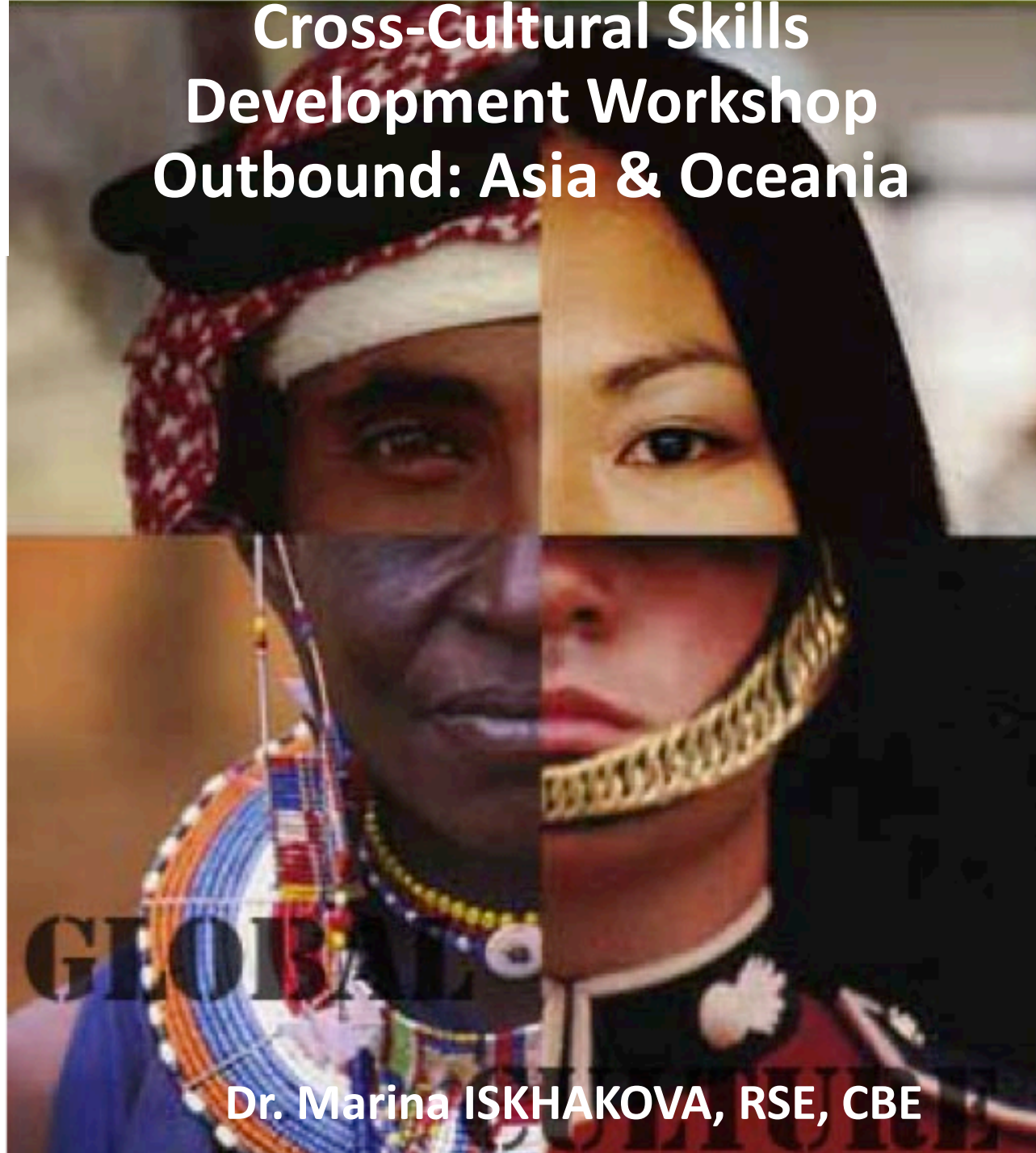




Australian  
National  
University

ANU College of Business & Economics

# Cross-Cultural Skills Development Workshop Outbound: Asia & Oceania



Dr. Marina ISKHAKOVA, RSE, CBE



# Welcome to Outbound Students to Asia and Oceania :)!



<b>China</b>
<b>Hong Kong</b>
<b>Indonesia</b>
<b>Japan</b>
<b>Korea</b>
<b>Myanmar</b>
<b>New Zealand</b>
<b>Singapore</b>
<b>Taiwan</b>



# My Cultural Experience:

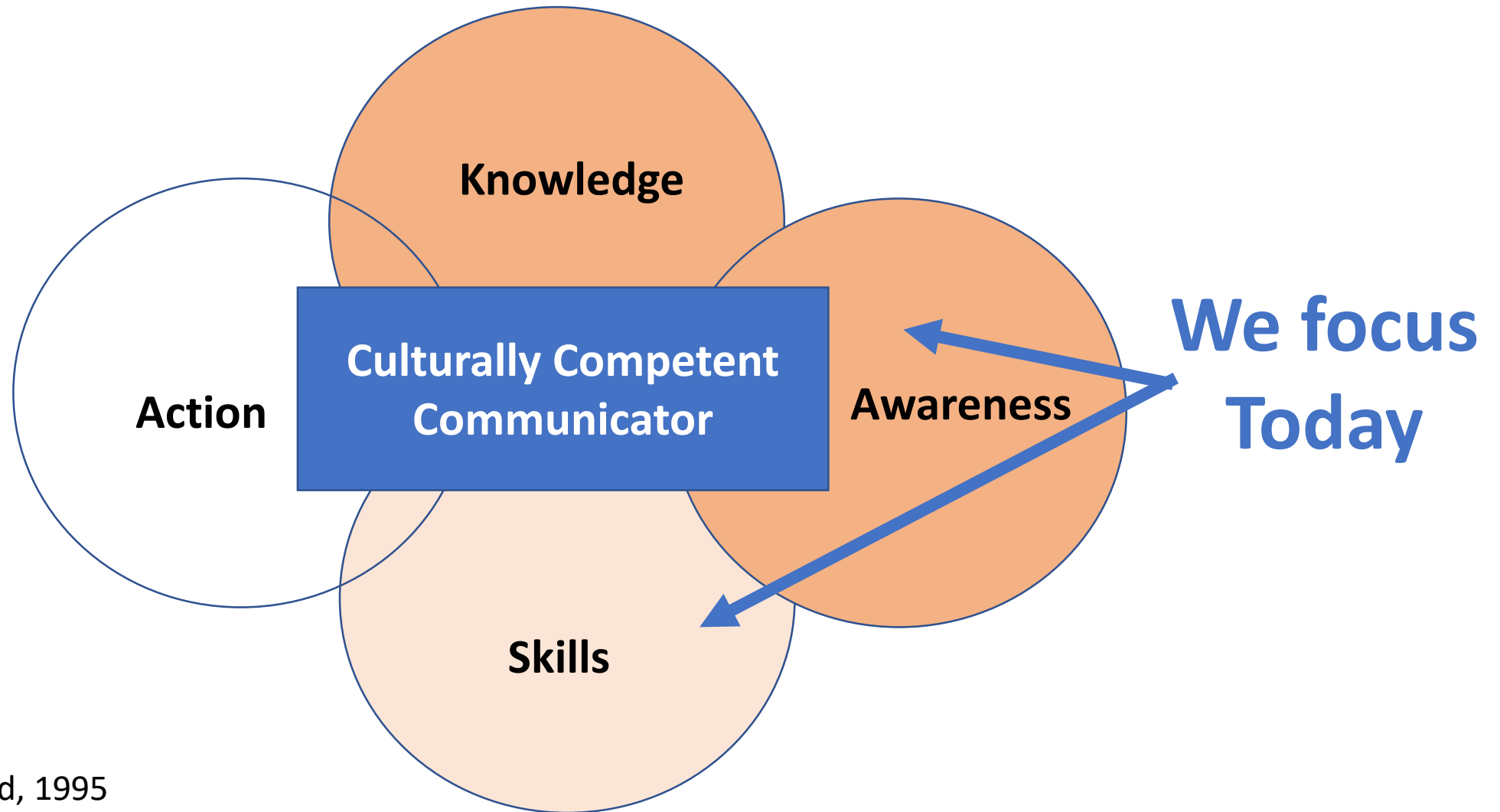
- Was born in the Soviet Union (became Russia in 1991)
- 1997-2004 Research Assistant at **Stockholm School of Economics (Sweden)** in Russia
- PhD in HRM from **Russia**, MBA from **Norway/China**
- Travelled to **35** different **countries** on 4 continents
- Lived in **Norway, US, UK and China**
- Resided in **Australia** since 2010
- In 2013 founded **Cross-Cultural Consultancy**

[www.orangecultures.com.au](http://www.orangecultures.com.au)



- Teach ECON2014/ECON6014 Managerial Economics at RSE/CBE
- CBEA3066 Global Business Immersion to Russia and Dubai

# Culturally Competent Communicator







## Historical populations

Year	Pop.	±%
1500	243,000,000	—
1700	436,000,000	+79.4%
1900	947,000,000	+117.2%
1950	1,402,000,000	+48.0%
1999	3,634,000,000	+159.2%

Source: "UN report 2004 data"

(PDF).

