



Australian
National
University

ANU College of Business & Economics

ANU Global
Programs

Cross-Cultural Skills Development Workshop Outbound: Europe



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Welcome to Outbound Students to Europe:~!



| |
|----------------------------|
| Austria |
| Denmark Finland |
| France Germany |
| Italy |
| Netherlands |
| Norway |
| Spain |
| Sweden |
| Switzerland |



My Cultural Experience:

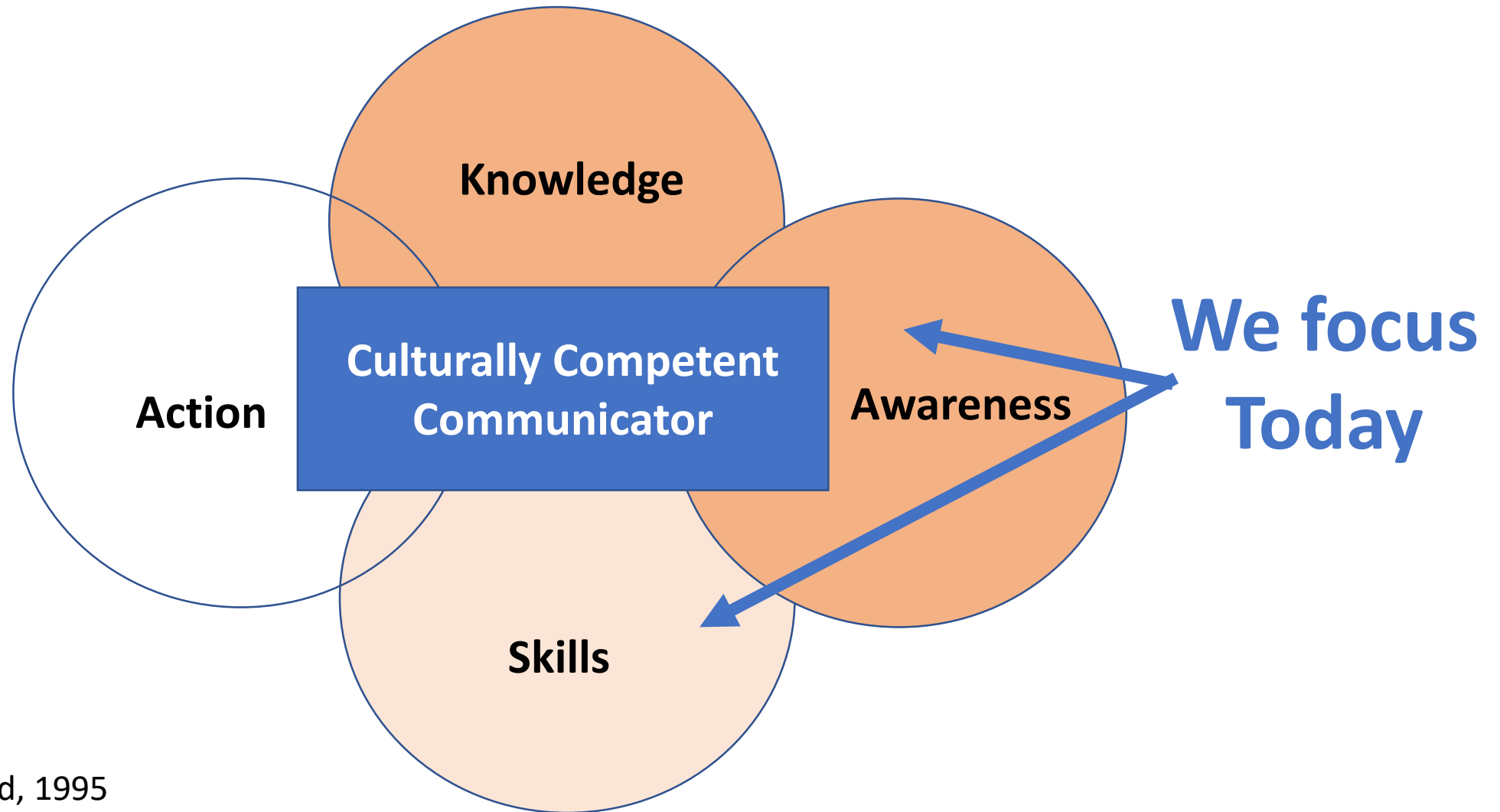
- Was born in the Soviet Union (became Russia in 1991)
- 1997-2004 Research Assistant at **Stockholm School of Economics (Sweden)** in Russia
- PhD in HRM from **Russia**, MBA from **Norway/China**
- Travelled to **30** different **countries** on 4 continents
- Lived in **Norway, US, UK and China**
- Resided in **Australia** since 2010
- In 2013 founded **Cross-Cultural Consultancy**

www.orangecultures.com.au



- Teach ECON2014/ECON6014 Managerial Economics at RSE/CBE and CBEA3066 Global Business Immersion (Russia, Winter 2018)
- Conducting Research on Students Cultural Intelligence

Culturally Competent Communicator





EUROPE

| # | Country | Capital | Population | GDP | Language |
|----|-------------|------------|------------|----------|--------------------------------------|
| 1 | Austria | Vienna | 8.7 mln | \$47.299 | German, Slovene, Croatian, Hungarian |
| 2 | Denmark | Copenhagen | 5.8 mln | \$56.444 | Danish |
| 3 | Finland | Helsinki | 5.5 mln | \$46.016 | Finnish, Swedish |
| 4 | France | Paris | 65 mln | \$39.869 | French |
| 5 | Germany | Berlin | 82 mln | \$44.549 | German |
| 6 | Italy | Rome | 60 mln | \$31.984 | Italian |
| 7 | Netherlands | Amsterdam | 17 mln | \$48.345 | Dutch, Frisian |
| 8 | Norway | Oslo | 5.2 mln | \$74.940 | Norwegian |
| 9 | Spain | Madrid | 46 mln | \$28.358 | Spanish |
| 10 | Sweden | Stockholm | 10 mln | \$53.217 | Swedish |
| 11 | Switzerland | Bern | 8.5 mln | \$80.590 | German, French, Italian, Romansch |

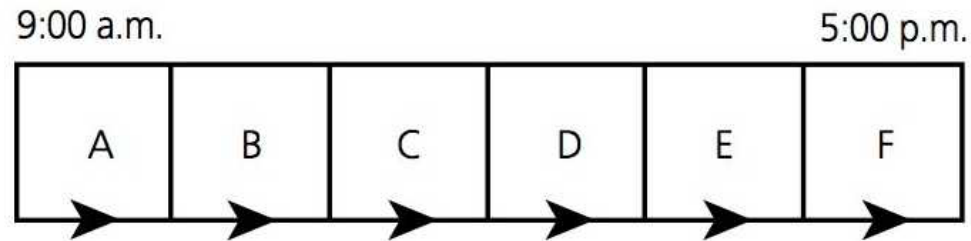
Should I open the gift directly after getting it or at home on my own?



