

## AWARENESS

Understand that Differences Exist.

## ACCEPTANCE

Accept the Differences.

## ACTION

Use it to your advantage. Avoid the pitfalls.

### More Information

Homepage: Gerrit Holtbrake / The Holtbrake Center  
<http://gerrit.holtbrake.com/>

Harvard Business Review on MC Team Management  
<http://hbr.org/2006/10/Managing-multicultural-teams.html>

Harvard Business Review on Managing MC Contributions  
<http://blogs.hbr.org/2012/04/Team-its-managing-multicultural-teams.html>



## MANAGING MULTICULTURAL TEAMS



Gerrit Holtbrake

Power Distance

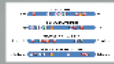
Uncertainty Avoidance

Masculinity vs. Femininity

Individualism vs. Collectivism

Pragmatic vs. Normative

Indulgence vs. Restraint



Improving Productivity  
and Profitability.

Promotion of  
Humanistic Values.

Helping to  
Create a Pool  
of Talents.

Exchanging  
Innovative Ideas.

Meetings

Relationships

Risk Appetite

Communication

Giving Feedback

Formal vs. Informal  
Communication

Business vs.  
Personal Relations



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# Q & A



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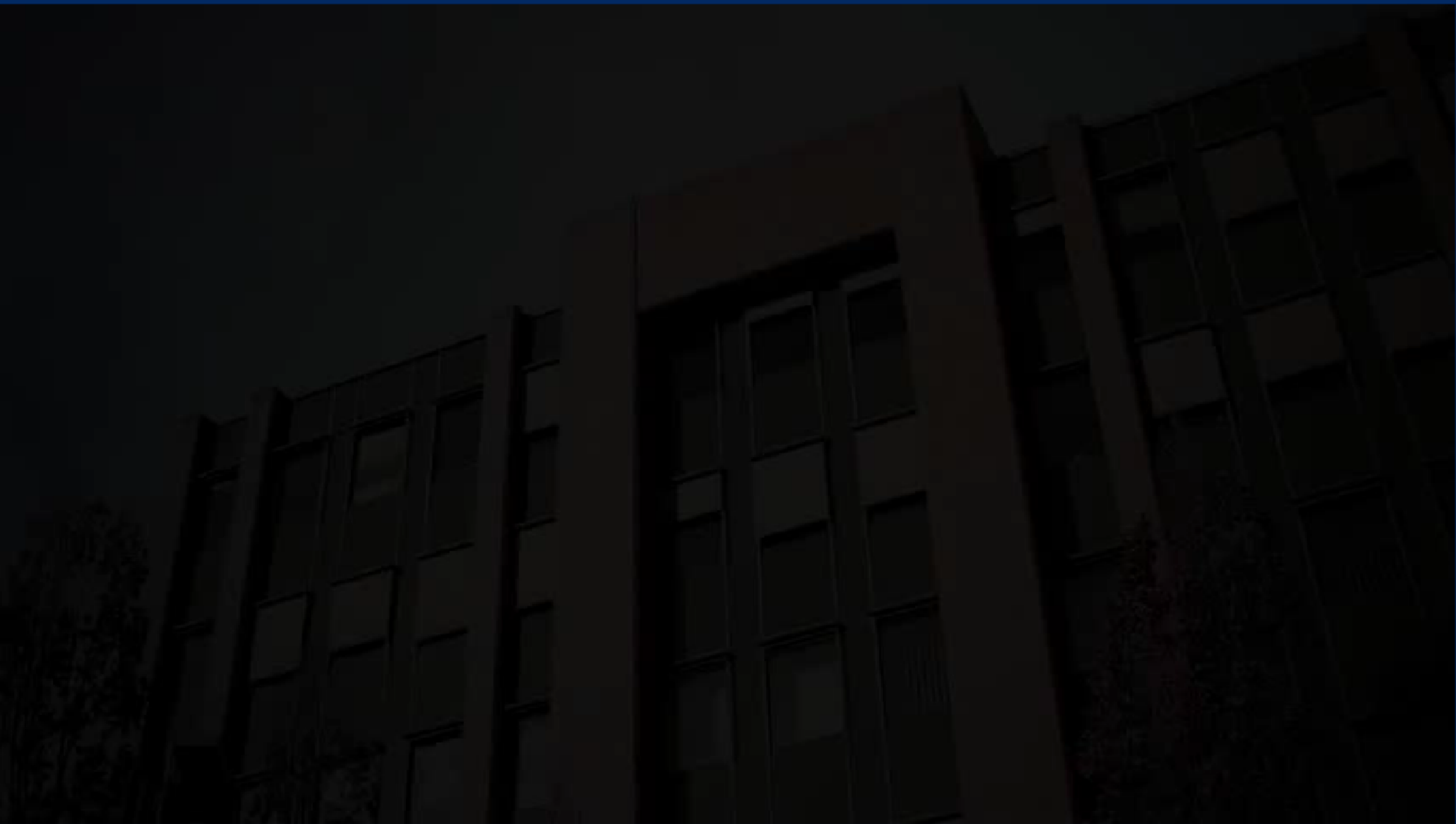
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# MANAGING MULTICULTURAL TEAMS



