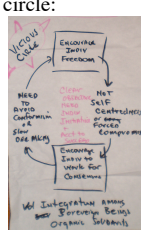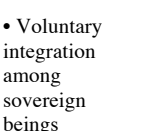Overview Book Chart
Riding the Waves of Culture: Understanding Cultural Diversity in Business
by Fons Trompenaars & Charles Hampden-Turner   ToP Network Meeting Jan 28-30, 2011 San Antonio
facilitated by Cheryl Kartes and Ann Epps

Our Titles:
"Reconciling Cultural Dilemmas" or "It's the Priest: Knowing the Difference between the Priests and the Saints"

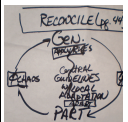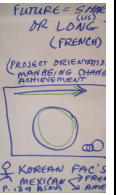| INTRODUCTION			THE SEVEN DIMENSIONS OF CULTURE							RECON-CILING CULTURAL DILEMMAS
			RELATIONSHIP TO PEOPLE					RELATION-SHIP to TIME	RELATION-SHIP to NATURE	
Definition & Research Process	Organiza-tions & Culture	Meaning of Culture	Relations & Rules	Group & Individuals	Neutrality & Feelings	Specific & Diffuse	Achievement & Ascription	Time	Environment	Methods of Reconciliation
Chapter 1	Chapter 2	Chapter 3	Chapter 4	Chapter 5	Chapter 6	Chapter 7	Chapter 8	Chapter 9	Chapter 10	Chapter 13
* People who have married understand it is impossible to completely understand even people of their own culture • Aim 1: to dispel notions of "best ways to manage" – • Aim 2: give understanding of cultural differences • Aim 3: provide insights into global vs local dilemma facing int'l relations • Impact of culture on Business	• No One Best Way • Meanings attributed to environment • Systems are patterns of meaning & understanding • Approaches 1) systems work fr functional 'units' 2) Groups of people working together: relationship oriented • Companies have own logic • Culture pervades & radiates into organizations • Not ships reacting to waves	• "One Best Way" does not exist • Having a "Box of Tools" for managing limits intercultural success +Innovation • Effectiveness of certain methods depend on the environment in which they operate • Consideration of employee perceptions+cultures • Culture pervades & radiates meanings into every aspect of the enterprise • Culture supplies the social context in which the technology operates • Paradigms rule – need to figure out what they are	• Universalist= concept /idea about rules -abstract -contracts -Protestant -centralization • Particularist -relationships weigh in -Catholic -compassion -exceptions -decentralization • Awareness Tips (49-50) • Self-Test (47)	• Conflict between what each of us wants and the interests of the group • Int'l mgmt is seriously affected by indiv vs community preferences • Indiv credit vs team responsibilities • Vicious circle: • Voluntary integration among sovereign beings	• Neutral vs Affective • Exhibiting emotion vs making decisions • Specific issues: Humor understatement + irony, get lost in translation • Use of silence / tone and pitch of voice • Actual words used • Eye contact/not • Touching & space • Reconciling Strategies: 1. Awareness- recognize 2. Actions—time, tone, touching 3. Tips for managing your behavior + awareness	• Range of involvement= 'Low context' vs 'High context' • Relates to what is regarded as 'public' vs 'private' • Diffuse = seeing everything as connected (Malaysia: shame=face loss) • Specific = separate categories (Anglos, some Europeans) • Joint Venture (Malay=quiet American= talkative	• How do we accord status? • Doing (achieved) vs Being (ascribed) • Protestant (USA) vs Catholic (Ireland, China) • Japan/Germany = achieving at school, ascribed after • Ascribed cultures work hard to make ascribed = achieved • Short Term: Achievement- - results - evidence - action Ascribed- -age - gender -social connection -education -profession	• Sequential or synchronically (poly-chronic) • Past/ present / future • Series of passing events or all connected? • Future = short (USA) vs long (French) • Project orientation- managing change	Survival view: • Acting with vs Acting against the environment • From fear nature will overwhelm human existence- To fear human existence will overwhelm +degrade nature • Business view- Control nature /impose will on it = inner directed, inner control OR Be part of nature- go along w/it's directions and laws = outer directed, outer control EX: 82% of USA mgrs see themselves as "captains of their own fate" /see nature = machine vs nature as living organism / moving towards a new view of nature is a living system that both nurtures the indiv & can be developed • Tips for doing business	• Trans-cultural competence • Respect and reconcile cultural differences with systemic understanding • Reconcile Differences -Theory of Complementarity - using humor - mapping out a cultural space - from nouns to present participles _ processes - language + meta-language -frames + contexts - sequencing - waving / cycling - synergizing and virtuous circling - the double helix

