

Cross Cultural Management 002

Learning Outcomes

- Building Trust
- 7 ways to build Trust in organisations
- The 8 Critical Elements for Global Managers
- The Roles of A Manager
- Global Decision Making Process
- The IQ Levels
- 5 Traits of Successful Global Managers

Build Trust

- Trust is the most important TOOL
 - Start with the right mindset
 - Spend time on learning about other cultures
 - Work on building importance of performance

- Miscommunication is the biggest villain

https://www.youtube.com/watch?v=oMiRZ1J2_QY

<https://www.youtube.com/watch?v=quDo4GpzRhU>

7 Ways to Improve Performance in MCTs

1. Get to Know Each Team Member

- Learn about their story and journey. Encourage them to use the skills and knowledge they have to help the group

2. Take Steps to Retain a Culturally Diverse Staff

- The management should provide opportunities for the individual to receive recognition for their multicultural skills, and be recognised

3. The Cross-Cultural Management Team Needs to Create a Structure for Success

- If a structure isn't established right away, chaos may ensue

7 Ways to Improve Performance in MCTs

4. Get to Know the Team's Cultural Differences

- It is also essential to take some time to get to know any other differences present

5. Create Clear Norms and Maintain Them

- You may have several different work styles in play; set clear norms

6. Work to Build Personal Bonds

- Establish personal connections ; foster individual connections and rapport

7. Address Conflict Immediately

- Conflict is inevitable; make sure to address it right away. This can help ensure a small, manageable conflict doesn't turn into something that's impossible to manage

Downsizing of Budgets

- Video Conferencing
 - E-mails
 - WhatsApp
 - Chatts
 - Phones
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- Virtual Teams working towards achieving global ambitions!

3 Years' Experiment

- LG Consumer Electronics
 - In the Top 5
 - Present in more than 110 countries
 - Experiment with Dermont Boden, an European CEO (Irish origin)
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- Centralised Advertising Agency based in London
 - One Purchase Team
 - Did it work?

8 Critical Elements

- Like a Continuum/ Scale
 - No Right or Wrong Formula
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- (i) Communicating : Explicit or Implicit
 - (ii) Evaluating : Direct Negative Feedback or
Indirect Negative Feedback
 - (iii) Leading : Egalitarian or Hierarchical
 - (iv) Deciding : Consensual or Top-Down

Contd... 8 Critical Elements

(v) Disagreeing : Confrontational or Avoidance

(vi) Persuading : Holistic or Specific

(vii) Scheduling : Organised or Flexible

(viii) Trust : Task or Relationship

- A balance between Personal & Cultural Approach; an honest attempt towards UNDERSTANDING is required

Flexibility is Required

- How to manage DISAGREEMENTS & CONFRONTATION
- The French & Indonesian Cultures and Approaches

Managerial Roles

- A. Interpersonal Role
- B. Informational Role
- C. Decisional Role

Need to understand the CONTEXT, the ENVIRONMENT; the cultural, the organizational environments and the situational contingencies

A Supervisor!

- Different Connotations
- UK & US: Authority, Control & Power (A boss)
- Japan: Familial; a Senior Role Model & a Family patriarch (Kachou)
- Germany: Technical Competency; Expertise
- Mexico: a patron & a boss; personal authority

Adjustments & Learning!

- Adjusting Managerial Roles to Local Situations!
- Openness to Learning!
- Frequent Flyers, Expat-Workforce & Virtual Managers

A global Manager's Model

1. Targeted Goals & Objectives
2. Contextual Demands & Constraints
3. Managerial Options & Actions
4. Global Management Skills