**69 countries**

40% of World land area

60% of World population

About 2000 languages and dialects

GDP per capita from around \$1,000 in

Burma till around \$57,000 in Singapore

Mix of religions

Mix of cultures

# Skyline

When ?



When ?



When ?



When ?



# Should I open the gift directly after getting it or at home on my own?



# Myths

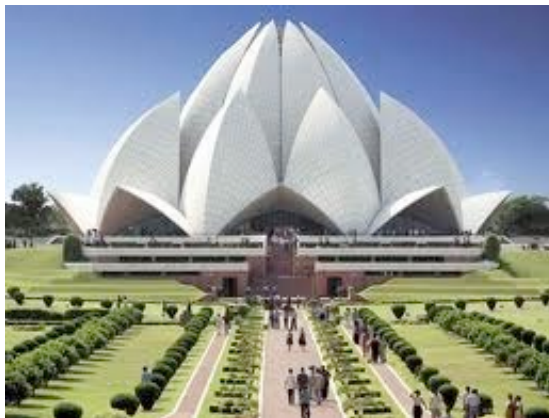
- **All Asian countries share the same Asian values, attitudes and mindset**

*“Everyone is playing ball, but they are playing very different games”*









# Before going to the country - read proverbs!

## Example: Chinese Proverbs

- Union is strength.
- Keeping is harder than winning.
- Walls have ears.
- Well begun is half done.
- It is never too late to mend.
- Fine feathers make fine birds.
- Two heads are better than one.
- Money makes money.
- You will get things similar to the seeds you plant.
- Creditors have better memories than debtors.



# What is Guanxi?

**Guanxi** - Connections or a person's network that are defined by reciprocity and mutual obligation and supported by a sense of goodwill and personal affection.

Japanese - wa

Korean - inhwa

English -old school ties

American- country club

If you go to a party in Australia, you are expected to bring your own bottle of wine.

In Asia, the host **would feel insulted (lose face)**.

It might simply mean that the host didn't have enough for him to drink.



# How to deal with cultures that live in Past, Current, Future

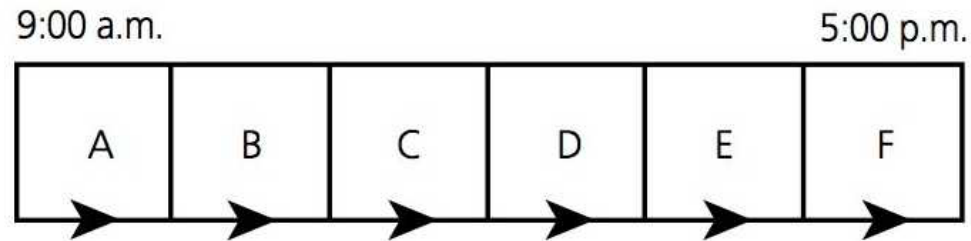
PAST	PRESENT	FUTURE
1. Talk about history, origin of family, business and nation	1. Activities and enjoyments of the moment are most important	1. Much talk of prospects, potentials, aspirations, future achievements
2. Motivation to recreate a golden age	2. Plans not objected to, but rarely executed	2. Planning and strategizing done enthusiastically
3. Show respect for ancestors, predecessors and older people	3. Show intense interest in present relationships "here and now"	3. Show great interest in future potentials
4. Everything viewed in the context of tradition and history	4. Everything viewed in terms of its contemporary impact and style	4. Present and past used, even exploited, for future advantages



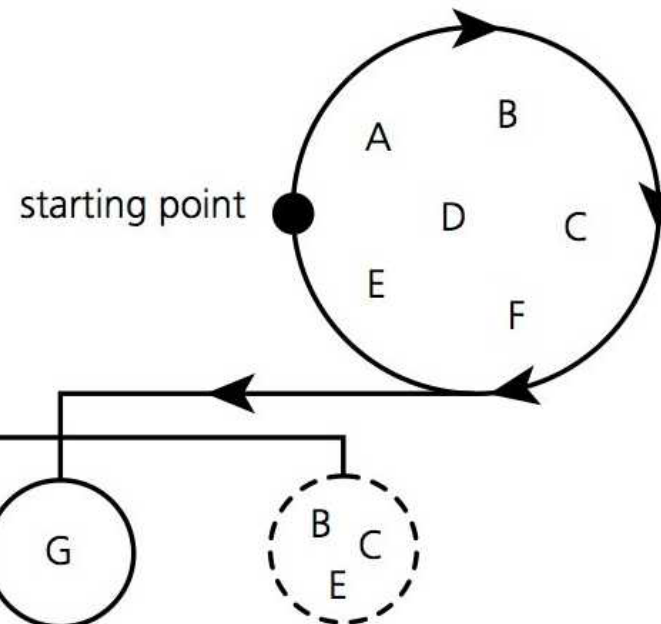
# Linear Time Vs Cyclic Time

Time is Money

**Western  
(linear)**



**Oriental**



When God made time,  
He made plenty of it.

Time it is a walk around the pool

# Harmony vs. Conquer

**Sir Edmund Hillary reached the top of Mt. Everest!**

**Chinese media:**  
**“Man befriends  
mountain!”**



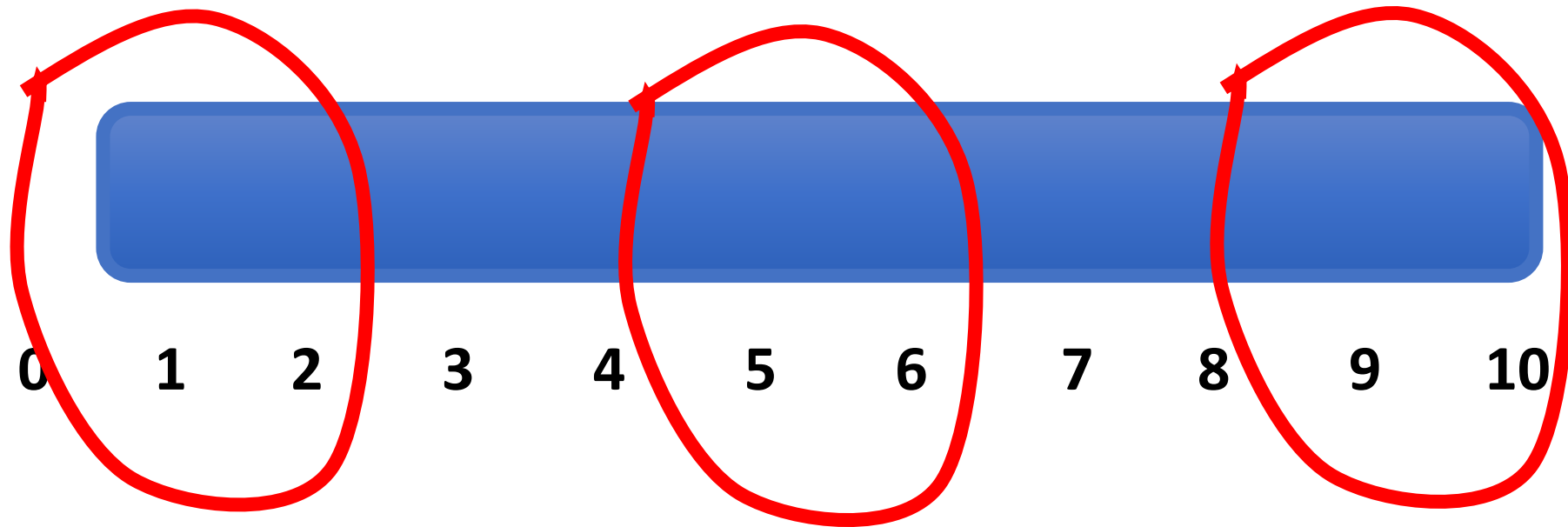
**US media:**  
**“Man conquers  
mountain!”**

# Cross-Cultural Competence means:

- When we can **explain** behavior of people from other cultures
- When we can **predict** behavior of people from other cultures
- When we can be effective and **get results** when interacting with other cultures
- **When we can get results and enjoy interaction with other cultures!**



What is your  
Cross-Cultural Competence  
on a scale 0 - 10 ?