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Improving Productivity  
and Profitability.

Promotion of  
Humanistic Values.

Helping to  
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of Talents.

Exchanging  
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Meetings

Relationships





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# Meetings



reach decisions  
instinctual



start on time  
clear agenda



lively discussions  
think out of the box



confirm decision that  
was reached informally







# Meetings

# Relationships

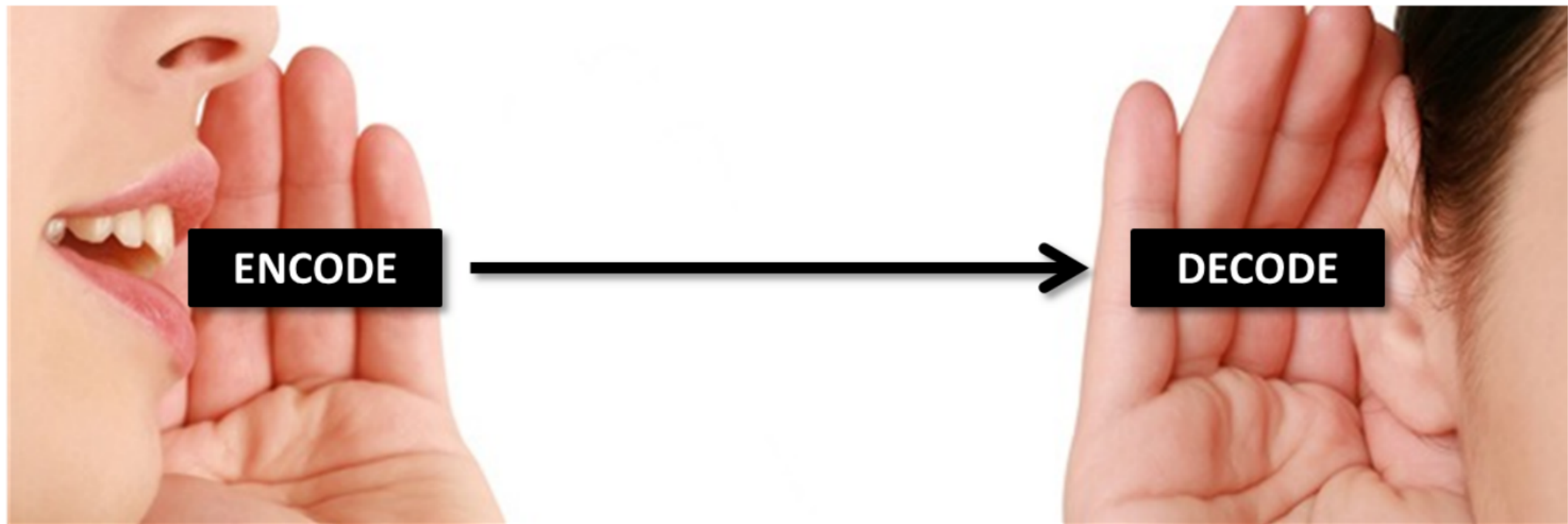
# Communication



*The receiver's understanding shows if communication has been successful.*



*The receiver's understanding shows if communication has been successful.*



*Both when ENCODING and when DECODING, messages are changed.*

# Relationships

# Communication

It's not my  
fault.

I'm sure it's  
my fault.



It was their  
fault.



Your idea is  
stupid.



That is an  
original point  
of view.

They like my  
ideas.





