

How to do business with Americans, Asians and Latinos?

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WHAT IS CULTURE?



- Collective programming of the human mind.
- Geert Hofstede -

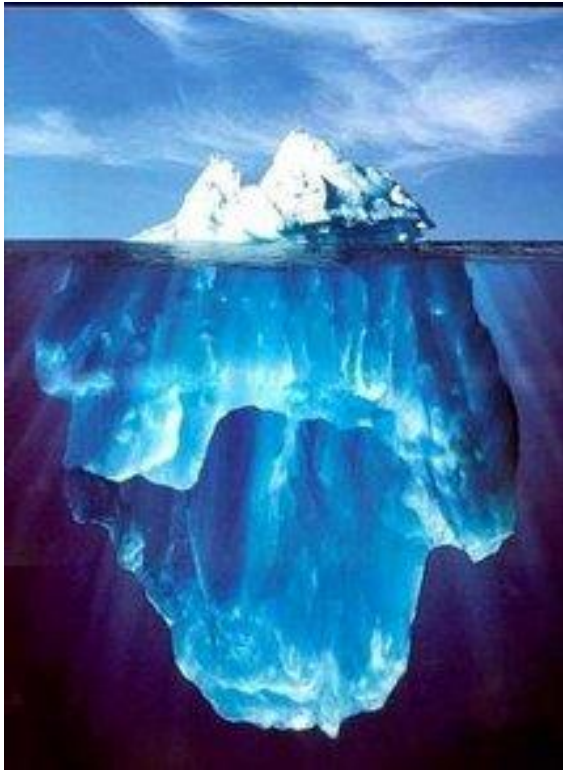
WHAT IS CULTURE?

- Derives from the common history and social environment
- Gives the nation an identity and even a brand
 - values
 - attitudes
 - action models
 - view of the world
 - way of life

LAYERS OF CULTURE

- National level / Subculture
- Regional or ethnic level
- Gender level
- Generation level
- Social class level
- Corporate level

