



Embracing a changing society: Diversity in construction

#CECEcongress



"Within no longer than a decade or two, the probability of spending part of one's life in a foreign culture will exceed the probability a hundred years ago of ever leaving the town in which one was born"

Anthropologist Dean C. Barnlund, 1975

Frank Rouault, DBA, CCE

Cultures & Business

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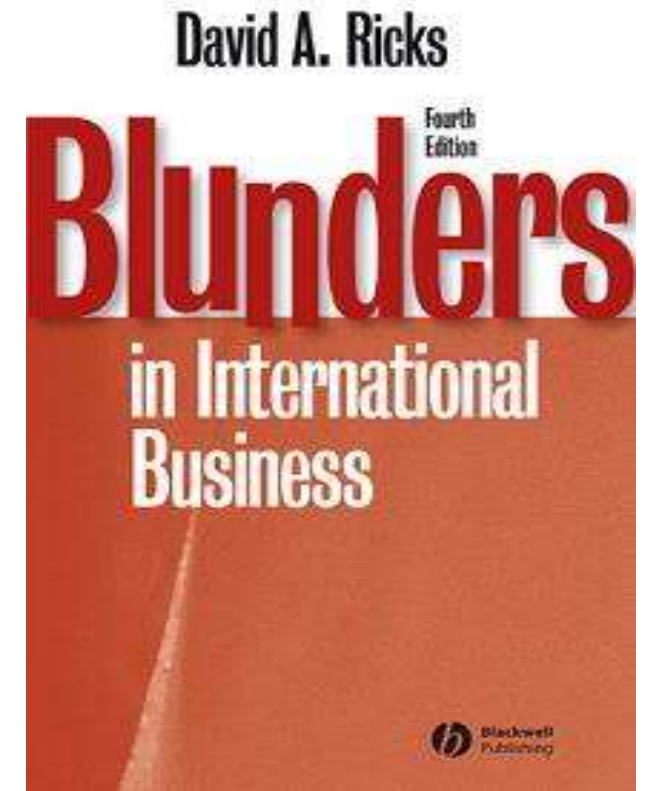


Some Key Facts



- 90 % of business conducted in English is done by non native English speaking people
- More business is done internationally than domestically
- Blunders in int'l business 4th Edition...

BIG PROBLEM: ETHNOCENTRISM



What would best represent your posture towards other cultures referring to Bennett's (1998) DMIS intercultural sensitivity model? This is personal; you don't need to share.

Ethnocentrism			Ethnorelativism		
Denial of differences (avoid noticing or confronting)	Defense against differences (acknowledge differences and evaluate negatively)	Minimization of differences (elements of cultures are considered universal)	Acceptance of differences (enjoy exploring and recognizing differences)	Adaptation to differences (ability to shift into different cultural frames of references)	Integration of differences (interpret and evaluate behaviors from various cultural frames of references)

About Cultures...



- New & unknown situations
- Prisoner of our culture
- No shared definition



What Experts generally agree upon...



- Normal behaviors can be unacceptable in other cultures
- Limited awareness of our value systems
- Culture is acquired
- No one better culture
- Cultures have developed specific skills more than others
- Cultures reflect the ways people address their problems...



What are the strenghts of your culture that you all share as a cultural group?

- Combination is Unique
- Accepted by all within the culture
- Make the force of the group
- Support behaviors
- Viewed Positively by culture

- Impatience with time
- Pursuit of impossible dreams
- Need to improvise
- Focus on “what’s new”
- Big & More
- Need to have a choice
- Acceptance of mistakes

« Take the initiative now »

- Doubting is a method
- Quality of life
- Search for perfection
- Process & Goal
- \neq Rule and law
- Sense of honor
- Universalism

«Start with WHY»

Other Examples



INDIA

Secure commitments

- Religion & Spirituality
- Importance of Family*
- Adaptability and flexibility in how to achieve a goal
- Importance of Education
- Hospitality*
- Money is power, and having a certain level of intelligence is a mean
- Commitment to cultural roots*
- Tolerance and social respect
- Sense of the group, and close-knitted*

SWEDEN

Build consensus

- Punctuality
- Attention to quality
- Attachment to the environment and health
- Serious*
- Team work*
- Search for justice and equality

