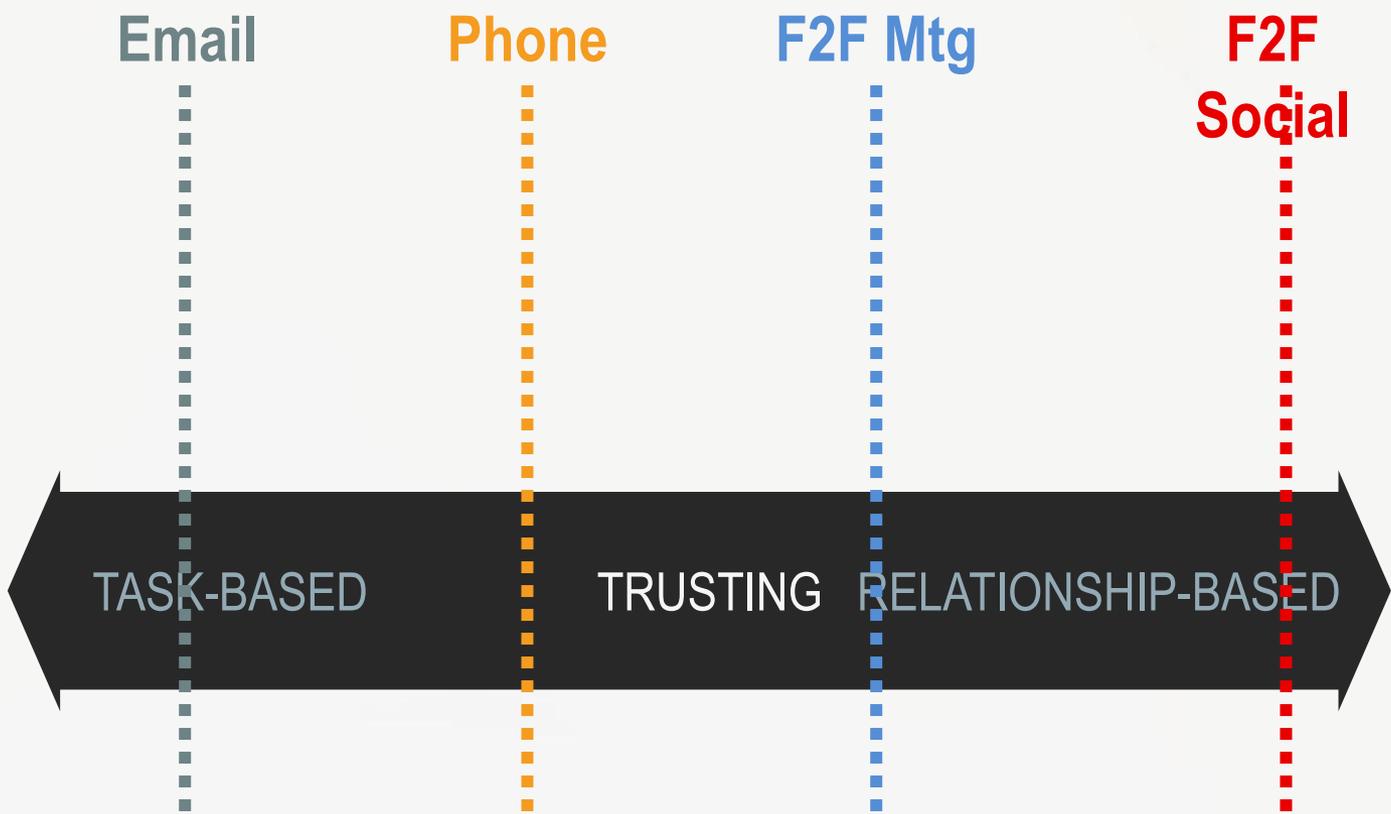


Mirror Exercise: Unconscious Bias and Neuroscience



- No longer do we think bias makes us “bad” – it just makes us human.
- We make decisions every day in favor of one group without even realizing it.
- They commonly surface under stress conditions:
 - Need for quick decisions
 - Time constraints
 - Multi-tasking
- Often results in giving people or groups either:
 - Unearned advantage
 - Unearned disadvantage







