

What is culture and subculture

- A society's culture comprises of shared values, understandings, assumptions and goals
- All of which are learned from earlier generations, improved by present members of a society and passed on to succeeding generations

Subculture are values and norms distinct from those of the majority and are held by a group within a wider society – i.e. Indigenous people of Australia, Basque people of Spain

Variables that make up culture (10)

- | | |
|----------------------|---------------|
| 1. Economy | 6. Religion |
| 2. Politics | 7. Health |
| 3. Education | 8. Recreation |
| 4. Technology | 9. History |
| 5. Legal environment | 10. Media |

Cultural dimensions (Hofstede and Trompenaar)

Hofstede → research published in 1983 based on over 116,000 people in 50 countries who worked for IBM → remember to point out his limitations, i.e. outdated and data was used for IBM initially, therefore may not be relevant to other industries in the workplace

Power Distance orientation

- “The extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally.”
- In this dimension, inequality and power is perceived from the followers, or the lower strata.
- A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason.
- A lower degree of the Index signifies that people question authority and attempt to distribute power

Management within a high-power distance

- Give direction to make people feel safe
- Make sure the peer to peer system is in place and if you are not getting what you want, get your manager to lobby his/her contract
- Remember people will not want to give you bad news or admit to not being able to complete a task for fear of losing face

Management within a low-power distance

- Give people the big picture and then ask how they believe they would be able to achieve the goal
- Allow for brain storming
- Demonstrate competence

Individualism v collectivism

- Degree to which people in a society are integrated into groups.
- Individualistic societies have loose ties that often only relate an individual to his/her immediate family. They emphasize the “I” versus the “we.”
- Collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and support each other when a conflict arises with another in-group.
- Australia is highly individualistic
- **Guanxi (personal connections)** → things are only done through relationships, i.e. in China you don't call a plumber, but your friend

Uncertainty avoidance

- Uncertainty avoidance index is defined as “a society's tolerance for ambiguity,” which people embrace or avert an event of something unexpected, unknown, or away from the status quo.
- Societies that score a high degree in this index opt for stiff codes of behaviour, guidelines, laws, and generally rely on absolute truth, or the belief that one lone truth dictates everything and people know what it is.
- A lower degree in this index shows more acceptance of differing thoughts or ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is more free-flowing
 - I.e. Brexit, Donald Trump's Presidency, denial of climate change

Long-term orientation

- Long-term orientation is when you are focused on the future → are willing to delay short-term material or social success, **short-term emotional gratification in order to prepare for the future.**
- Short-term orientation is when you are focused on the present or past and consider them more important than the future. If you have a short-term orientation, you value tradition, the current social hierarchy and fulfilling your social obligations.
 - Short-term: personal steadiness and stability, protecting your face, respect or tradition, reciprocation of greetings, favours and gifts

Masculinity Index (task orientation vs people orientation)

- This dimension focuses on how extent to which a society stress achievement or nurture.
- Masculinity is seen to be the trait which emphasizes ambition, acquisition of wealth, and differentiated gender roles.
- Femininity is seen to be the trait which stress caring and nurturing behaviours, sexuality equality, environmental awareness, and more fluid gender roles.
- The Masculinity – Femininity dimension is not related to the gender of the subject examined, but instead refers to the characteristics of the culture itself
- Masculine culture preference for output & emphasises performance, while feminine culture shows preference for processes & emphasises aesthetics

High versus low context

- High contexts → feelings and thoughts are not explicitly expressed, but the receipt is skilled in reading between the lines
- Low contexts → feelings and thoughts are expressed in words and information is readily available (western societies)

Trompenaars' (4)

Specific versus diffuse

- **Specific:** business relationships can be based on business alone

- **Diffuse:** business relationships exist when there is a trusting personal relationship in place

Monochronical versus polychronical

- **Monochronic cultures** do just one thing at a time → value a certain orderliness and sense of there being an appropriate time and place for everything
 - Don't appreciate interruptions → like to concentrate on the job at hand and take time commitments very seriously, i.e. US and Australia
- **Polychronic cultures** like to do multiple things at the same time.
 - Though they can be easily distracted they also tend to manage interruptions well with a willingness to change plans often and easily.
 - People are their primary concern and they have a tendency to build lifetime relationships, i.e. Latin America, MENA region

Internal versus external locus of control

- Locus of control is the degree to which people believe that they have control over the outcome of events in their lives, as opposed to external forces beyond their control.