# Relationships

# Communication

# Business vs. Personal Relations



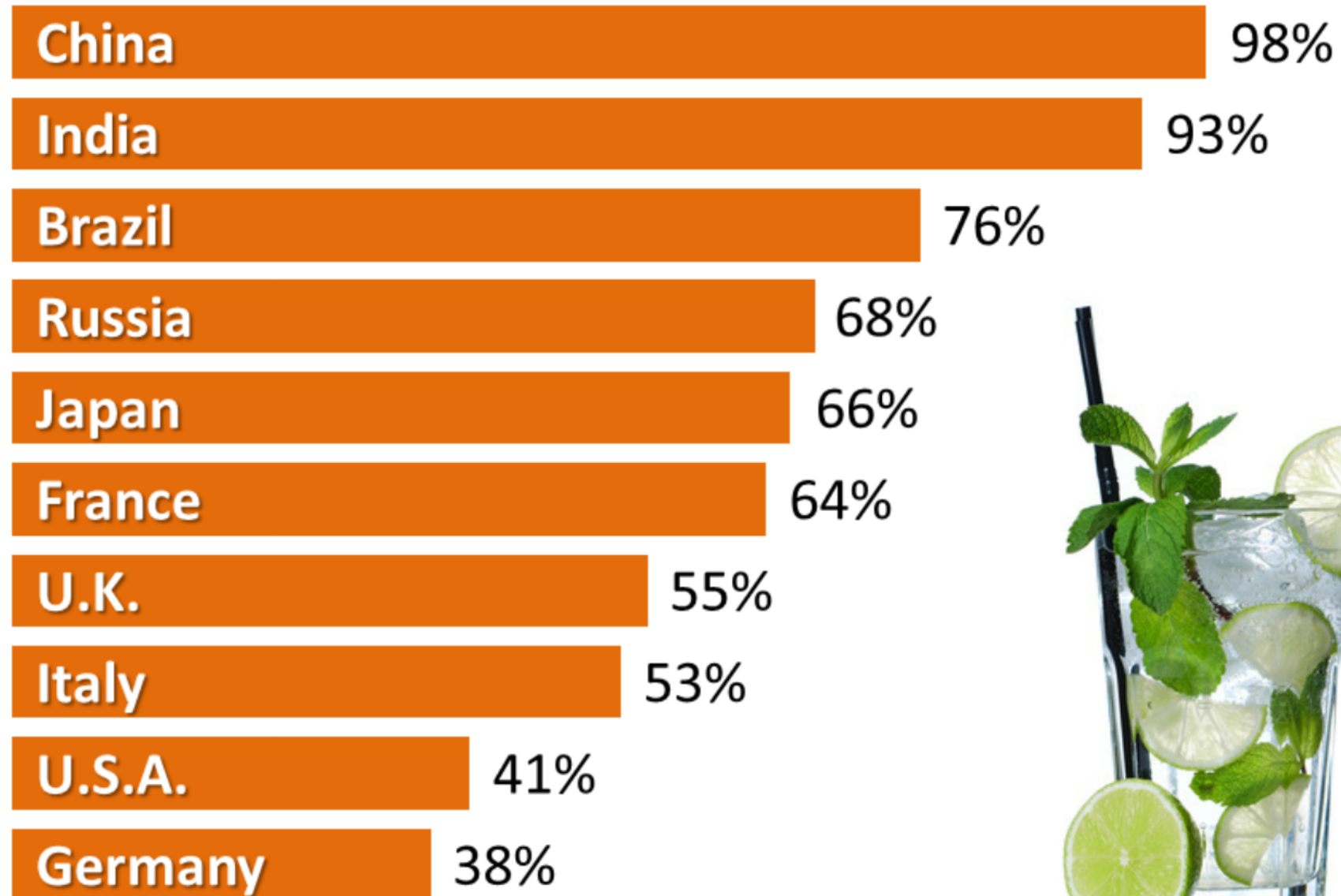
Wanna go  
for a drink?

Dienst ist Dienst  
und Schnaps ist  
Schnaps





# Who attends happy hours or other social events with co-workers?





Wanna go  
for a drink?

Dienst ist Dienst  
und Schnaps ist  
Schnaps



# Business vs. Personal Relations



# Giving Feedback



If you do not criticize, you give praise.



If you do not give praise, you criticize.




Nobody spoke with  
me recently. I think  
I will be fired.

# Giving Feedback



# Formal vs. Informal Communication





Where is the  
formal request?

But I told you so  
last week!

# Formal vs. Informal Communication



# Relationships



le is only  
monstrating  
is power.