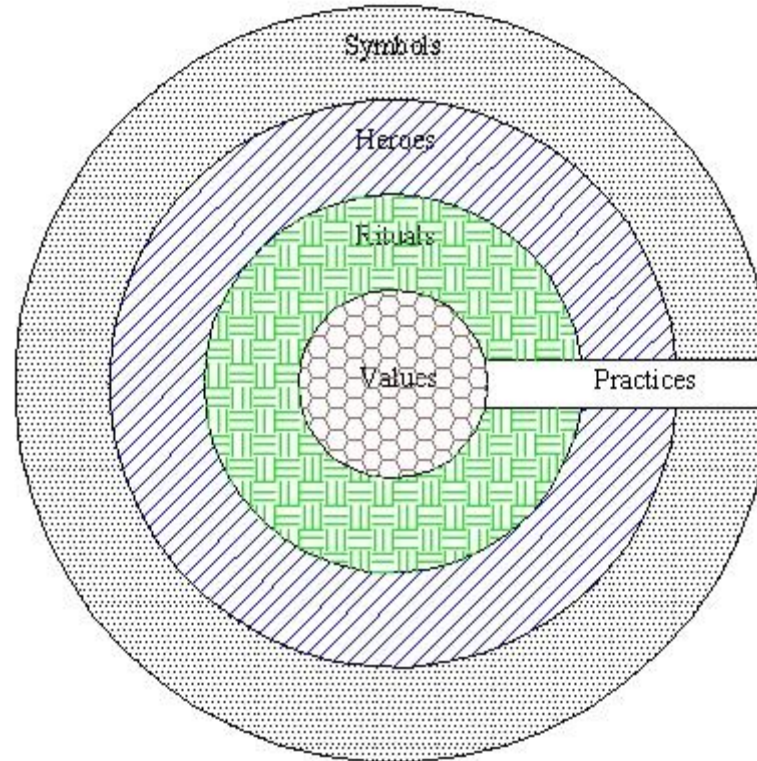
CULTURE IS LIKE AN ICEBERG



- Language
- Clothes
- Food
- Habits
- Manner

- Values
- Norms
- Beliefs
- Attitudes
- Communication style

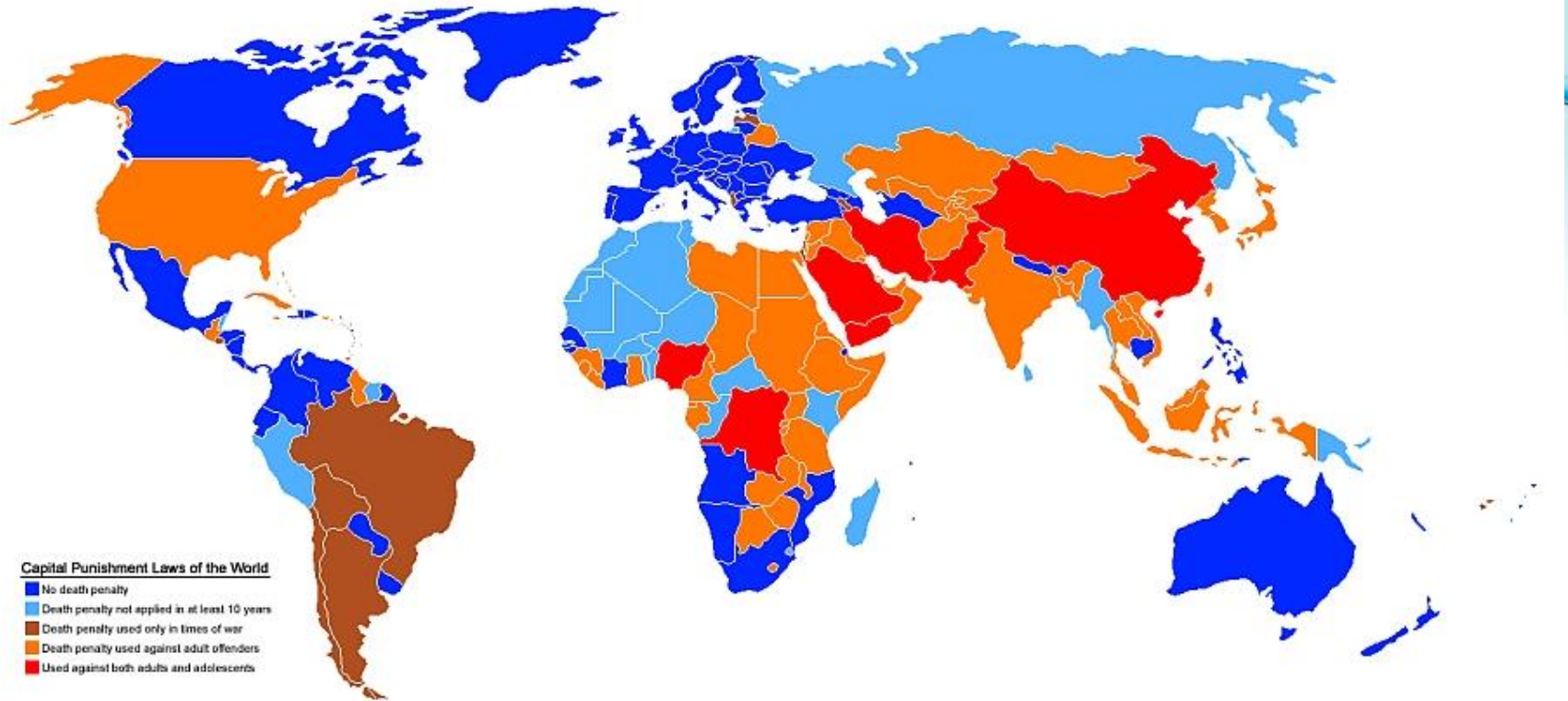
CULTURE IS LIKE AN ONION



WHAT IS BEAUTIFUL?



WHAT IS ACCEPTABLE?



WHAT IS ACCEPTABLE?



WHAT IS ACCEPTABLE IN BUSINESS?