Germany

US Canada

Turkey

Morocco

India

Indonesia

Netherlands

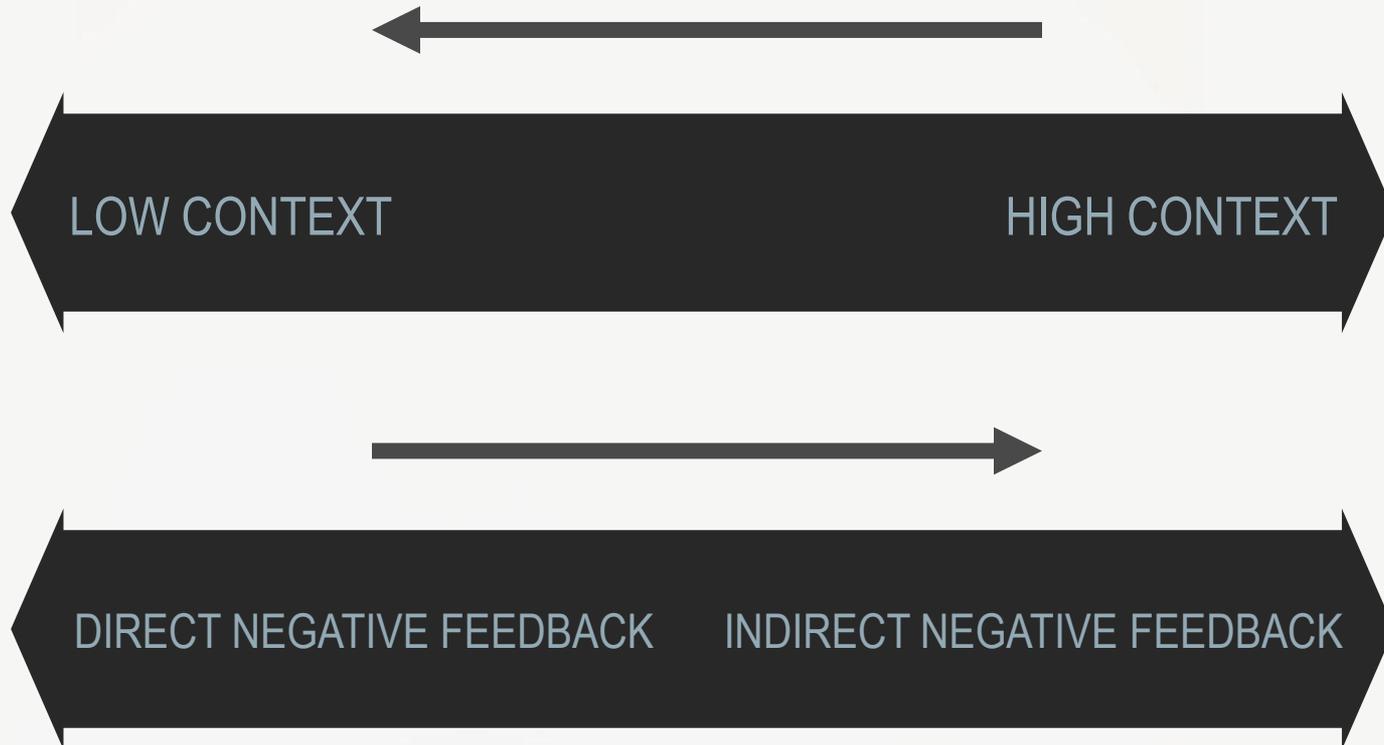
LINEAR-TIME

SCHEDULING

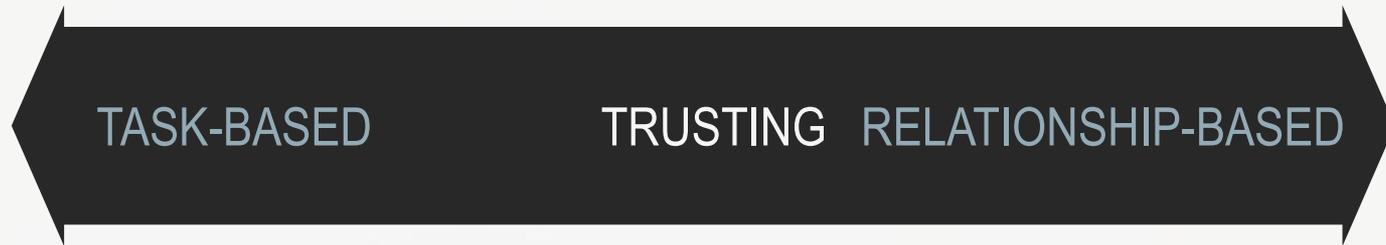
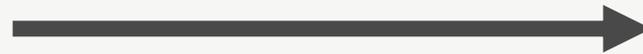
FLEXIBLE-TIME



What leads to highest performing global teamwork?



What leads to highest performing global teamwork?



Inclusion and the link to business results

Diverse Teams

- Leader ignores or suppresses individual differences