Tel  
truth,  
it h

We can only do  
it this way!

Let us rethink  
this again.



**POWER DISTANCE**

He is only demonstrating his power.



We can only do it this way!

Let us rethink this again.

Tell the truth, even if it hurts.



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## POWER DISTANCE

high



low

# Individuals in societies are not equal



**Power Distance** is the extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.



He is only demonstrating his power.



We can only do it this way!

Let us rethink this again.

Tell the truth, even if it hurts.



## POWER DISTANCE

high



low

# Relationships

# Risk Appetite



They do not  
manage the risks.  
We will fail.

They get lost  
in details.  
We will fail.

We will go  
for it!

But on page  
112 there is a  
problem.



## UNCERTAINTY AVOIDANCE

high



low



They do not  
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## UNCERTAINTY AVOIDANCE

high



low

# Should we try to control the future or just let it happen?



The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the **Uncertainty Avoidance Index** score.

They do not  
manage the risks.  
We will fail.

They get lost  
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But on page  
112 there is a  
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## UNCERTAINTY AVOIDANCE

high

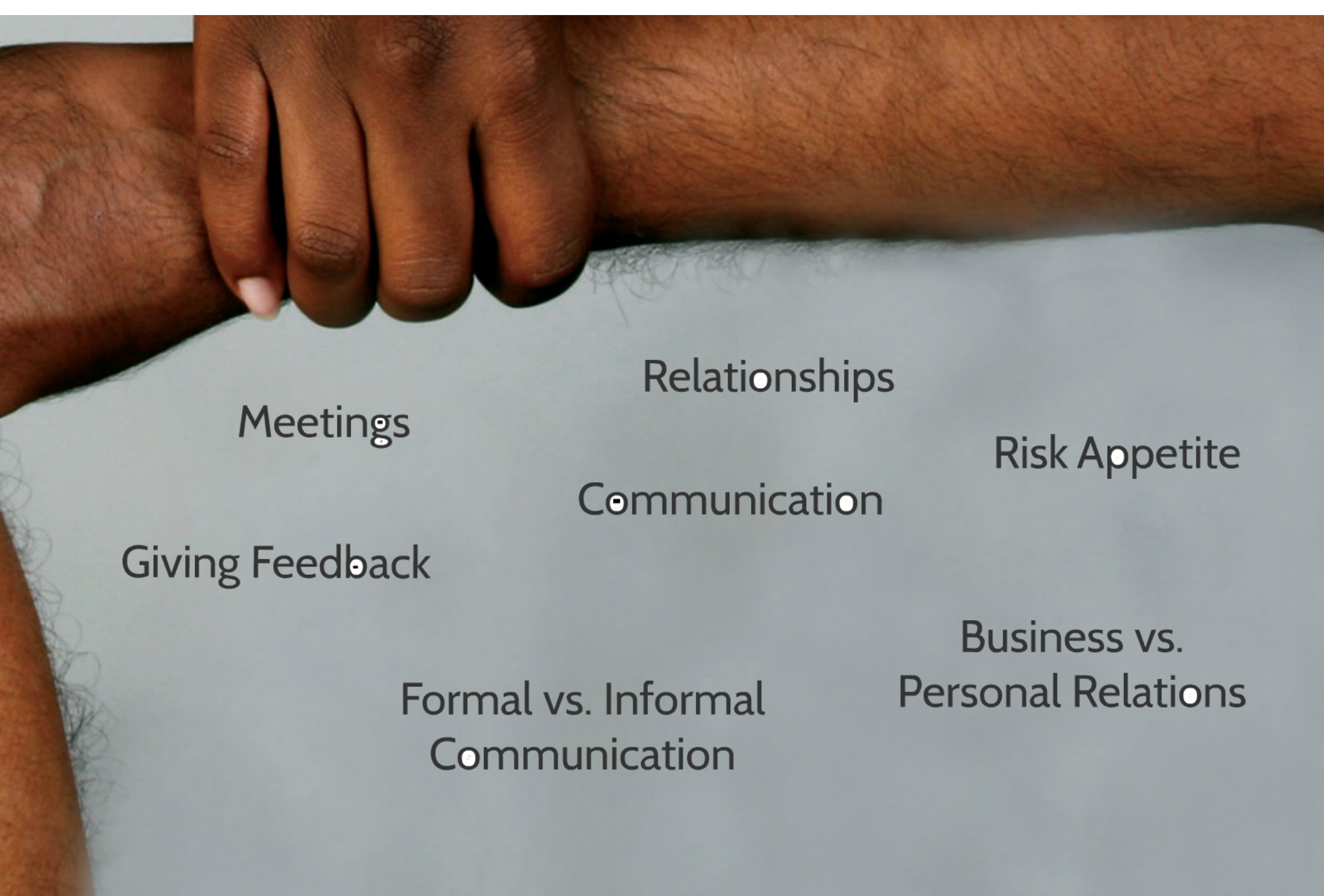


low



# Risk Appetite





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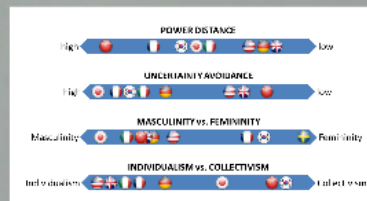
Formal vs. Informal  
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# CULTURAL DIMENSIONS



Geert Hofstede

Power Distance  
Uncertainty Avoidance  
Masculinity vs. Femininity  
Individualism vs. Collectivism  
Pragmatic vs. Normative  
Indulgence vs. Restraint