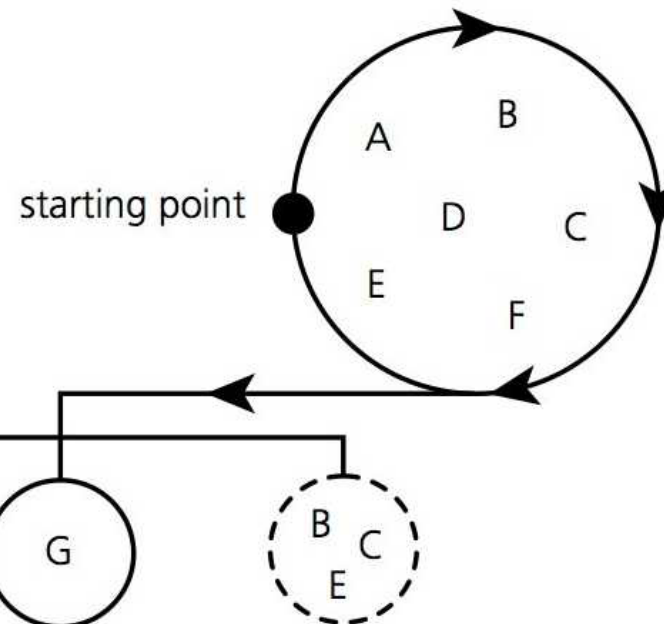
Linear Time Vs Cyclic Time

Time is Money

**Western
(linear)**



Oriental



When God made time,
He made plenty of it.

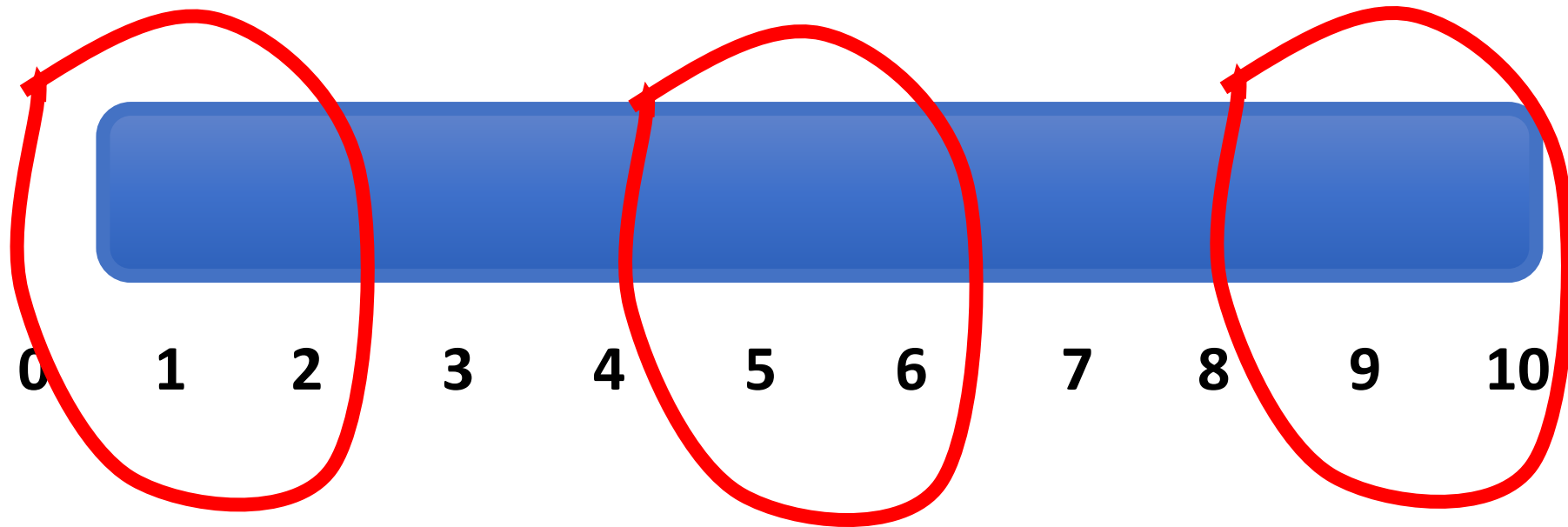
Time it is a walk around the pool

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 Program:

- **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

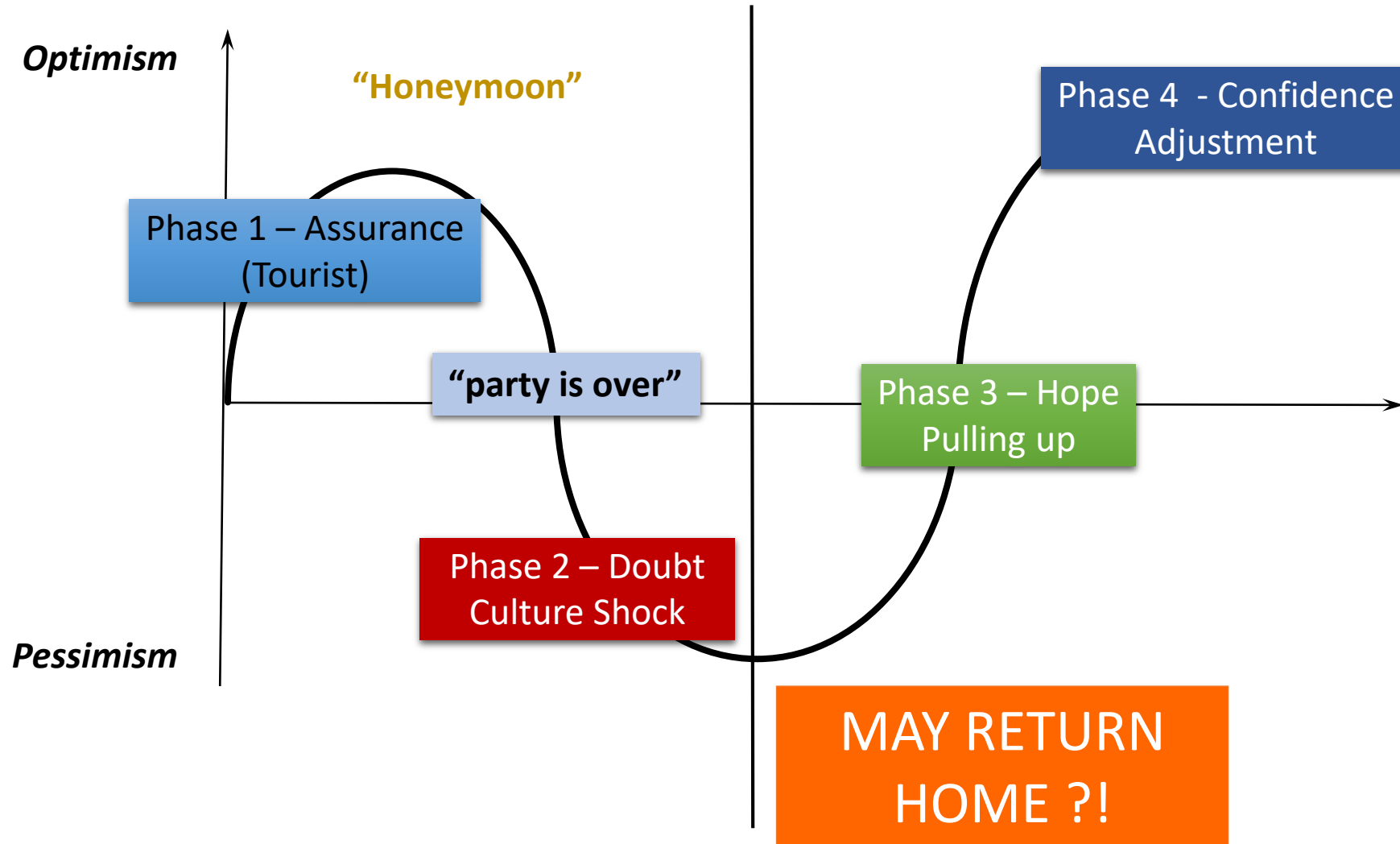
Culture Shock:

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**



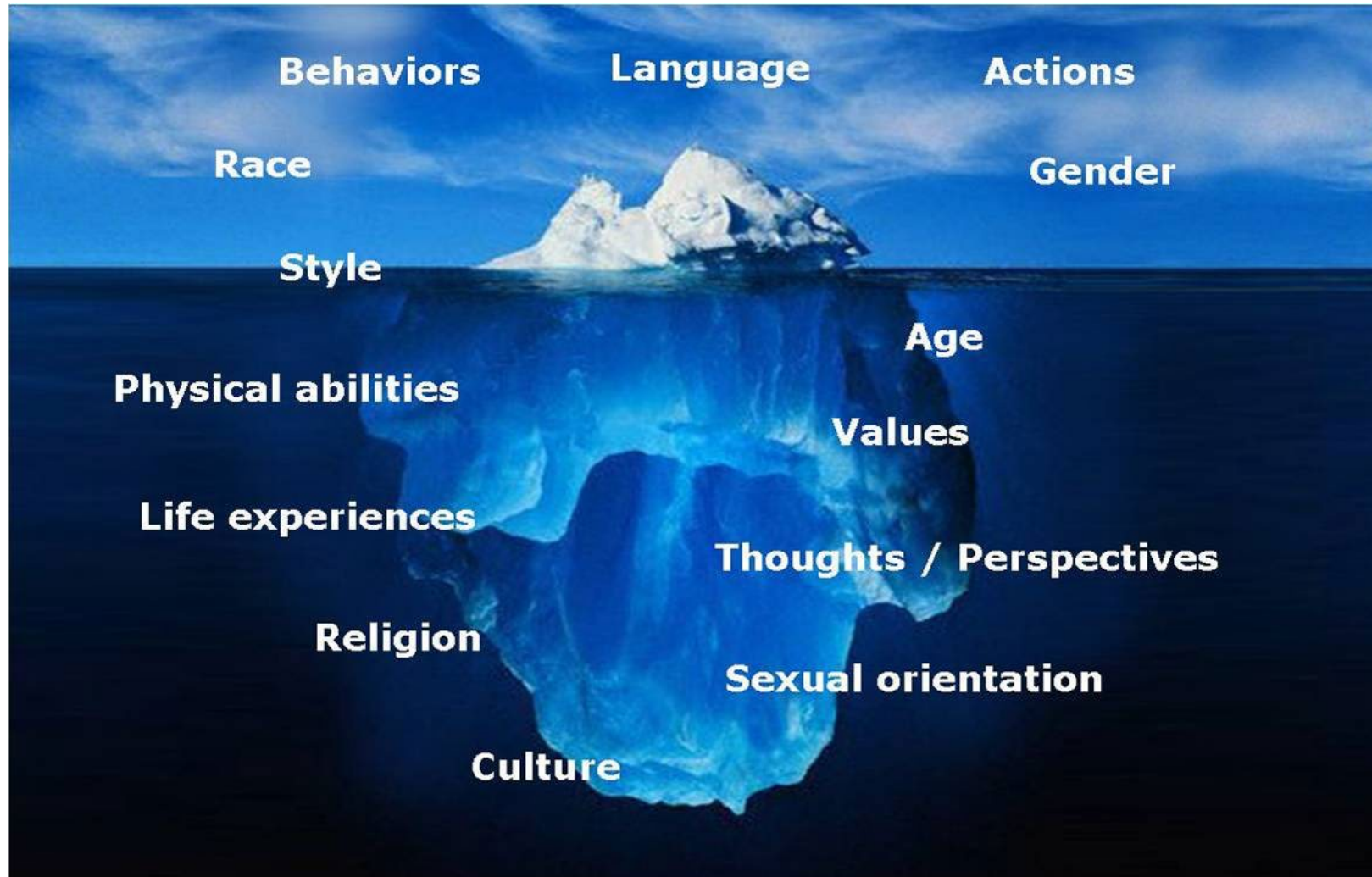
Cultural Adjustment: U-Curve



Observation vs Meaning matters



Iceberg Metaphor

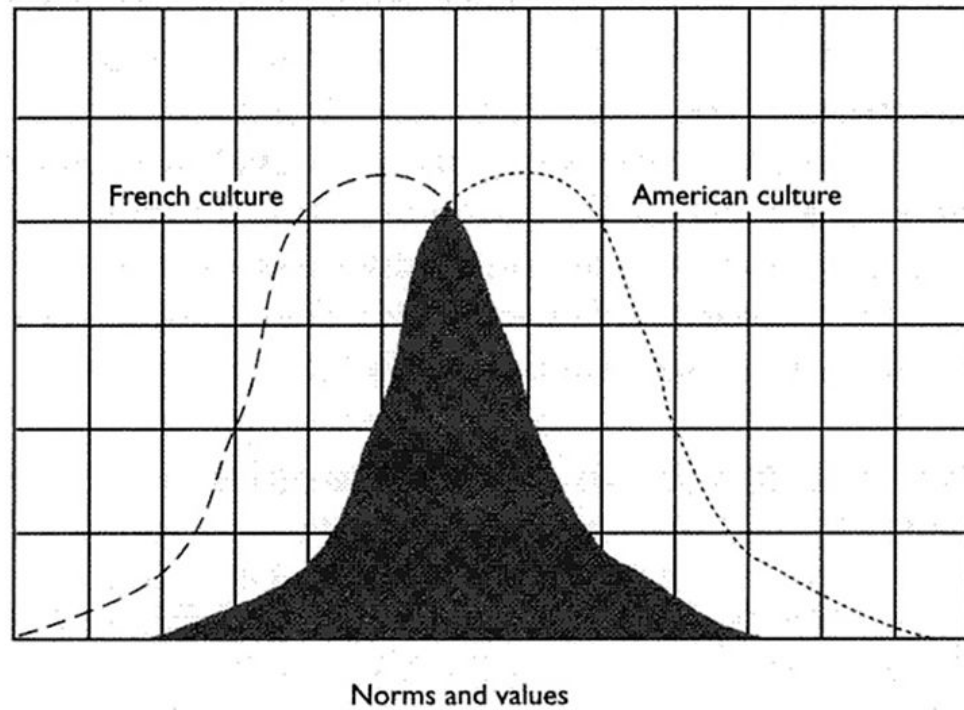


Hall, 1976

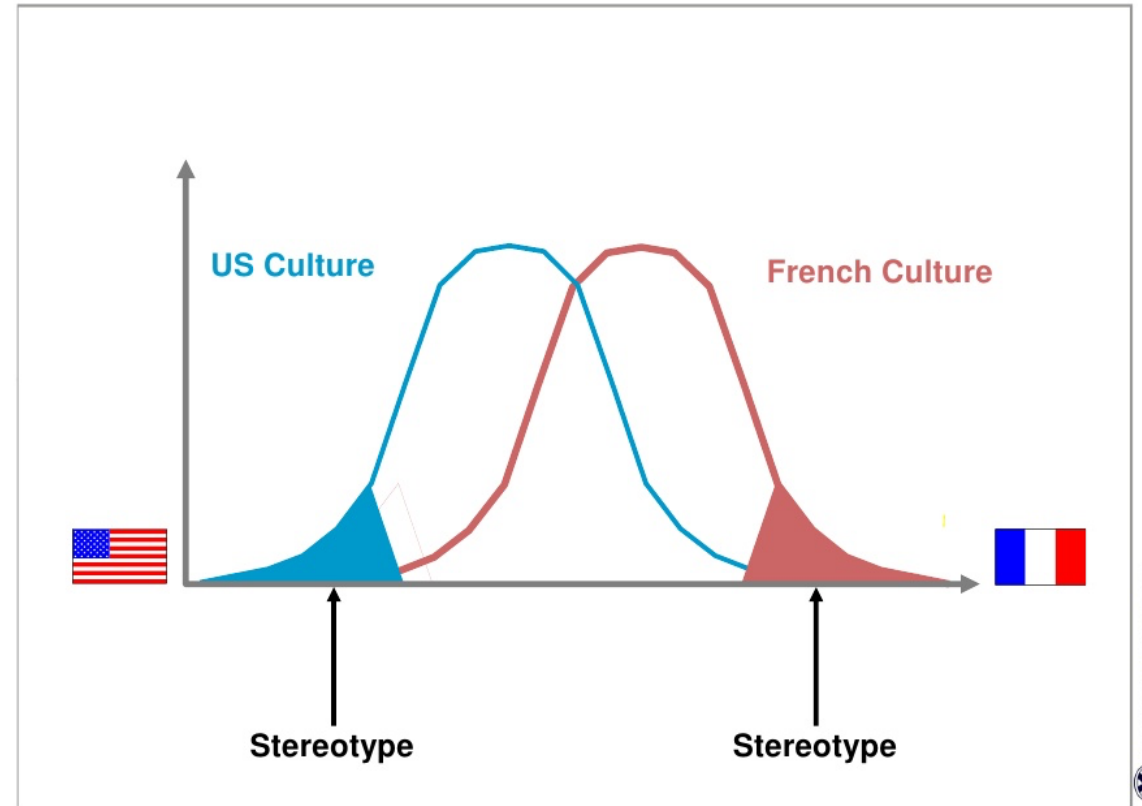
Do we stereotype?