- Individual differences are an obstacle to performance

Diverse Teams

- Leader acknowledges and supports individual differences
- Individual differences are an asset to performance

Homogeneous Teams

Average
Performance

Lower
Performance

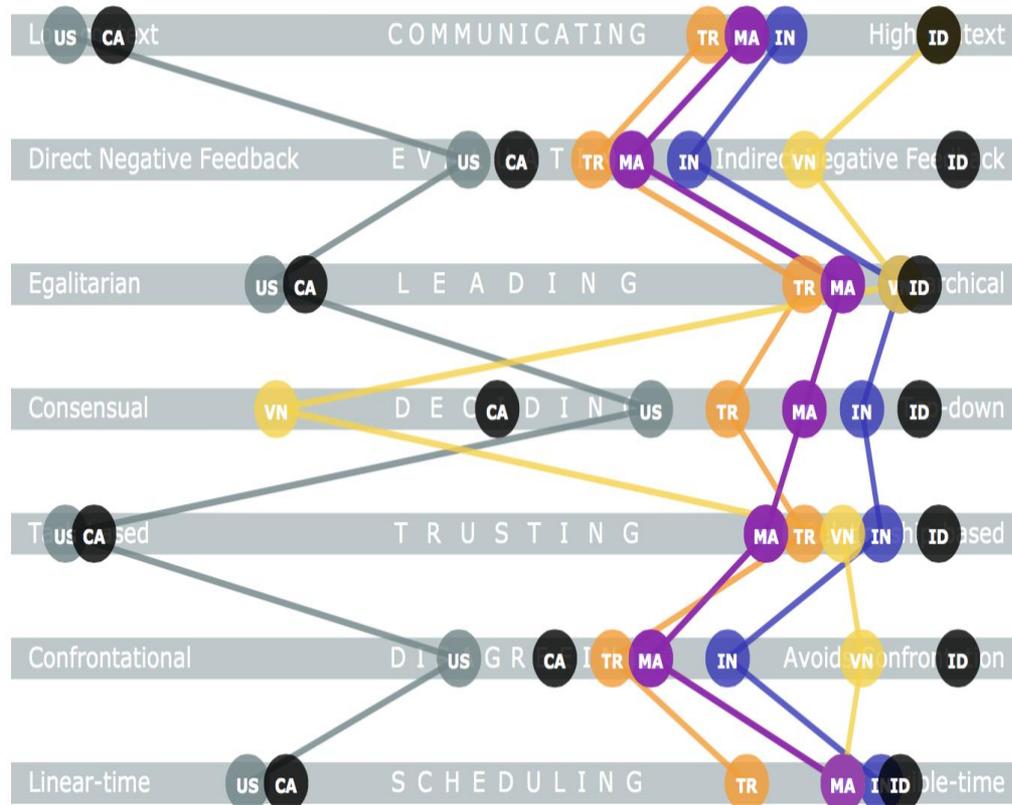
Higher Performance

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Culture Map Link sent to all participants as follow-up