# Main possible daily problems that can affect your exchange studies:

- **Accommodation issues** (too far, not comfortable, too noisy, problems with room-mates)
- **Weather and Climate issues**
- **Health issues**
- **Financial problems**
- **House keeping problems**
- **Loneliness** (no previous experience, lack of close friends)
- **Homesick** (no previous experience leaving home for so long)
- **Lack of understanding of a new Culture!**



# Culture Shock

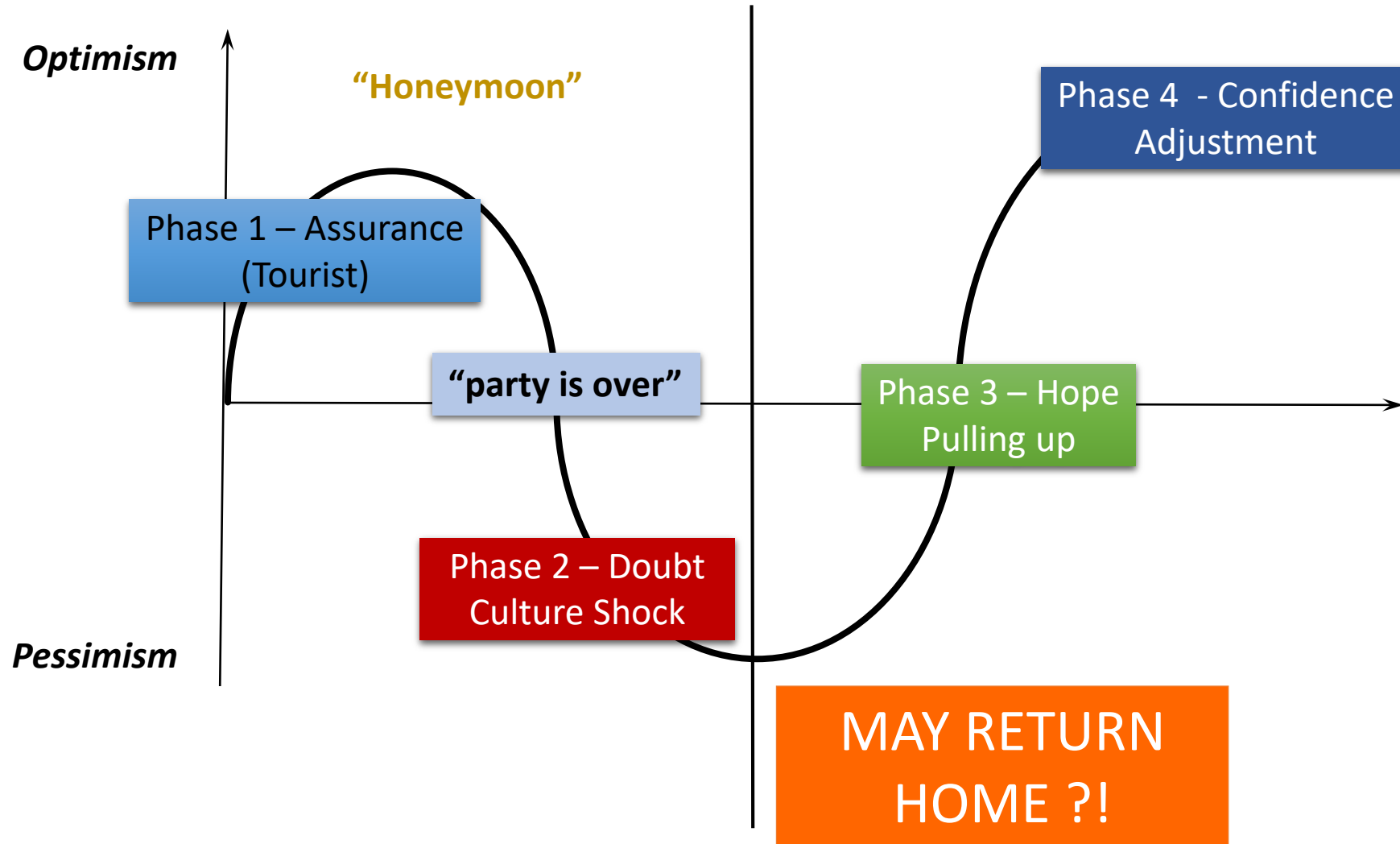
## **Culture Shock:**

**A state of disorientation and anxiety about not knowing how to behave in an unfamiliar culture (or subculture)**

- **Symptoms: mild irritation – psychological panic or crisis (depression)**
- **Effects: inability to work effectively, stress, hostility toward host nationals, etc**



