

SUPPORT

Managerial behavior: some cultural aspects

- 1. Communication (Implicit/Explicit)
- 2. Express opinion and feedback
- 3. Art of persuasion and arguing
- 4. Managerial posture in front of the hierarchy
- 5. Making decision
- 6. Building trust
- 7. Express disagreement
- 8. Relationship with time

1. Communication (Implicit/Explicit)

US Netherlands Finland Spain Italy Singapore Iran China Japan Australia Germany Denmark Poland Brazil Mexico France India Kenya Korea Canada UK Argentina Peru Russia Saudi Indonesia Arabia

Low-Context High-Context

Low-Context Good communication is precise, simple, and clear. Messages are expressed and understood at face falue. Repetition is appreciated if it helps clarify the communication.

High-Context Good communication is sophisticated, nuanced, and layered. Messages are both spoken and read between the lines. Messages are often implied but not plainly expressed.

2. Express opinion and feedback

Russia France Italy UK Brazil India Saudi Arabia Japan China Korea Thailand Israel Germany Norway Australia Canada Mexico Netherlands Denmark Spain Argentina Kenya Ghana Indonesia

Direct negative feedback

Indirect negative feedback

Direct negative feedback

Negative feedback to a colleague is provided frankly, bluntly, honestly. Negative messages stand alone, not softened by positive ones. Absolute descriptors are often used (totally inappropriate, completely unprofessional) when criticizing. Criticism may be given to an individual in front of a group.

feedback

Indirect negative Negative feedback to a colleague is provided softly, subtly, diplomatically. Positive messages are used to wrap negative ones. Qualifying descriptors are often used (sort of inappropriate, slightly unprofessional) when criticizing. Criticism is given only in private.



3. Art of persuasion and arguing



conceptual principles underlying each situation are valued.

4. Managerial posture in front of the hierarchy

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Sweden A	ıstralia				Brazil	Spain	Mexico	Peru	China	Nigeria
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5. Making decision



6. Building trust

ask-	-based						Relatio	nship-based
	Australia			Austria	751		Japan Turkey	China Nigeria
Netherlands Finland				Sp	ain	Russia Thailand India		
US	Denmark	Germany	UK	Poland	France	Italy	Mexico Br	azil Arabia

Task-based

Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

based

Relationship- Trust is built through sharing meals, evening drinks, and visits at the coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.



7. Express disagreement

Sweden India China Israel Germany Denmark Australia US Indonesia France Russia Spain Italy UK Brazil Mexico Peru Ghana Japan Netherlands Singapore Saudi Arabia Thailand

Confrontational

Avoids confrontation

Confrontational

Disagreement and debate are positive for the team or organization. Open confrontation is appropriate and will not negatively impact

the relationship.

Avoids confrontation Disagreement and debate are negative for the team or organization. Open confrontation is inappropriate and will break group harmony

or negatively impact the relationship.

8. Relationship with time

Saudi Germany Japan Netherlands Poland Brazil China Arabia Spain Italy Switzerland Sweden US UK Czech Republic France Russia Mexico India Nigeria Denmark Kenya Turkey

Linear-time Flexible-time

Linear-time

Project steps are approached in a sequential fashion, completing one task before beginning the next. One thing at a time. No interruptions. The focus is on the deadline and sticking to the schedule. Emphasis is on promptness and good organization over flexibility.

Flexible-time Project steps are approached in a fluid manner, changing tasks as opportunities arise. Many things are dealt with at once and interruptions accepted. The focus is on adaptability, and flexibility is valued over organization.