the CULTURE MAP

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- Indonesia ● Canada



If you want to learn more...

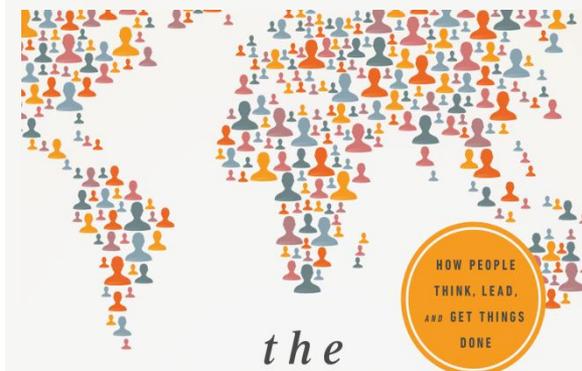
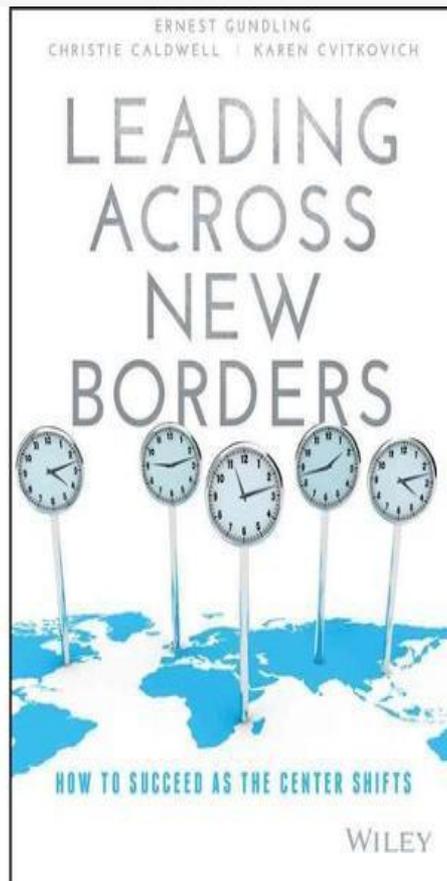


what is
**global
leadership?**

10

Key Behaviors
that Define
Great Global
Leaders

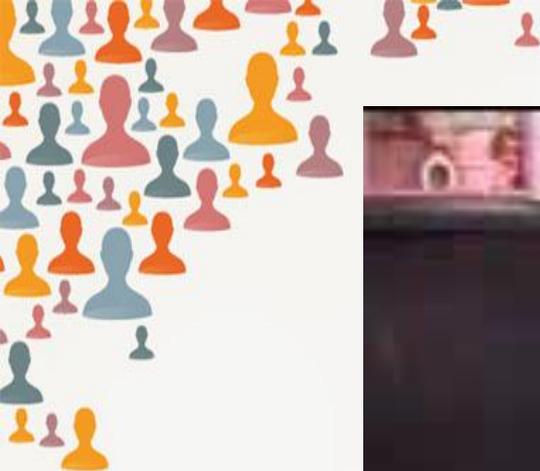
ERNEST GUNDLING,
TERRY HOGAN
AND KAREN CVITKOVICH
WITH APERIAN GLOBAL



the
**CULTURE
MAP**

BREAKING THROUGH THE INVISIBLE
BOUNDARIES OF GLOBAL BUSINESS

ERIN MEYER





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