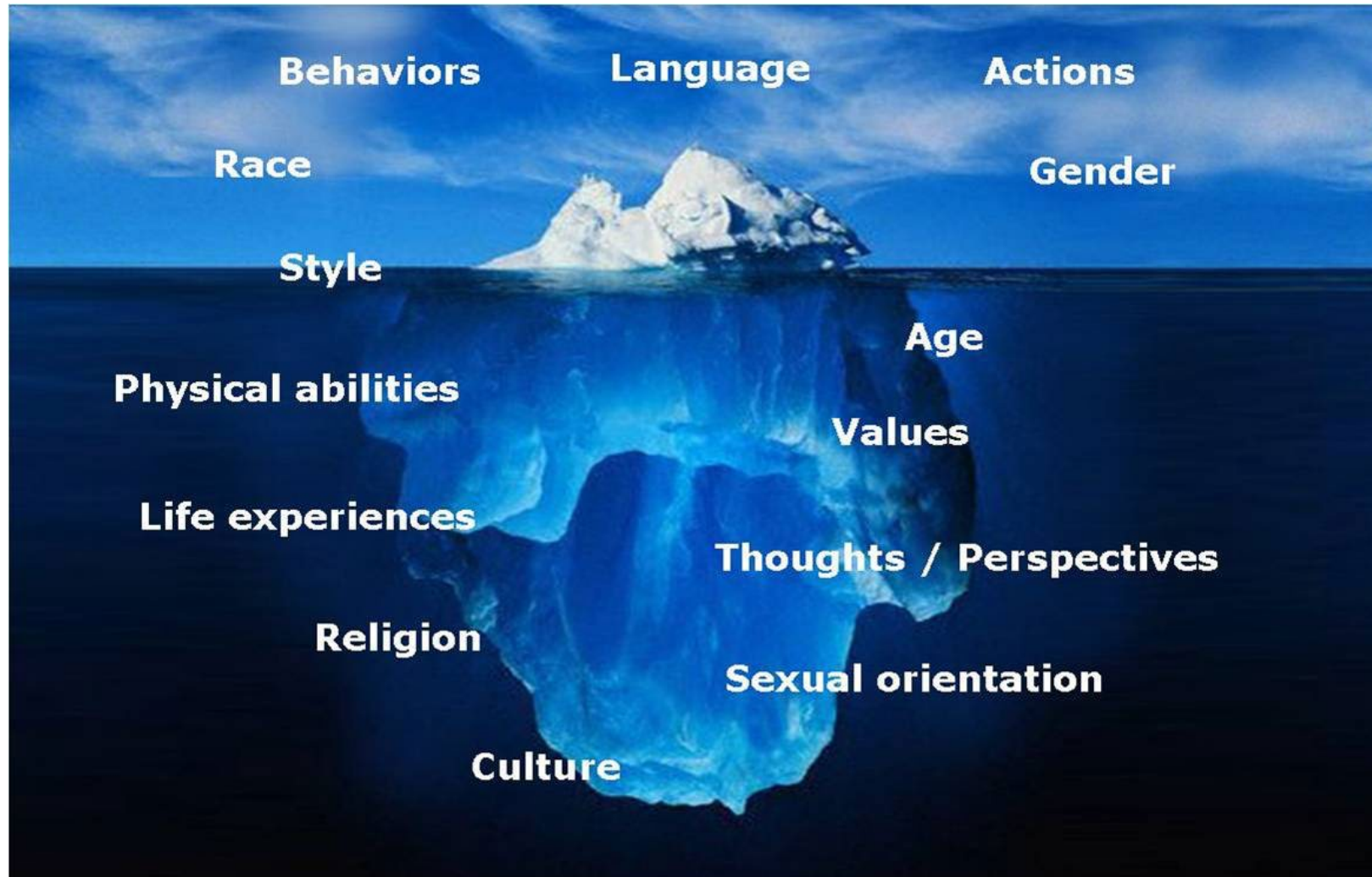
# Cultural Adjustment: U-Curve



# Observation vs Meaning matters

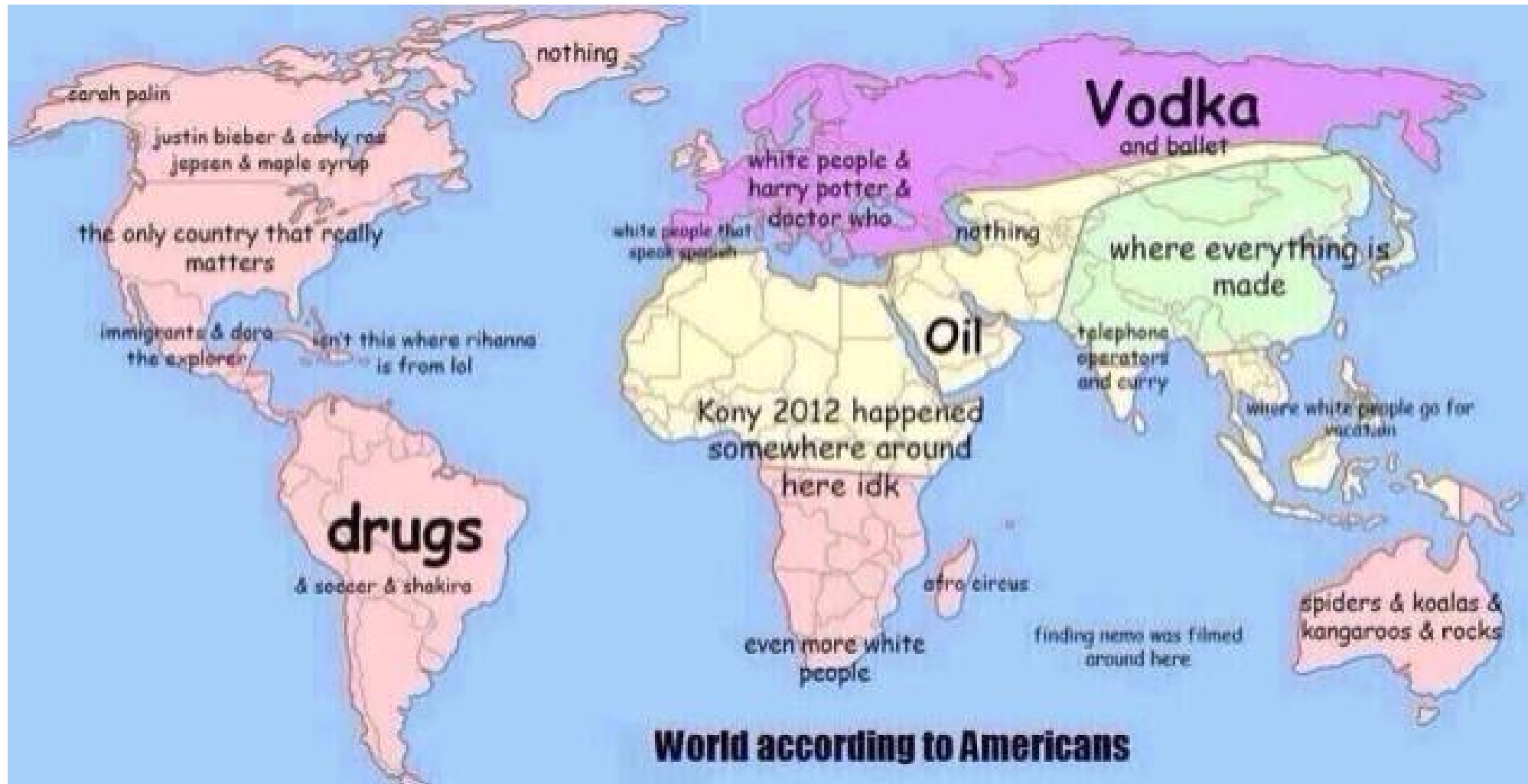


# Iceberg Metaphor



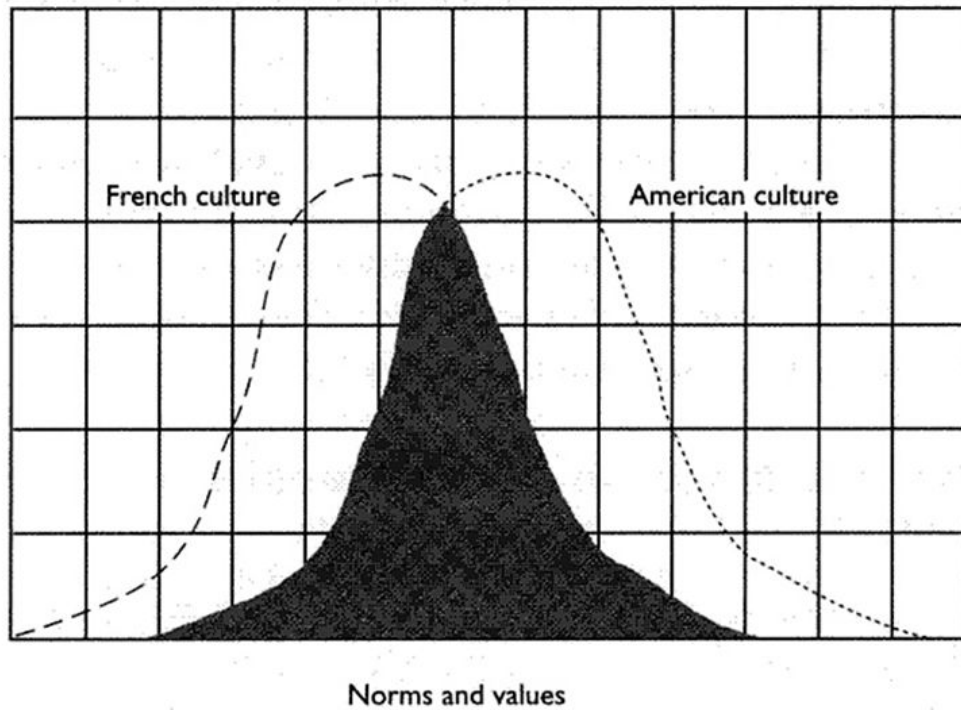
Hall, 1976

# Do we stereotype?

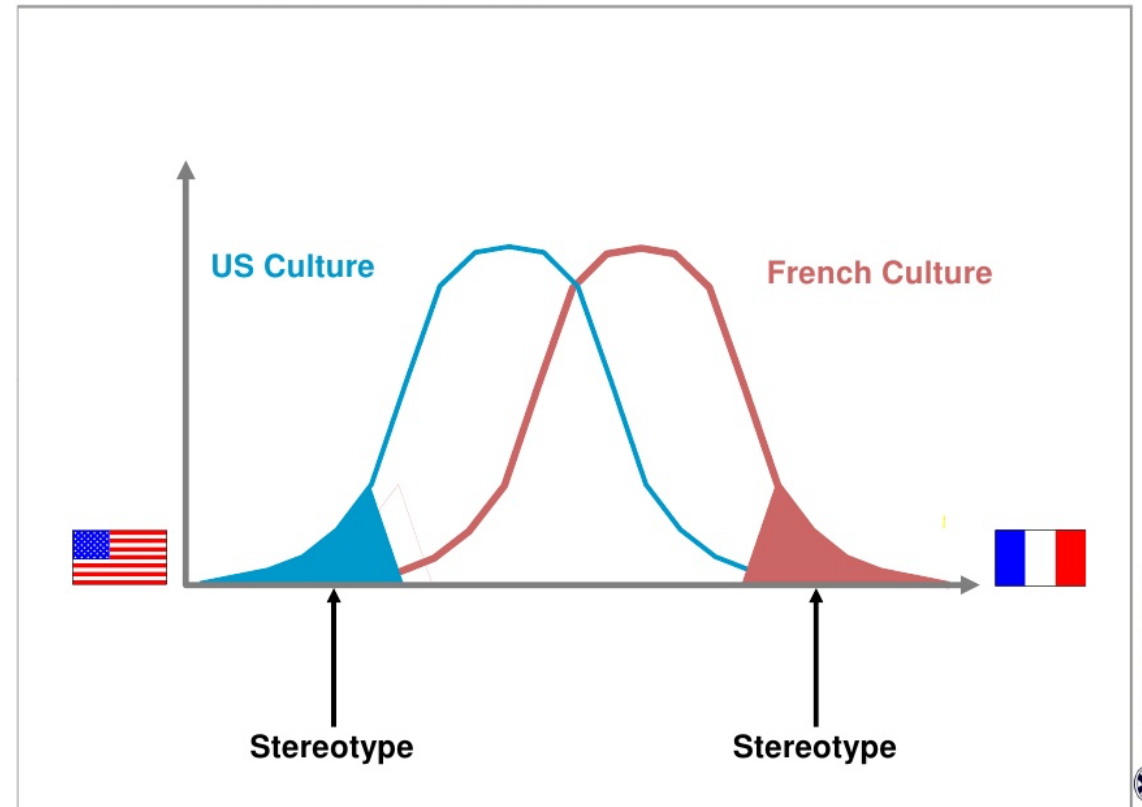




# Do we stereotype? Stereotype Positively!



Culture as a Normal Distribution



## 5 Cultural dimensions that are important when you study at ANU

- 1. Rules or Relationship?**
- 2. Specific or Diffuse Culture?**
- 3. Individualism or Collectivism?**
- 4. Affective or Neutral?**
- 5. High Context or Low Context?**

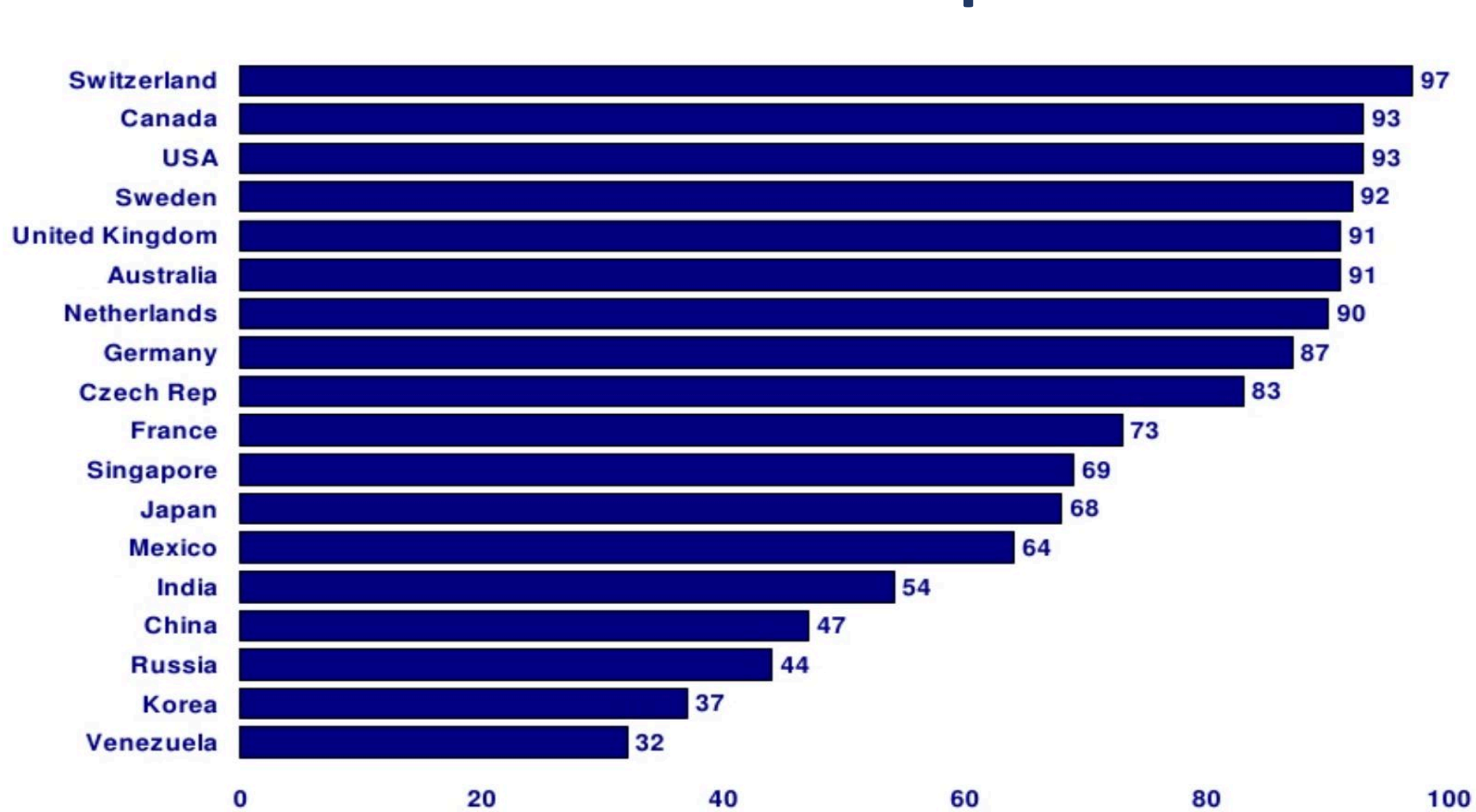
## Does Rules Matter? Mini-case:

You are riding in a car driven by a close friend. He hits a pedestrian. You know he was going at least 55 km/h in an area of the city where the allowed max speed is 40 km/h.

There are no witnesses. His lawyer says that if you testify under oath that he was only driving 40 km/h it may save him from serious consequences. **What right has your friend to expect you to protect him?**

- a. My friend **has a definite right** as a friend to expect me to testify to the lower speed.
- b. He **has some right** as a friend to expect me to testify to the lower speed.
- c. He **has no right** as a friend to expect me to testify to the lower speed.

# Friend will not help



# Do Rules Matter in Australia?





Talk to Person, from different  
culture, with whom you never  
talked before



## 5 Cultural dimensions that are important when you teach at ANU

1. **Rules or Relationship?**
2. **Specific or Diffuse Culture?**
3. **Individualism or Collectivism?**
4. **Affective or Neutral?**
5. **High Context or Low Context?**