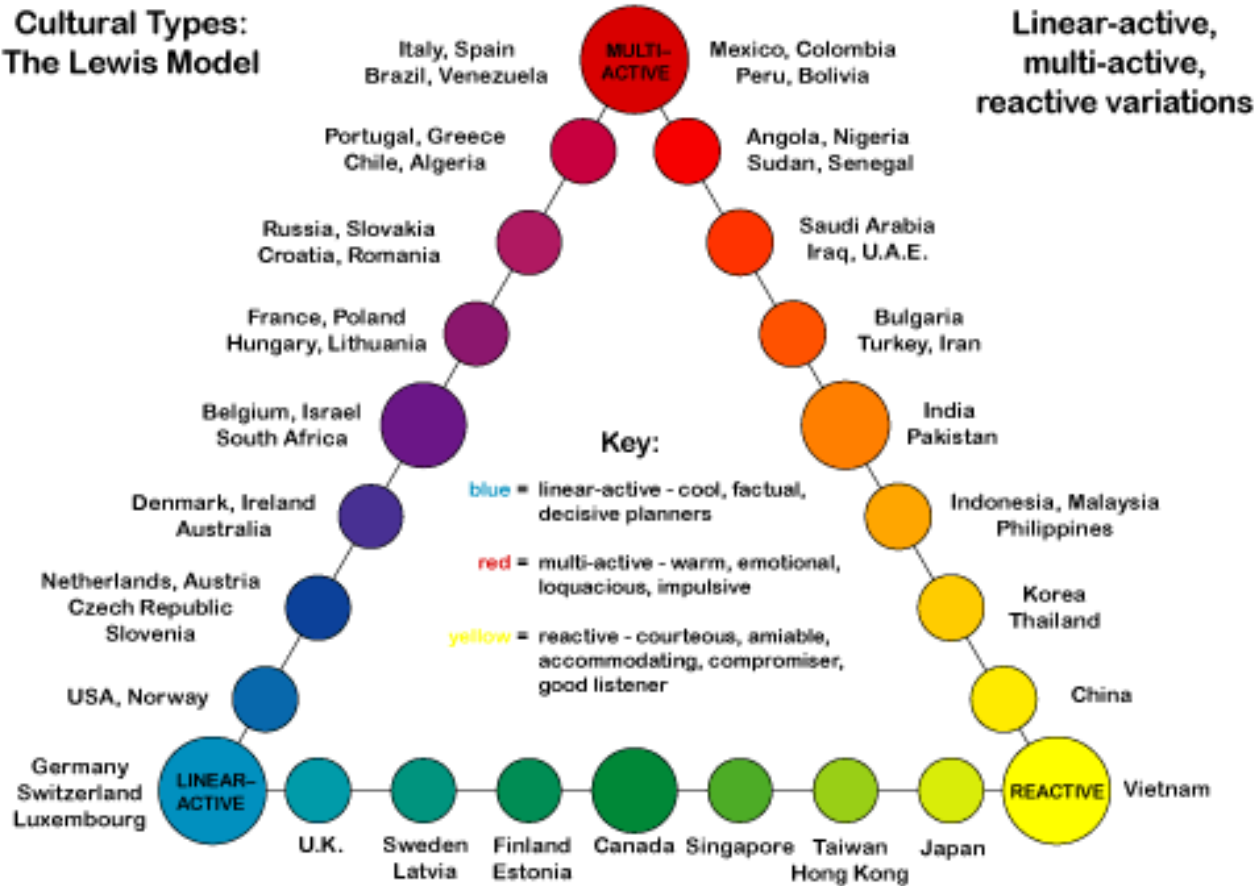


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LEWIS MODEL OF COMMUNICATION PROFILES

**Cultural Types:
The Lewis Model**



THREE TIPS OF THE TRIANGLE

- Multiactive Communication Style
- Reactive Communication Style
- Linear-Active Communication Style

MULTI-ACTIVE CULTURES

- Talks most of the time and can talk for hours
- Extrovert, talkative, impatient, emotional
- Rich body language, interrupt easily
- Plan grand outlines only
- Do several things at once
- Seek out top or key persons
- Poor or unpredictable time management
- Change plans
- Feelings before tasks
- Networking

MULTI-ACTIVE CULTURES

- Seek for favours
- Confrontation and argumentation
- Have ready-made excuses
- Interweave social and professional behaviour
- Flexible truth
- People-oriented management style
- Ability to persuade employees
- E.g. Latin American, Mediterranean, African cultures

REACTIVE CULTURES

- Listen most of the time
- Introvert, patient, silent, respectful
- Modest body language
- Long tolerance for silence, no interruptions
- Teamwork → Management of groups
- Indirect communication
- Good time management skills but work flexible hours
- See the whole picture
- Statements are promises
- Knowledge, expertise, quiet control

REACTIVE CULTURES

- People-oriented, quietly caring
- Networking
- Connect social and professional events
- Use both first-hand and researched information
- Seniority
- Diplomacy over truth
- Concept of maintaining face
- E.g. Asian cultures

LINEAR-ACTIVE CULTURES

- Talks half the time
- Introvert, patient, quiet, like privacy
- Limited body language
- Task, job and deal-orientation
- Plan ahead methodically and do one thing at a time
- Confrontation with logic
- Strict time management and work with fixed hours and timetables
- Separate social and professional events
- Follow correct procedures and complete action chains
- Don't like to accept favours
- Respect for governmental officials
- Management of individuals

LINEAR-ACTIVE CULTURES

- Truth before diplomacy
- Technical competence, stick to facts
- Get information from statistics, reference books, Internet
- Immediate results
- Order at meetings, agendas
- Staff inspired by careful planning
- E.g. Anglo-Saxon cultural area, Austria, Sweden, the Netherlands, Finland

DISCUSSION

- What are the strengths and weaknesses of these cultural profiles?
- What kinds of problems in teamwork could you face in a multicultural team with members with these cultural profiles?

How to be successful in business in the US?

- Concentrate on money and profit.
- Time is money.
- Use of humour.
- Simplification of issues.
- Taking risks is seen positively.
- Thinking aloud in meetings shows honesty.
- Put your cards on the table and see what happens.

How to be successful in business in the US?

- Dislike protocol.
- Accept sarcasm, irony and kidding from Americans.
- Tolerance for clichés.
- Show toughness but also willingness to make compromises.
- Sell your product hard and be innovative.

How to be successful in business in China?

- Make friends first, business will follow.
- Building trust.
- Learn about quanxi, Chinese networks.
- Prepare well.
- Praise Chinese achievements in business, culture and their long history.
- Remember hierarchy and that inequalities are accepted.
- Show status with dressing neatly.

How to be successful in business in China?

- Tell subordinates what to do.
- Maintain harmony in negotiations.
- Accept Chinese hospitality and be open for new experiences.
- Learn to read between the lines.
- Gift giving is an important ritual of doing business.
- Accept that decision making might take time but the realisation goes quickly.

How to be successful in business in Latin America?

- Have tolerance for flexible time concept.
- Praise recent achievements in Latin America.
- Show compassion for people's problems and talks about family.
- Relationship building, accept physical closeness.
- Show status and accept that status comes from position, wealth etc.

How to be successful in business in Latin America?

- Concentrate on future and not the past.
- Flexible concept of truth