CHINA

Watch shortcuts

- Hard workers*
- Do not lose face
- Focuses on short-term
- Kindness and a sense of personal relationship*
- Sense of fairness
- Sense of Family*
- Thrifty
- Respect for elders and sense of hierarchy
- Not very aggressive

ITALY

- Respect for the family and elders*
- Strong sense of group outside family framework*
- Harmony between tradition and modernity *
- Artistic and creative spirit*
- Regionalists
- Carpe diem*

Build network & trust with bella figura

SPAIN

- Artists, creative, and original*
- Optimistic and have the joy to live
- Family oriented *
- Friendly and open minded*
- National cohesion (patriotism)*
- Impatience
- Courageous
- Dynamic

Bring energy

GERMANY

Be structured

- Disciplined and serious*
- Hard workers and willing to invest in one's self*
- Open to other cultures*
- Accurate and can be counted upon
- Decentralization
- Perfectionists

JAPAN

- Avoid direct confrontation
- Slow in decision, fast in execution
- Harmony between tradition and modernity
- Do not explicitly say no
- Act more as a group than individuals
- More guided by their feelings than by logic

Wait & be ready to act

UK

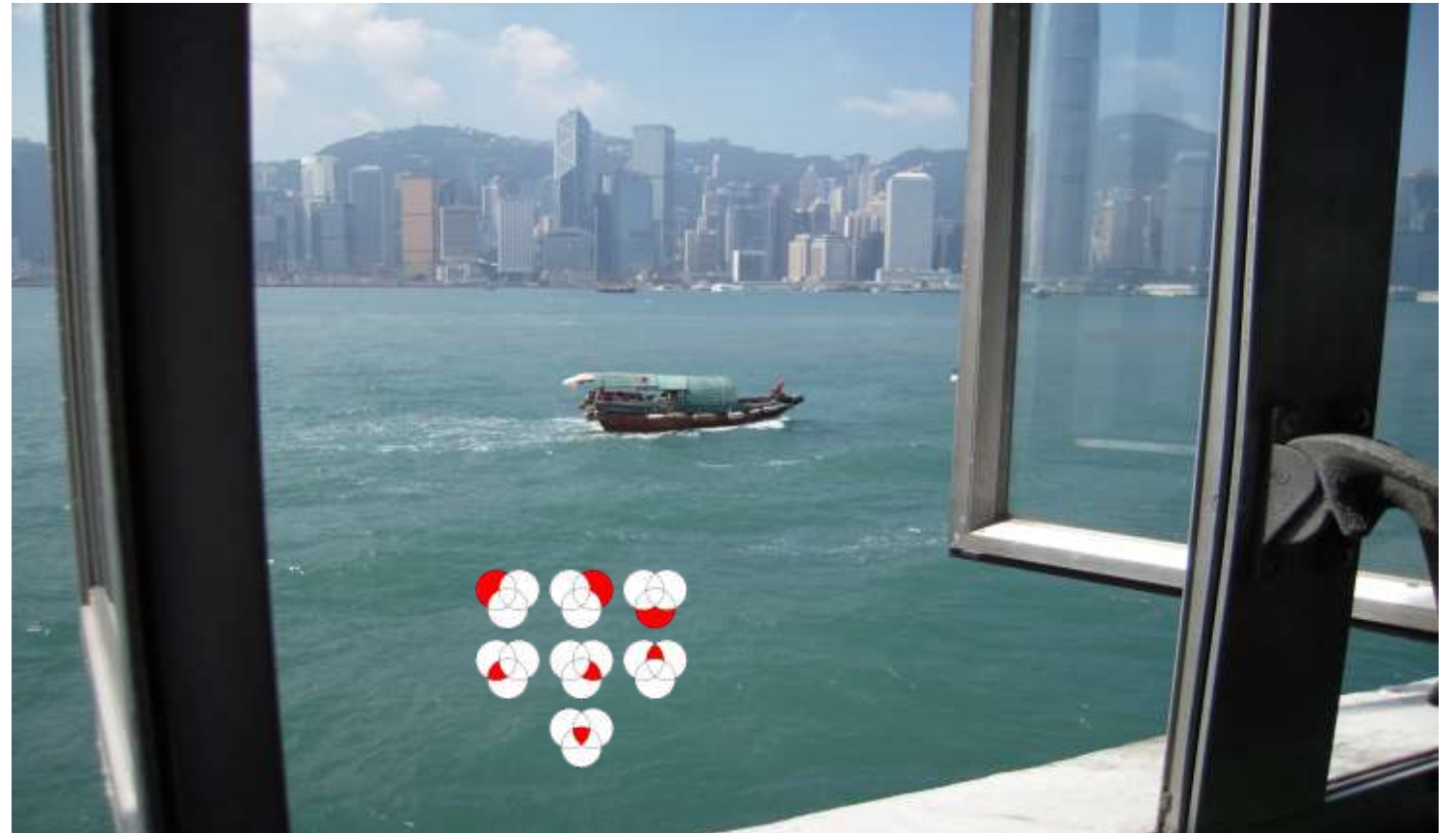
- Sense of humor
- Creative*
- Islanders
- Perfectionist, disciplined, and determined
- Polite
- Teamwork, Solidarity
- Fair play
- Nostalgic*
- Importance of History