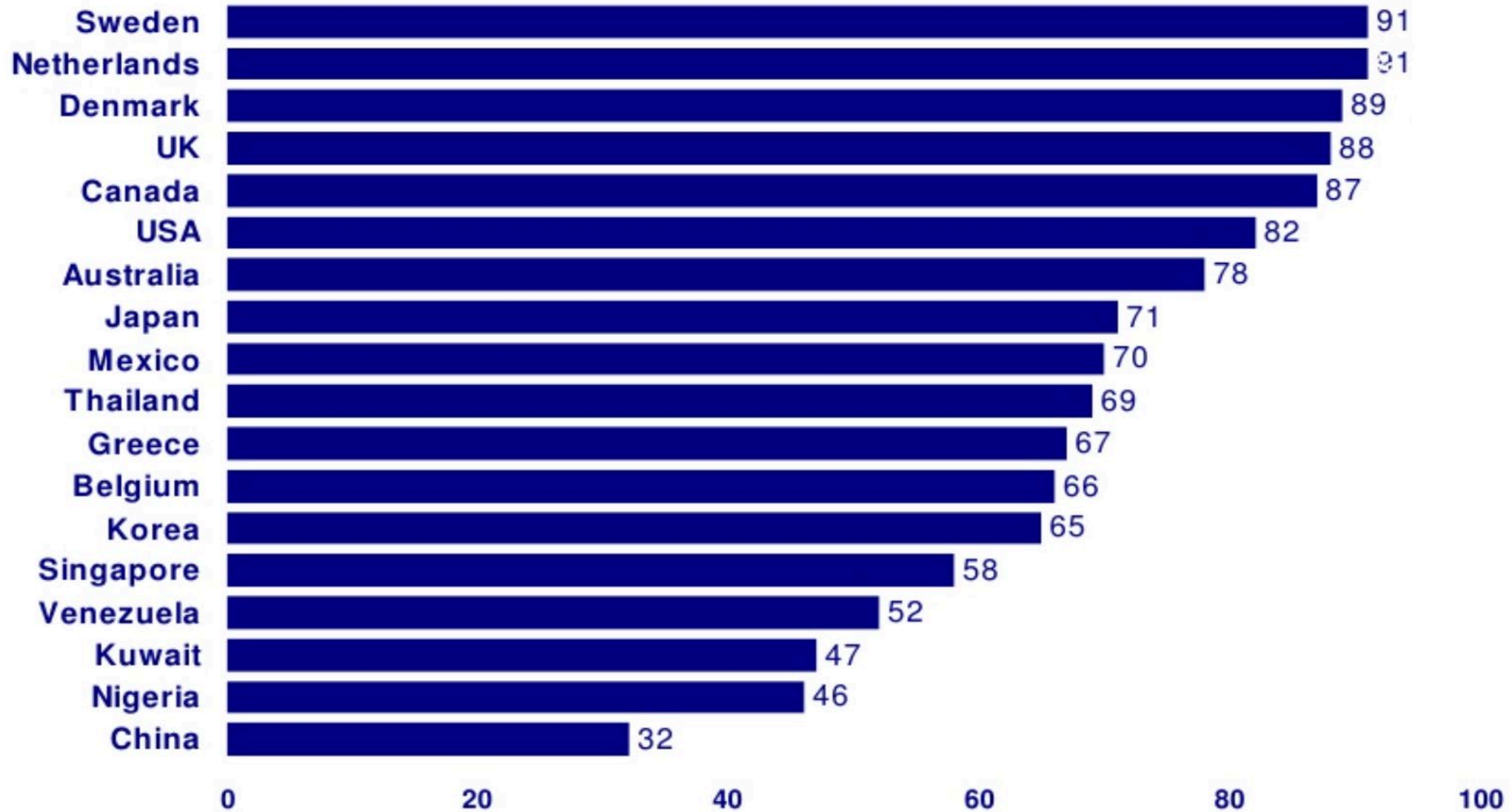
# How far do we get involved?

Your boss asks you to paint his house at the weekend. What do you think about this?



- A. You don't have to paint the house**
- B. Yes, it's my boss, I have to do it**

## Would not paint the house



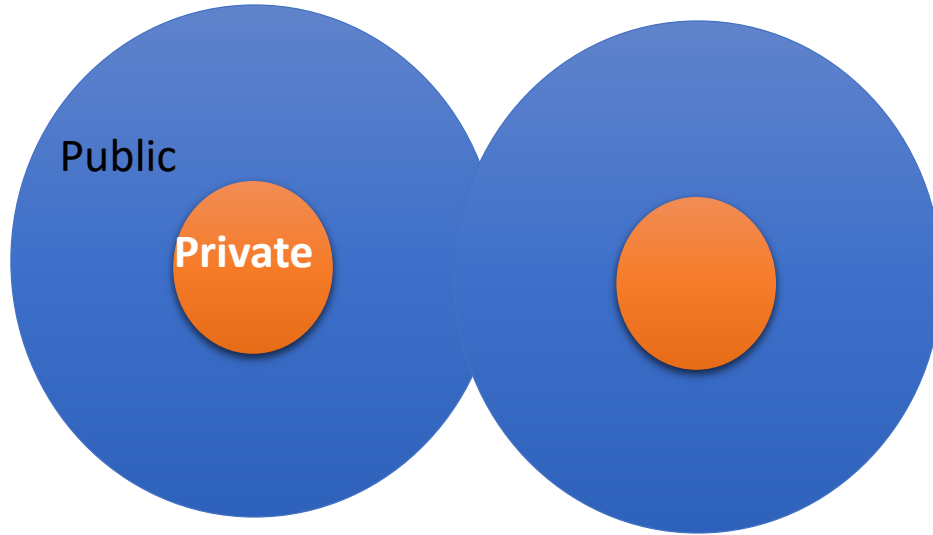


## How far do we get involved?

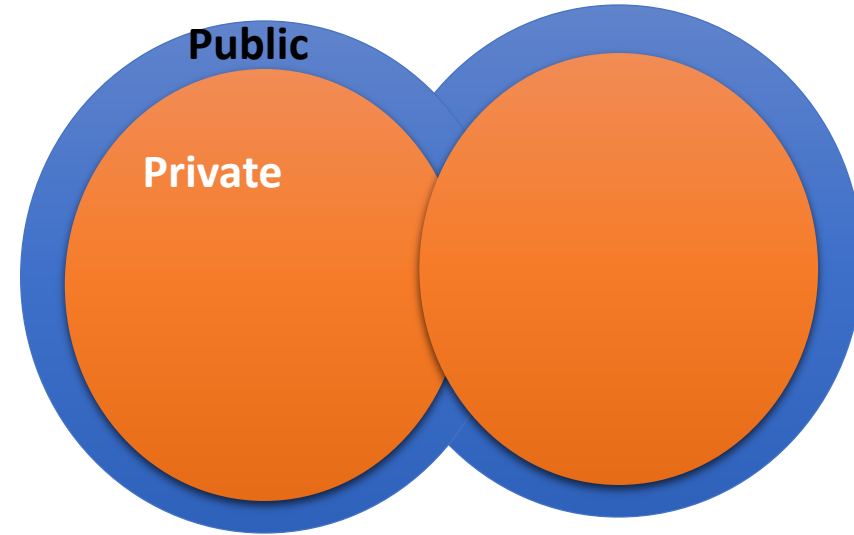
**Specific cultures** – distinction is clear between job and private life

**Diffuse cultures** – no clear distinction, work relationship extend into personal relationship

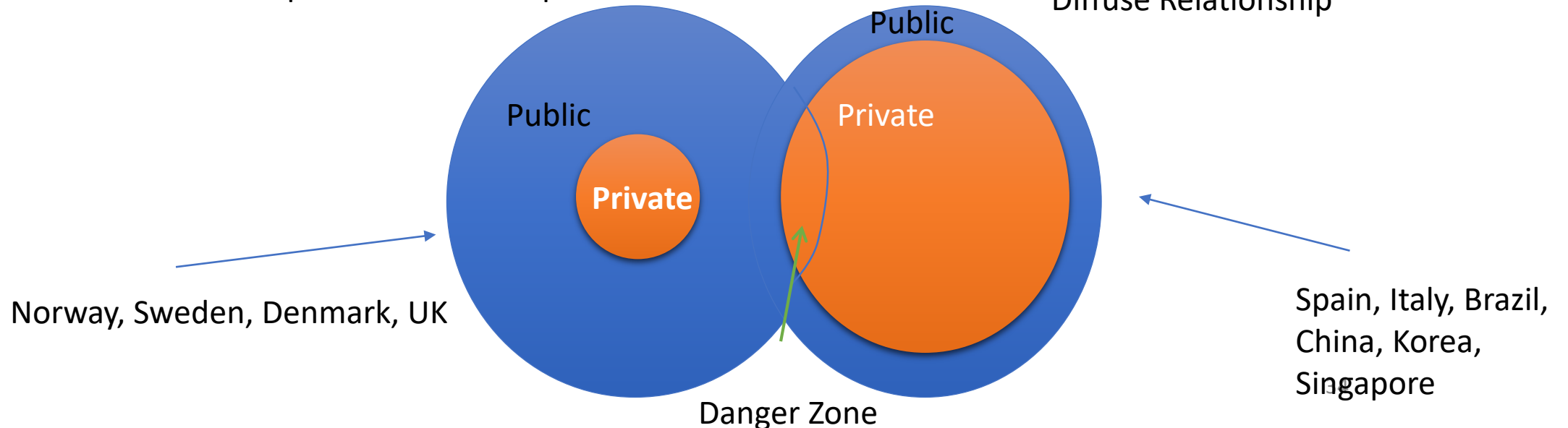
# Specific vs. Diffuse Relationship



Specific Relationship



Diffuse Relationship



## 5 Cultural dimensions that are important when you teach at ANU

1. Rules or Relationship?
2. Specific or Diffuse Culture?
3. Individualism or Collectivism?
4. Affective or Neutral?
5. High Context or Low Context?