Do we stereotype?



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?**

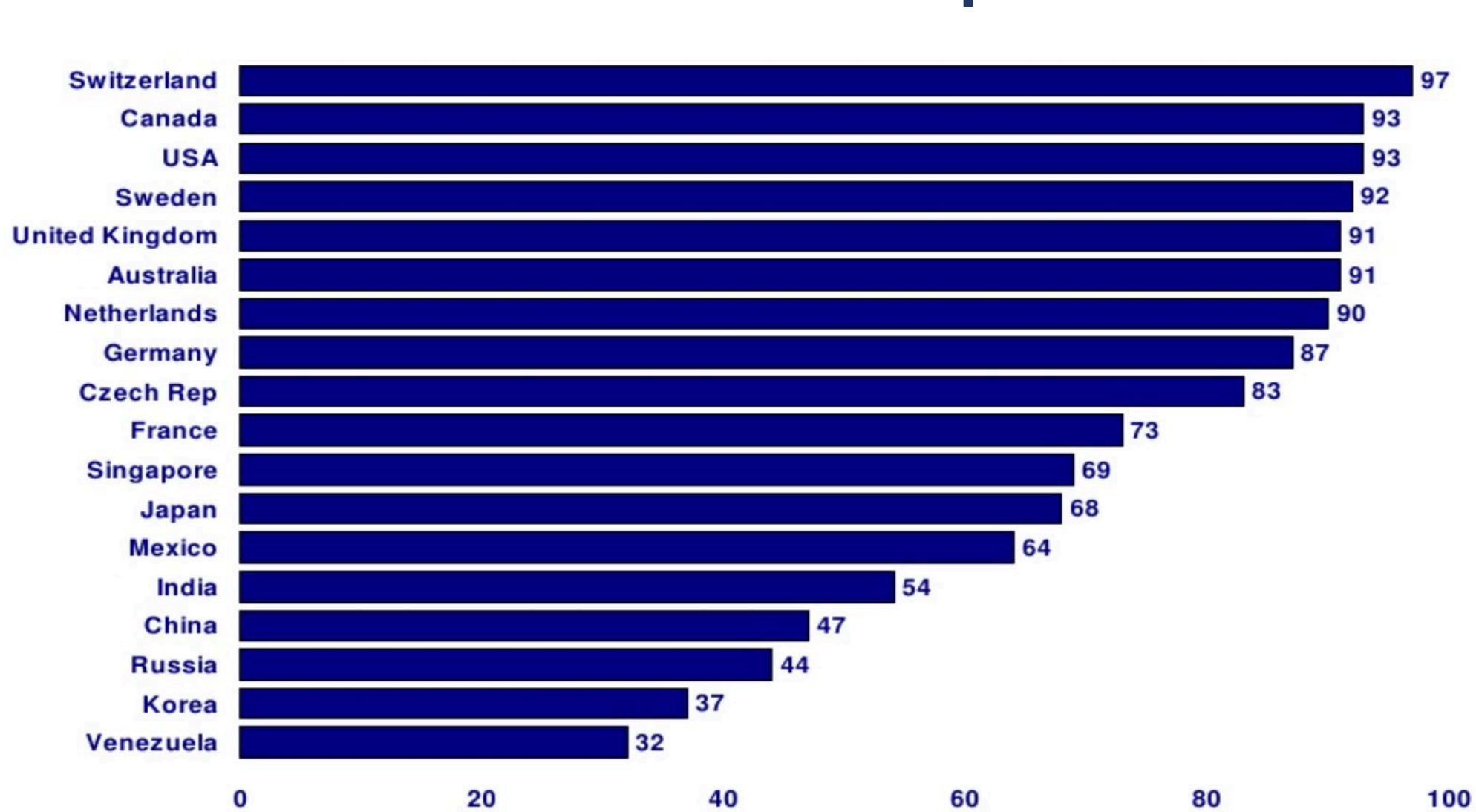
Does Rules Matter? Mini-case:

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?**

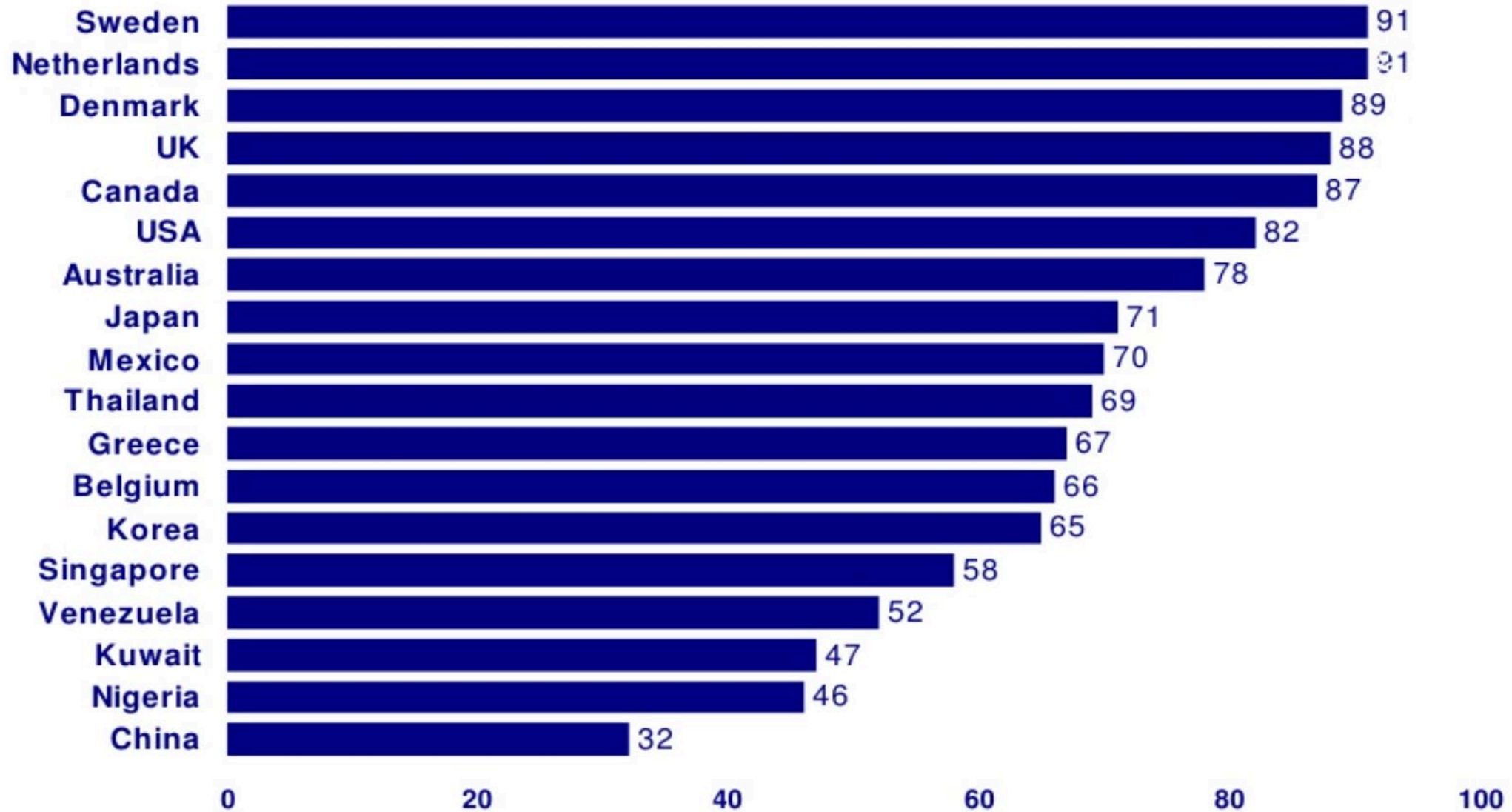
How far do we get involved?