MANAGER'S NOTEBOOK: A learning strategy for global managers



Develop awareness and understanding

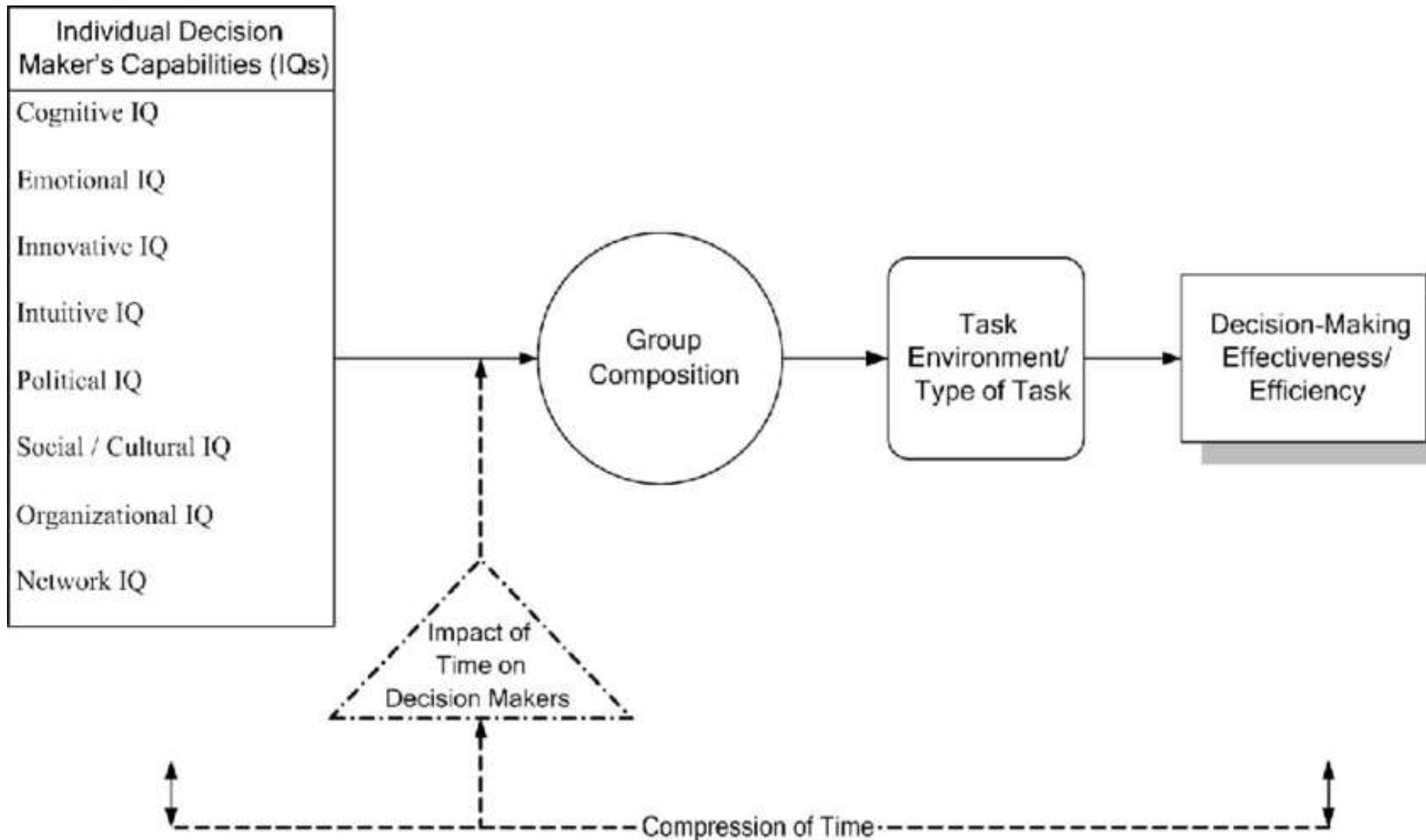
Learn from observation, descriptions, actions, experiences, reflections and analysis

Developing multicultural competence and action plans

Adjust behavioral strategies in response to what has been learned

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Model for Global Decision Making



Analytical Intelligence

- **Analytical intelligence** involves the planning, implementation and evaluation of problem-solving processes and knowledge acquisition
 - **Cognitive Intelligence**
 - the traditional measure of intellectual ability, i.e. the ability to reason, learn and think analytically
 - **Emotional intelligence**
 - the ability to use one's own effective state to tap the effective state of others to accomplish objectives, i.e. the ability to display an appropriate emotional state and to respond to others' emotions in an effective manner

Creative Intelligence

- **Creative intelligence** the individual ability to develop innovative solutions to new problems encountered in novel environments
 - **Intuitive IQ** – the ability to have quick insights and without processing information actively or formally (i.e. being ‘street smart’)
 - **creative IQ** – the ability to diverge/innovate in thinking to create fresh and novel ideas and solutions to problems

Practical Intelligence

- **Practical intelligence** is individual tacit knowledge that draws on common sense, intuition and ‘street-smart’ knowledge to adapt to an environment or to shape the environment to the problem at hand
 - **Political IQ** – the ability of the global manager to use the formal and informal power in the organization to accomplish his/her objectives
 - **Social/cultural IQ** – the extent to which one is socialized adequately in a society, an organization or a group

Contd....Practical Intelligence

- **Network IQ** – the ability to accomplish tasks/goals when working with unique organizational subunits
- **Organizational IQ** – the global manager that has a detailed and accurate understanding/insight as to how the organization operates both functionally and the time that is needed to accomplish goals

Global Mangers & Innovative IQ

- **Six Interrelated Components:**

- (i) **Basic knowledge** – innovative creativity is generally directed by one's knowledge of a topic or specific area of expertise
- (ii) **The intellectual ability** to synthesize connections, reframe complex problems
- (iii) **Inventing thinking/learning style**
- (iv) **Motivation** to focus on the task/problem and its solution
- (v) **Risk-taking attitude** –the willingness to 'stand alone'.
- (vi) **Dependence on supportive environment**

5 Traits of Successful Global Managers

(i) Cultural Cognizance

(ii) Flexible Approach

(iii) Broadened Networks

(iv) Inclusiveness

(v) Expanded Horizons