# Individualism vs. Collectivism

## (Who do we care about?)

- Tonight is the only classic music concert of London Symphony Orchestra at Sydney Opera House (you wished to visit this special Concert for centuries) and tonight is 89th birthday of your grandma. Where do you go?
- **You planned to start gym classes for centuries. You got a membership, booked your session and you are ready to go. But your sister is calling and asking to babysit her kids. What will you do?**
- You feel unwell, but no fever. And you have an important team meeting where you promised to participate. Will you go?
- **You really want to order sushi in a restaurant. But everyone is ordering meat. What will you order?**



## 5 Cultural dimensions that are important when you teach at ANU

1. **Rules or Relationship?**
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5. **High Context or Low Context?**

# Affective vs. Neutral cultures

Do we display our emotions in public?



# Is it ok for a student to show emotions in public when:

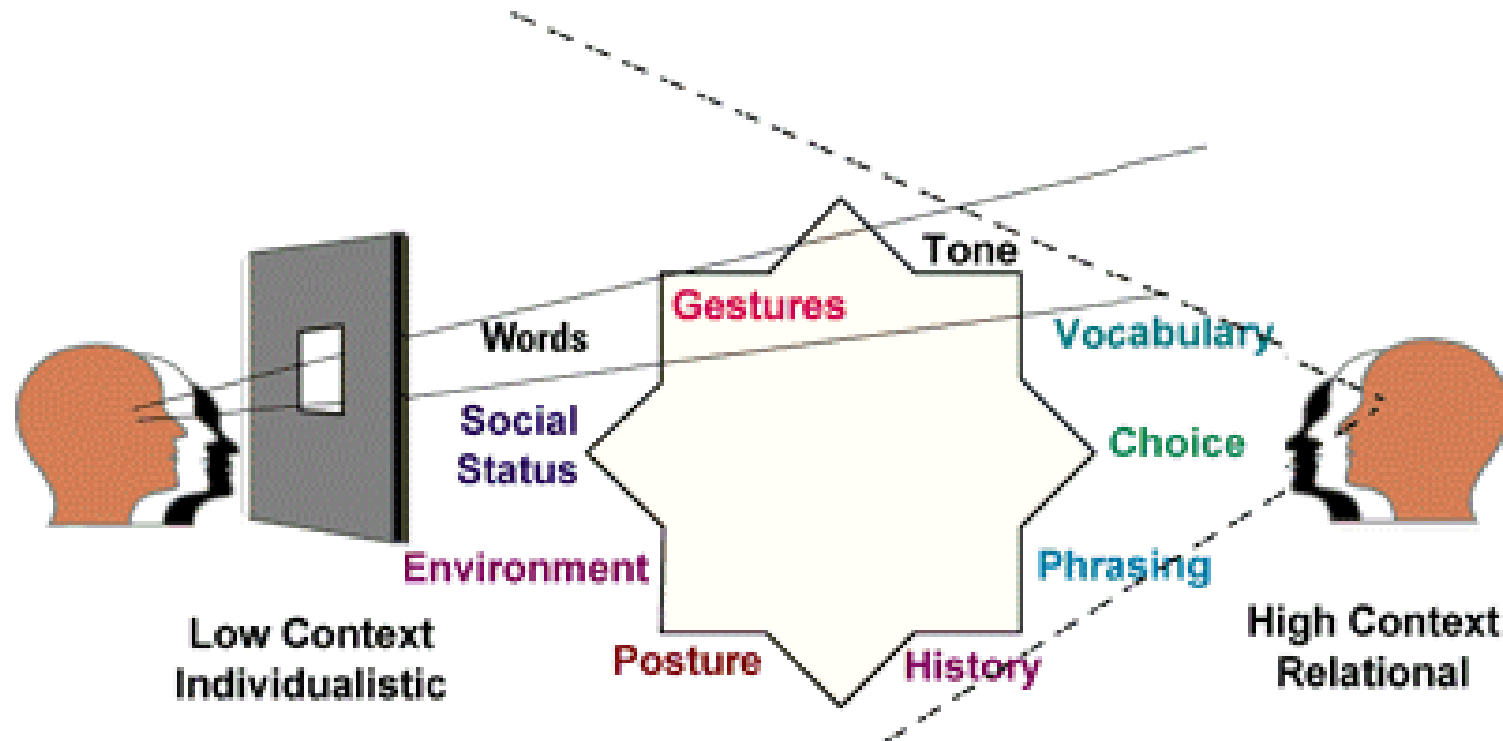
- Student failed the minor Assessment
- Students failed the Final Exam
- Student's close relative died
- Student broke up a long-term relationships
- Student's bike is stolen
- Powerful Earthquake just happened in student's home country
- Student is missing his/her family

## 5 Cultural dimensions that are important when you teach at ANU

- 1. Rules or Relationship?**
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- 5. High Context or Low Context?**

## High-Context Cultures vs. Low-Context Cultures

### Low Context/High Context Cultures Individualistic/Relational Cultures



Adapted from 'Managing Intercultural Differences' by Claire B. Anderson



# High-Context Cultures vs. Low-Context Cultures

Culture	Words	Meaning
Japan	It is very difficult	NO
China	I will try, but it can take some time	NO
Germany	NO	NO
Australia	NO	NO
Brazil	NO, NO, NO!!!!	NO