Neutral vs. Affective

- Not expressing vs expressing emotions (Italians vs Japanese people)

Reading! How to Build Trust with Colleagues You Rarely See (Neeley, 2018)

- There are two types of trust— *swift trust* and *passable trust*
- **Swift Trust:** the notion that team members or co-workers can learn to swiftly trust one another from their **very first interaction**
 - People decide to trust one another immediately until proven otherwise —because they have no other choice.
 - Swift trust first used flight teams & law enforcement teams who were brought together in crisis situations and expected to be working together for a limited amount of time.
 - Swift trust is crucial for global teams from diverse cultures and countries who must immediately begin collaborating and coordinating.
 - Swift trust can develop early when managers endorse virtual team members during introductions by highlighting relevant or important experiences, or when team leaders explicitly set rules requiring frequent communication to reduce uncertainty and foster trust.
- **Passable Trust:** looking at how employees behave online, especially on social media at work.
 - Passable trust does not have to be complete or perfect.
 - In contrast to swift trust, which is quickly established and may just as quickly evaporate when the job is done, passable trust can exist as a permanent state without anyone expecting that it must deepen or develop.
 - The transparency of interactions on social media and the time spent messaging about personal information is enough.
 - For global teams who communicate largely via electronic technology, passable trust is especially useful.
- **Limitations of swift and passive trust**
 - **Geographical distance** that complicate establishing and building trust with co-workers
 - **Language barriers** and different norms, customs
 - **Cultural stereotypes** handicaps trust building and leads to misunderstanding, resentment, and an unproductive group dynamic.
- There are two types of knowledge —*direct knowledge* and *reflected knowledge* — employees must possess to make up for inevitable cultural and language differences that can hinder trust. To counter these tendencies → two means for building are especially relevant for global teams.
- **Direct Knowledge:** defined as learning about the personal characteristics and behavioural norms of distant colleagues.
 - Learning that your teammate in France prefers to work uninterrupted when under pressure, or that your teammates in India use their tea breaks to actively collaborate are two examples of direct knowledge.
 - **Strategies:** (1) allowing for **unstructured structured time at the beginning or end of conference calls to encourage casual conversation.** (2) **encourage your employees to travel to a distant collaborators' site** for a period of time.
- **Reflected Knowledge:** (less obvious) is achieved: **seeing the norms and behaviours of one's own site through the lens of distant collaborators.**
 - I.e. different norms and behaviours from different workplaces, i.e. direct questions over the phone were met with silence in Denmark – however in Israel communication norms included a rough-and-tumble banter.
- Trust is paramount for global teams, but it's something you can't force on people.

Dealing with group discouragements

- A good idea is brain-storming (but may not always work) → consider: **think, pair, share**
- Go back to your big picture goal – an overarching goal is needed
 - Discuss limitations, strengths, insecurities with your group

How do teams differ today compared with 50 years ago? (10)

- Autonomy in the work environment
- Less geographical barriers by technology
- Workplace regulations have improved
- Greater diversity including subcultures
- Virtual teams are the norm
- Shorter length of times together
- Need for quicker response times
- Reliance of technology for communication
- Greater gender mix and ages
- Increase written instructions

Virtual Teams

What are the of virtual team advantages?

- Reduction in cost – i.e. cheaper access to talent
- Reduction of time travel
- Opens new man-power opportunities
- Opens opportunities for certain member of society especially woman with a young family

Virtual team disadvantages?

- Lack of face-to-face exposure → therefore, leads to cultural stereotyping
- Different time-zones adds to miscommunication
- Don't know if people have understood the messages we have communicated or vice-versa
- Potential conflict due to manpower sourced overseas → political and industrial implications