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CHAPTER SUMMARIES										
Definition & Research Process	Organiza-tions & Culture	Meaning of Culture	Relations & Rules	Group & Individuals	Neutrality & Feelings	Specific & Diffuse	Achievement & Ascription	Time	Environment	Methods of Reconciliation
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To make possible the truly int'l / transnational org in which each culture contributes to it's own insights & strength to the solution	Organizations /Cultures actively: • select • interpret • choose • create their environments	Lots of ways to organize- meanings given to things vary and you need to consider what those are as you orgnize and implement -Onion layers	Reconcile Universalism & Particularism pg 44	Respect "I" and "We" = Reconciliation	Cultures differ in how they show feelings and what they mean.		Ascribed represents the journey and frame exectations. Achievemnet demonstrates action + results	Achievem ent:	Reconciling Internal and External control • Self test- cultures vary their approaches btwn int/ext – not exclusive options / change can come from int & ext	Reconciling –the more we understand ourselves + accept who we are, the better we understand differences in other cultures which strengthens our capacity to reconcile our cultural differences

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(Note: These chapters (11,12, 14, 15) were not studied by the group)

National Culture and Corporate Culture	Towards International and Transnational Management	South Africa: The Rainbow Nation	Gender, Ethnicity and Functional Diversity	Reflections	
Chpt 11	Chpt 12	Chpt 14	Chpt 15	• " Staircase of 1,000 Steps" …If you're always in the past, you can't be in the future" • How am I holding both poles of each perspective? • Going in with respect and honoring the culture you are in • We make assumptions about ourselves (we know….) it is healthy to go in assuming we will make mistakes. • "Silent Racism" —continuum of racism— we're all racists someplace along it. • You don't always hear things in the same way, but it doesn't mean it is not communicated—'subtleties'. • I heard what I hear—but do I really understand what was meant? • How does this book relate to "self destructive" behaviors of a culture?	• The filters used by <u>everyone</u> in a group is different! • Image Shift at work, even if talked about differently in book, great examples re: contingency studies • ToP Network is highly complex environment (and deeper work with any group) greater awareness of layers of assumptions— many cultures at work. • Make apparent the different layers of assumptions. • Be aware to keep openness to your tool box and making shifts to allow for innovation. • Readiness to consider new/different ways to do things. • Your starting frame of reference shapes what you see. • Judging gets us into trouble—all relative to revealing more about ourselves.
Different Corporate Cultures 1. relationship between employees and their org 2. Hierarchical system of authority 3. views of employees re: org destiny, purpose and goals 4 types: 1. the familiy 2. The Eiffel Tower 3. The Guided Missile 4. The Incubator	No universal advice, but there are universal dilemmas or problems of human existence. Problems for the cross-cultural mgr. Human resource management in the future The Growth of Information Implications for business	Dilemma mapping in South Africa Comparing African and Western mental models	Gender differences worldwide Diversity in the USA Functional Diversity		
Just as national cultures conflict, leading to mutual incomprehension and mistrust, so to corporate cultures collide. Really successful businesses borrow from all types and ceaselessly struggle to reconcile them.	World cultures are a myriad of different ways of creating the integrity from which life and business are conducted. There are universal questions and dilemmas, and that is where we need to start.	South Africa has a triple heritage from African Society, Europe and Asia — all of which have a key role to play, which may lead to the evolution of a unique new "rainbow management" style and contribute to an economic miracle	Ethnic differences within societies (as in South Africa and lesser degree in USA) can be as big as international differences Value differences are a major source of cultural diversity	• It's our humanness that makes us equal / some practices can be self destructive ie: sustainability. • Cultural materialism—enables survival. • The really good ones know how to flex and adapt. • Situations call for a degree of consistency and capacity to recognize when to be flexible —"loose/tight". • Facilitators bring awareness of layers of filters at work in group, using adaptations to methods, remembering "No One Best Way". • The way we do things reflects our true values.	• We are creating cultures as we choose and move forward. • Value of not imposing when we facilitate— that's when we come together & reconcile—we bump into different cultures and we all grow from it. • Danger—white folks ascribed as position of wisdom & authority —don't ask for it, but minorities presume 'white is right', yet want to be valued as co-equals, presumed racism. How does a white person become one of the group? • ToP methods neutral/strong preference for future focus, every human has value/ spirit of respect. Watch for biases in our practice of them