# Low-Context Cultures vs. High-Context Cultures

Low-Context



High-Context

**Germany, Norway, USA, Australia, France, Italy, Brazil, Saudi Arabia, China, Japan**

1. Australia
2. France
3. Brazil
4. Germany
5. Norway
6. USA
7. Italy
8. Saudi Arabia
9. Japan
10. China

## 4 Main strategies of adaptation to a new culture

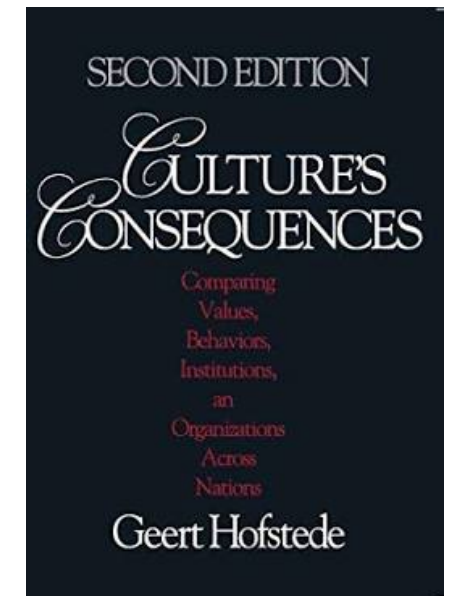
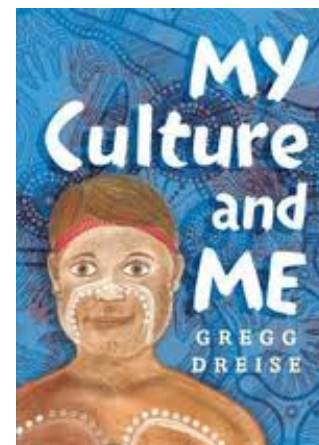
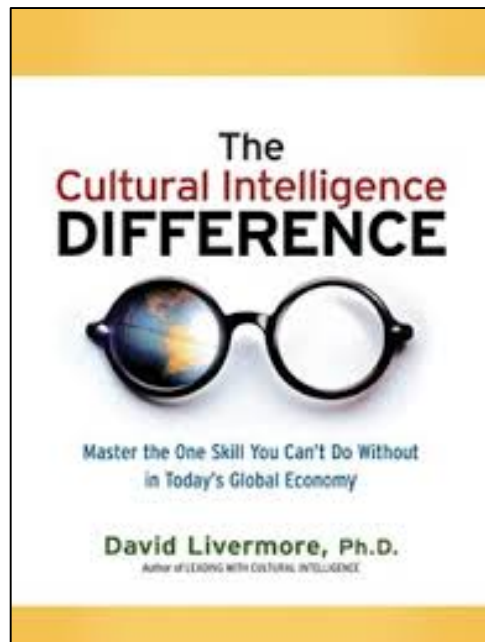
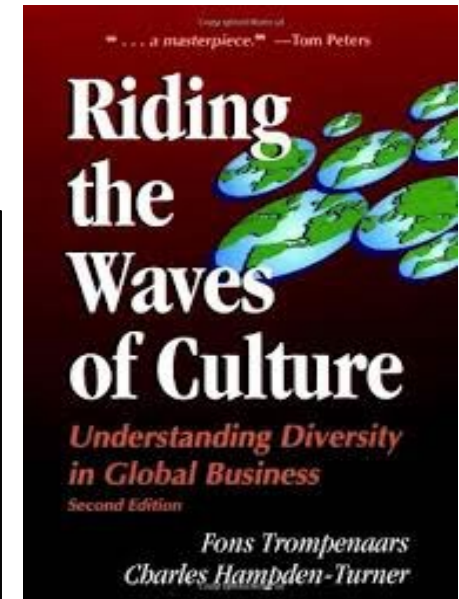
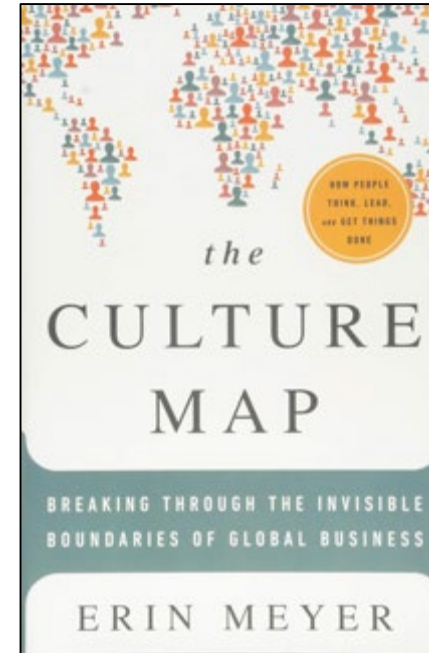
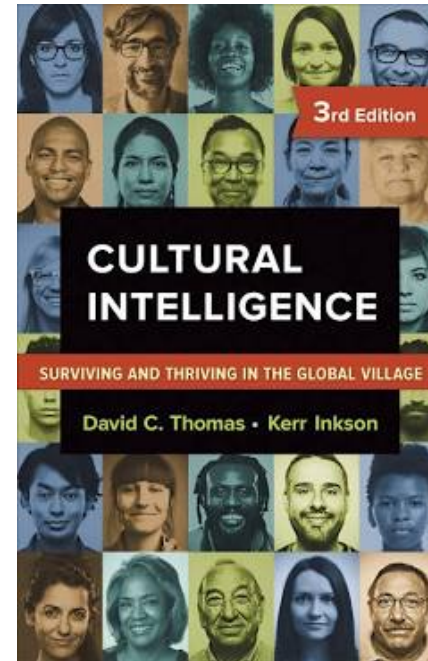
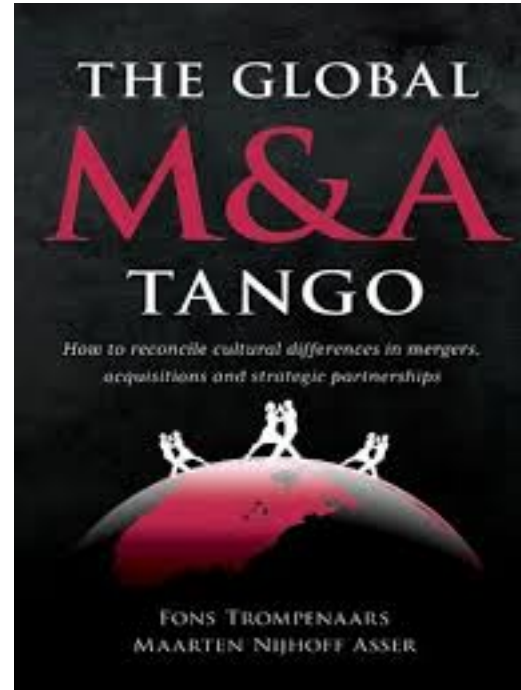
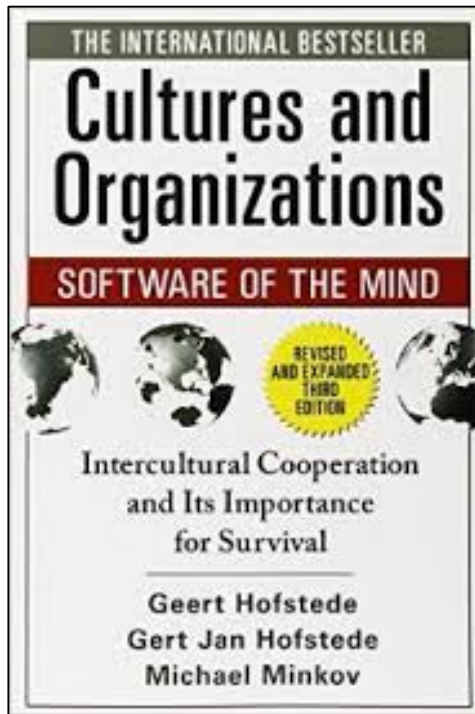
- **1. Assimilation** – individuals do not wish to maintain their cultural identity
- **2. Separation** – individuals who place a high value on their original culture
- **3. Marginalisation** – lack of interest in having cultural relations with others
- **4. Integration** – Individuals, who maintain their original culture but have daily interactions with other cultures

# How to succeed in a new country?

- Positive outlook!
- Willingness to relocate!
- Avoid 3 main mistakes:
  - blame the locals,
  - blame the university,
  - blame one's spouse/partner/parents
- Set up “stability zones”



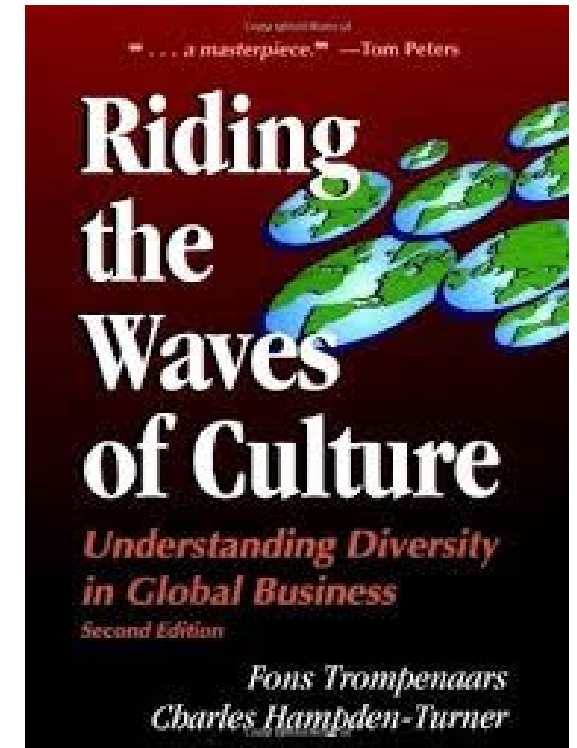
# CQ Competence Books





# To develop Cross-Cultural Skills further:

1. Don't ignore a culture. Cultural background matters.
2. Don't evaluate other cultures based on your cultural standards!
3. Show genuine interest to another culture. Respect different cultures. Avoid stereotyping!
4. Focus on positives. Every single culture has positives!
5. Read the book by F. Trompenaars
6. Travel and learn more about different cultures!
7. Watch <https://www.youtube.com/watch?v=GOHvMz7dI2A>





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# Thank you for your participation 😊!

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