Act pragmatic

Your ethnographic hat



- Environment
- Activities
- Identities & People



+ 100 Dimensions among which...



- Time
- Space
- Ways to communicate
- Men / Women*
- Power
- Uncertainty
- Individualism
- Generations*...



- **We need them... but**
- **They say more on the sender than the receiver**
- **They «authorize hostility without guilt»**

MIAMI CASE

DO NOT JUDGE STRAIGHT AWAY!

Stereotypes

EUROPE ACCORDING TO FRANCE 2009

from Yanko Tsvetkov's Atlas of Prejudice
www.alphadesigner.com

TOO COLD



EUROPE ACCORDING TO GERMANS

designed by alphadesigner.com
2009 edition



CRYSTAL BALL VIEW OF EUROPE IN 2022

designed by alphadesigner.com
2012 edition



Diversity & Inclusion



- **Diversity** : everybody is invited to the picnic
- **Inclusion** : everybody is engaged into bringing and sharing their specialty



- **Cultural Intelligence**: the capability to gather, interpret, and act upon radically different cues to function effectively across cultural settings or in a multicultural situation. The ability to discern and respond effectively to dissimilar cultures (Earley and Ang, 2003).
- **Culture shock** : the consequence of strain and anxiety resulting from contact with a new culture and the feelings of loss, confusion, and impotence resulting from loss of accustomed cultural cues and social rules (Oberg, 1954, 1960).

Performance : a journey



K

- Develop the knowledge of your own culture, of your own specificities.
- Develop the knowledge of others, their cultures, their differences and specificities.
- Develop your knowledge of the work of Researchers.
- Develop continuously your experience, expertise and knowledge of your professional context.

A

- Curiosity
- Openness
- Patience
- Respect
- Willingness to communicate
- Sense of humor
- Force
- Positive side...

S

- Languages
- Verbal communication (sales, presentations, Service, recruitment, negotiation...)
- Non verbal communication. (same gesture = different meaning, different gesture = same meaning, unknown gesture)
- Managing stereotypes
- Key actions

Key actions (meta-communication)



- Pay attention to risks
- Clarify meaning
- Value diversity



Cues that tell you there may be an issue...



PEOPLE

- Language issues
- Repeated requests
- Out of context comments
- Signs of impatience
- Strained facial expression / body languages
- Silence / non silence...



BUSINESS

- Avoidance strategies
- Systematic conflicts and bad work conditions among different cultural groups
- Witnessing & Value judgements (stereotypes...)
- Desire to force own model without integrating the cultural context of application
- Use of extra resources + Lead times – reactivity...

For You exclusively



 boutique.afnor.org/livres

Frank Rouault, DBA

Guide de survie du travail *sans* frontières !


Efficacité et professionnalisme



- English Version
- Thank you to honor a « for your eyes only »

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A woman wearing a white hard hat, safety glasses, and a high-visibility orange and yellow safety vest over a white shirt is working in an industrial setting. She is looking to the left, and her right hand is raised, possibly interacting with a piece of equipment. The background is blurred, showing industrial machinery and a bright light source on the left.

**Thank you for your
attention!**

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