**Masculinity** indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field.



A **feminine** society is one where quality of life is the sign of success and standing out from the crowd is not admirable.

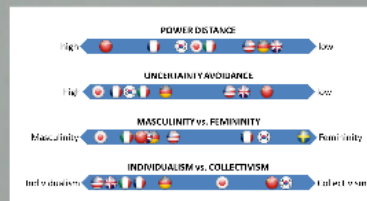


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In **Individualist** societies people are supposed to look after themselves and their direct family only.



In **Collectivist** societies people belong to 'in groups' that take care of them in exchange for loyalty.



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# THE HOFSTEDE CENTRE

## THE HOFSTEDE CENTRE

### CULTURAL TOOLS

[CULTURAL SURVEY](#)

[MOBILE APPS](#)

[COUNTRY COMPARISON](#)

[NATIONAL CULTURE](#)

[ORGANISATIONAL CULTURE](#)

[PUBLICATIONS](#)

[FAQ](#)



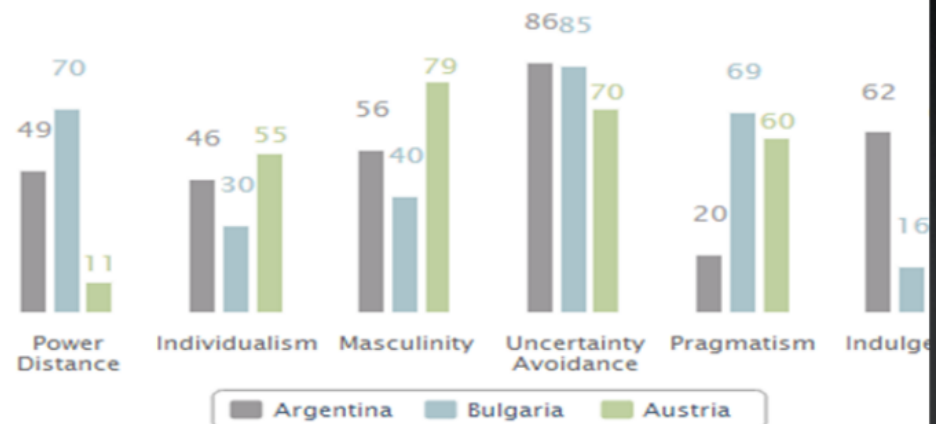
Select a Country

Austria

Complete  
Hofstede  
your  
survey

## Argentina

in comparison with Bulgaria and Austria



## What about Argentina?

If we explore Argentina's culture through the lens of the 6-D Model, we can get a good idea of Argentinean culture relative to other world cultures.

### Power distance

This dimension deals with the fact that all individuals in societies are not equal – it ex

[Contact](#) [Imprint](#)

## POWER DISTANCE



## UNCERTAINTY AVOIDANCE



## MASCULINITY vs. FEMININITY



## INDIVIDUALISM vs. COLLECTIVISM





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# Adaptation

acknowledging cultural gaps openly and working around them

# Structural Intervention

changing the shape of the team

# Managerial Intervention

setting norms early or bringing in a higher-level manager

# Exit

removing a team member when other options have failed

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Harvard Business Review on managing MC confrontations

<http://blogs.hbr.org/2012/04/how-to-manage-confrontation-in/>



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