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

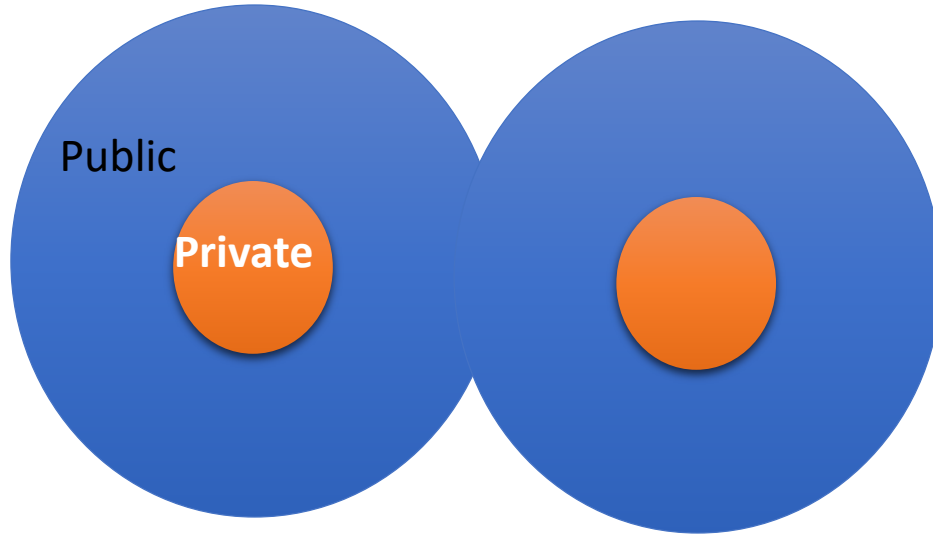


How far do we get involved?

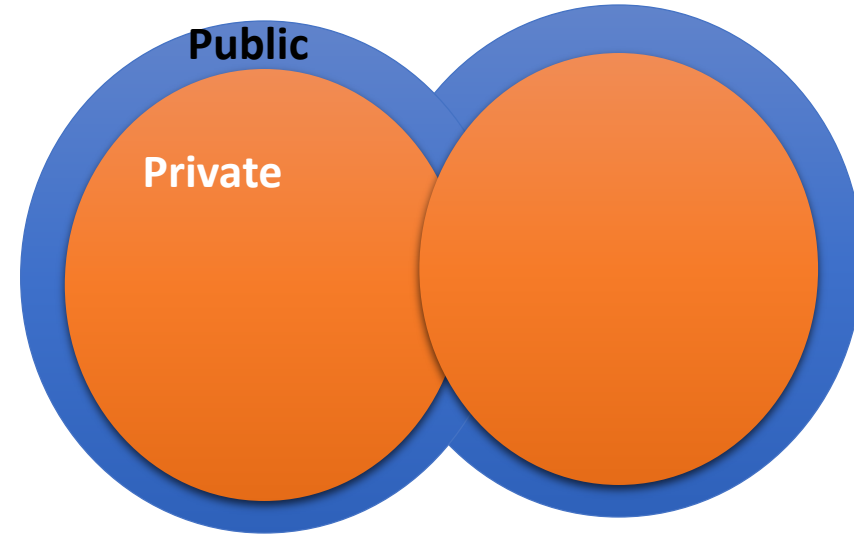
Specific cultures – distinction is clear between job and private life

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

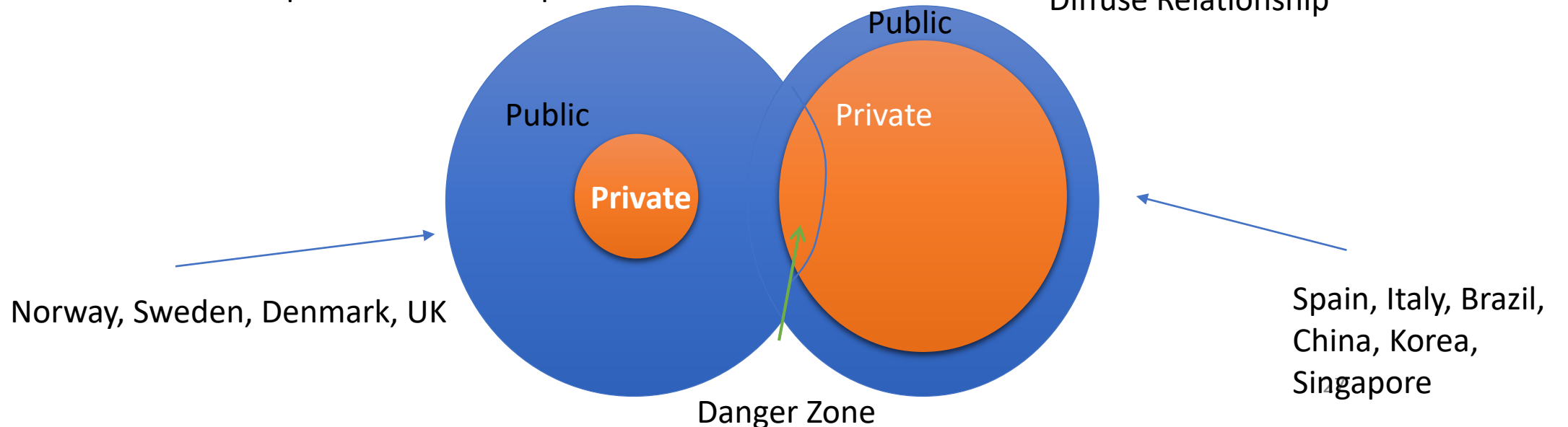
Specific vs. Diffuse Relationship



Specific Relationship



Diffuse Relationship



5 Cultural dimensions that are important when you teach at ANU

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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

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Affective vs. Neutral cultures

Do we display our emotions in public?



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

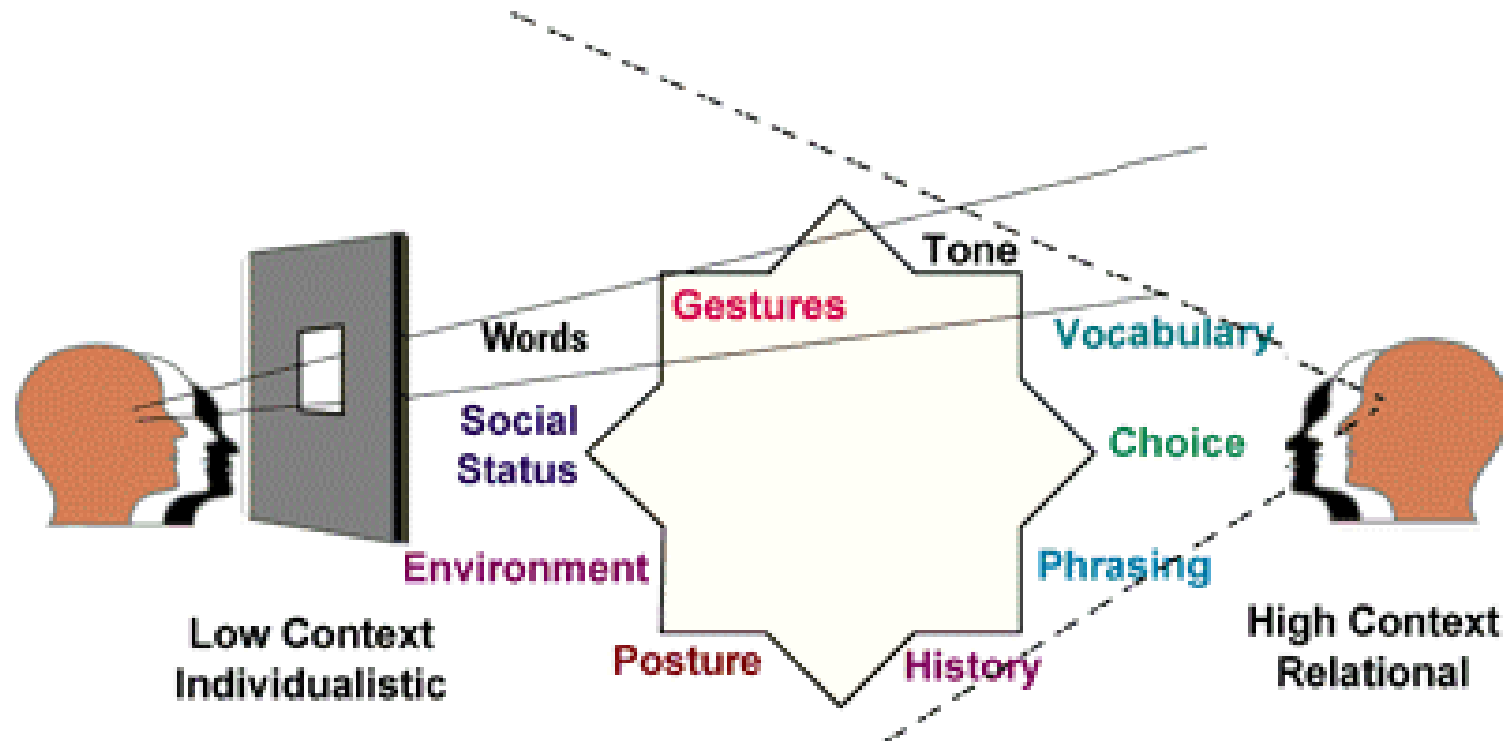
- Student failed the minor Assessment
- Students failed the Final Exam
- Student's close relative died
- Student broke up a long-term relationships
- Student's bike is stolen
- Powerful Earthquake just happened in student's home country
- Student is missing his/her family

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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

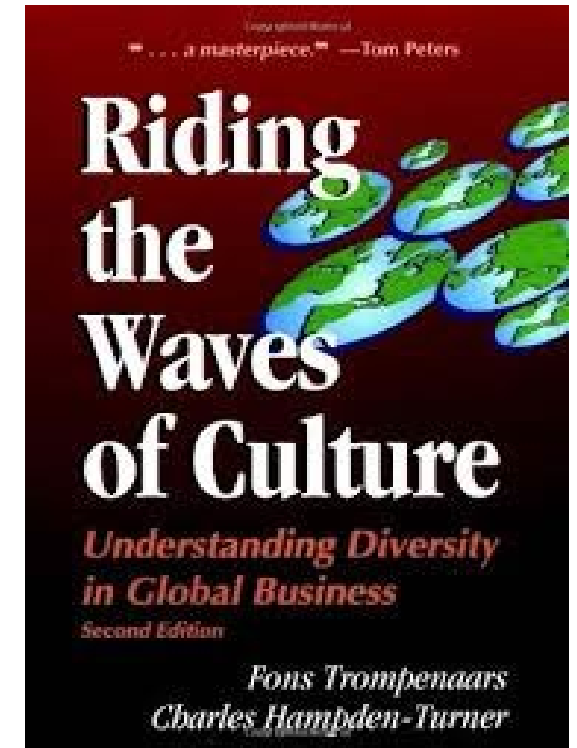
1. Australia
2. France
3. Brazil
4. Germany
5. Norway
6. USA
7. Italy
8. Saudi Arabia
9. Japan
10. China

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

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>





Austria : Exhibit manners and sophistication

- Capital: Vienna
- Culture: Hospitable, nostalgic, love nature, clean, respect education, old-fashioned, romantic, lack self-assurance, stylish, class conscious
- Austrians are still searching for a positive identity after the collapse of the Austro-Hungarian Empire
- Austrian strengths: scenery, skiing, music, folklore, neat infrastructure



Avoid:

- Being too direct
- Confusing them with Germans
- Rushing matters





Denmark: be tolerant and utterly democratic

- Business acumen, egalitarianism, equality for women, tolerance, honesty, social justice, frank, flexible, value design, innovative
- Human rights! Highest standards of living! Danes like to charm people, humor is important tolerance of views, not naïve, remain generally low-key, stick to facts, analyze them intelligently



Avoid:

- Any form of boasting
- Showing you think you are cleverer than they are
- Patronizing them in any way
- Infringing on anybody's rights
- Being overly serious; Danes think Swedes are so.





Finland: low-key approach. Show you rely on them

- Warm-hearted, hardworking, love freedom, admire coolness and calm judgement, tolerant, independent, democratic, individualistic, resourceful, desire to be liked, introverted, make no attempt “to charm”
- Technological lead, frank, open, direct, modest, low-key, use understatement, give physical and mental space, be punctual,, finish things, keep your word, they say what they mean.



Avoid:

- Talking much about Russia
- Comparing with Scandinavians
- Gossiping
- Showing off



France: praising France

Values: they think they are cleverer than anyone else; they are not much interested in other countries; overly emotional; make grandiose plans; love talking; anxious to retain place on world stage; love logic and flexibility

- Demonstrate interests in French interests; Be imaginative; Respect privacy and maintain formality, but show compassion to others, speak some French, when can refer to French history, arts, industry and other achievements!



Avoid:

- American-style
- Expressing strong position until knowing their
- Bottom-line focus
- Sarcasm and Irony





Germany: disciplines and solid

- Fair, honest, disciplines, punctual, individualistic, conformist, time-dominated, organized, good planners, strong sense of duty, direct, private, serious, law-abiding, faithful, hierarchical, respect to authority
- The strongest in EU nation, efficient, smart, well-educated, hard-working, moral, promise and deliver, be well prepared, display trust, maintain relationship and friendship, respect privacy at all times



Avoid:

- **Avoid pushing them to multi-task, they are linear**
- **Don't oversimplify, don't be naïve**
- **Germans like facts, figures, reliable information**



Italy: share personal details, praise family

- North: modern, experience, industrial, meritocratic, prosperous
- South: imaginative, traditional, agricultural, extended-families, family dominance
- Be human at all times, reveal family details, listen, inquire always about family health, show great loyalty, not always obey the law



Avoid:

- Lack of appreciation
- Discussion of changing governments
- Reference to crime, corruption, the Mafia
- Lack of delicacy





Netherlands: **Respect Individual rights**

- Values: conservative, tolerant, royalist, informal. Frank, innovative, dogmatic, consensual, egalitarian, cooperative, cautious
- Know Dutch history, involvement in former colonies and achievements, impressive linguistic abilities, back up what you said with the facts, professional competency is must

Avoid:

- **Wasting their time**
- **Avoid too much charisma, Dutch are basically conservative**
- **Pushy tactics; the Dutch are skeptical**





Norway: straightforward and modest

- Honesty, self-reliance, pragmatism, love of nature, Norway-focused, prefer actions to words, modest, reserved, non-talkative, egalitarian
- Oil is their trump card, invest wisely, tolerant, progressive, hardworking
- Praise Norway, show modesty, be robust and active, keep your word

Avoid:

- Criticism of things Norwegian
- Too much talk or charisma
- Changing your mind frequently
- Showing Off





Spain: protect Spanish honor and integrity

Values: guardians of the Roman heritage, eloquent, inventive, proud, Not compliant with authority, romantic, love to talk, fatalistic, personal dignity, energetic, adventuresome

Human relations count much more than logic and efficiency, put business on a person-to-person basis, personal honor and nationalism, Accept physical contact, tactile behavior, hearty, they “feel” situations, don’t analyse them.

Avoid:

- **Confusing manana behavior with laziness**
- **Referring to Spanish lack of punctuality, slowness, political or regional instability.**





Sweden: consulting them, asking for their opinion

- Conscientiousness, loyalty, equality, love of nature, kindness, honesty,
- Tolerance, love of peace, modesty, cleanliness
- Avoidance of conflicts, fear of confrontation, feminine society, determined to preserve their welfare state, diplomatic, delegate tasks as much as possible, details matter, follow procedures even if you are friends, always compromise



Avoid:

- **Confrontation**
- **Rushing them**
- **Talking tough without consultation**
- **Being overconfident and assertive**





Switzerland: **Correctness and propriety**

- Values: polite, punctual, over-serious, law-abiding, saving, family-oriented, disciplined, hardworking, honest, perfectionists, environmentally sensitive
- Be conformist, Praise the unique Swiss system of government, acknowledge Swiss products, indicate your financial solidity



Avoid:

- **Breaking any Laws, Rules, regulations**
- **Too much humor**
- **Eccentric behaviour**





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Thank you for your participation 😊!

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