



Boost Your Cross-cultural skills!

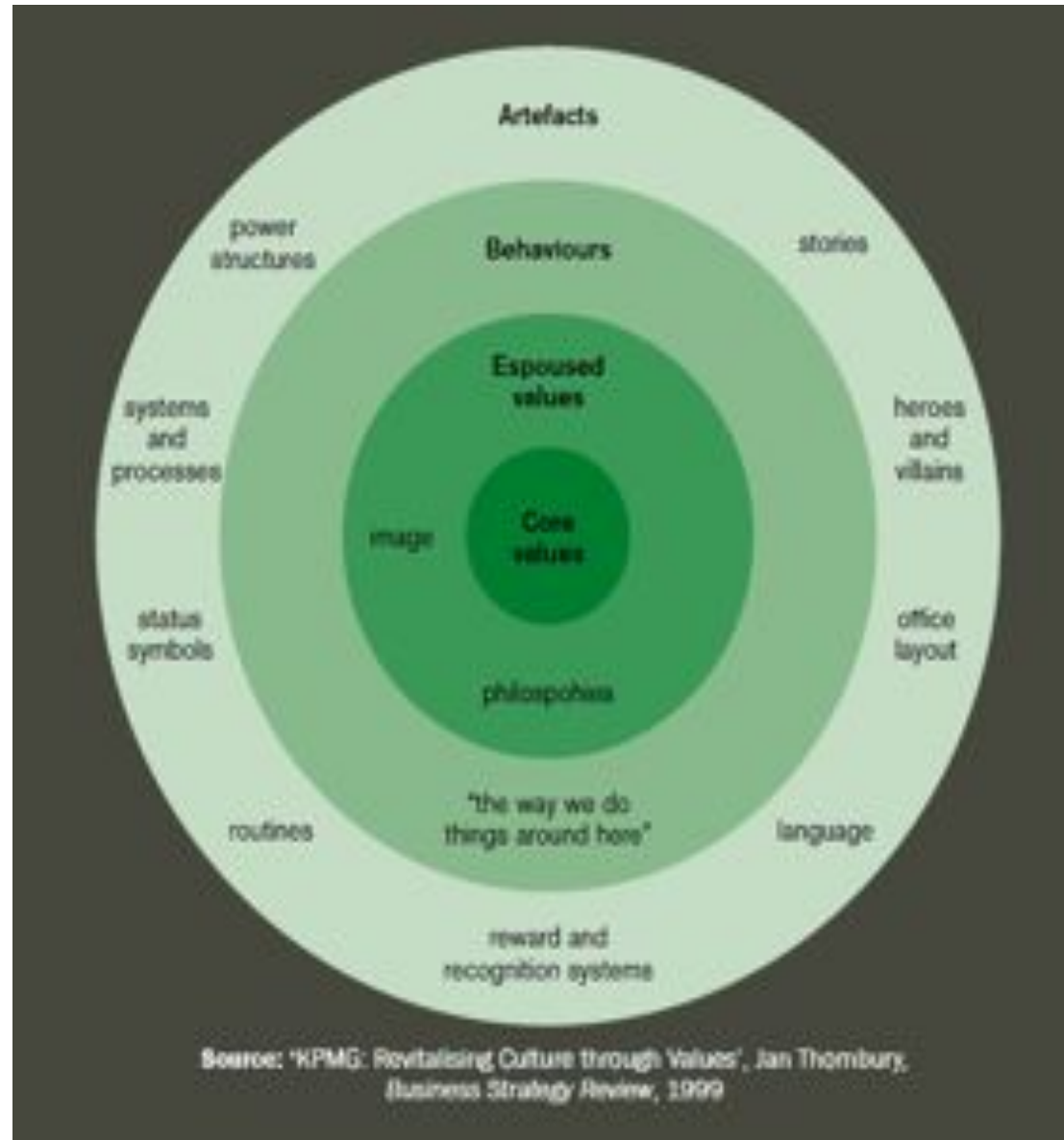


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What is Culture?



Layers of Culture



Definition of Culture

- ▶ Culture is a set of shared and enduring meaning, values, and beliefs that characterize national, ethnic, or other groups and orient their behavior (Mulholland 1991).
- ▶ Culture is the way in which a group of people solves problems and reconciles dilemmas (Trompenaars).



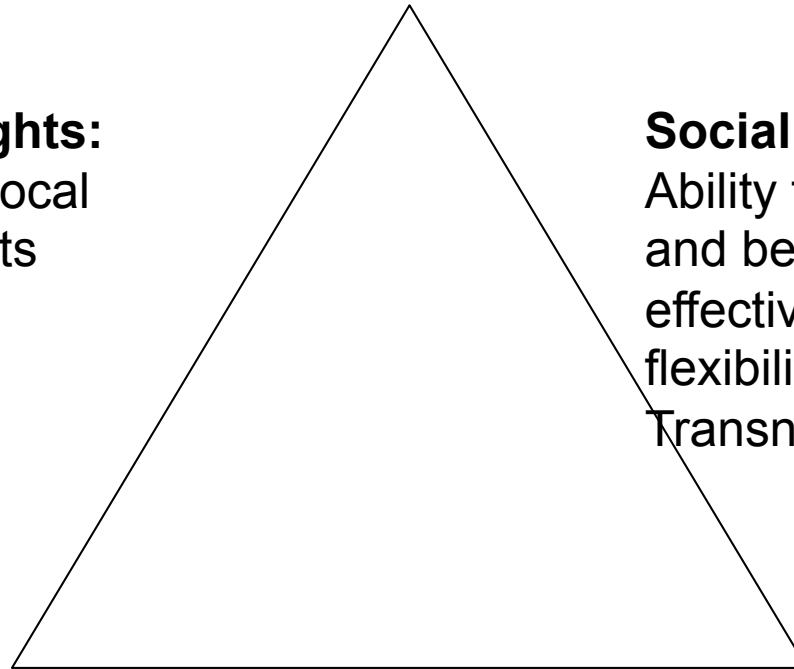
How Cross-Culturally Competent are you?

Knowledge & Insights:

Understanding the local context and mindsets

Social skills & identity:

Ability to vary communication and behaviors in a culturally effective way; empathy, flexibility, open mind, curious
Transnational identity



Experience

Exposure to other cultures
Cultural bloopers and best practices



Experiences & Expectations

- ▶ What's Your Story? Blooper or Best Practice



Turkish Delight

You are participating in a bid for a high-level project of the Turkish government which has the personal attention of the President. You are invited to present your proposal. What is your strategy?

- a) You prepare for an extensive briefing in which you present the complete design process, from conceptualization to realization
- b) You make a real-life model (in scale) of the proposal showing how the project will look like upon completion
- c) You show an animation film in which your design is amplifying the glorious history of Turkey



1. Knowledge & Insights

- Where are we going to (context)?
- Who are we meeting with (mindsets)?



Chinese Characters

Your design for a new head office of a Chinese state-owned organization is not well received by the local community because the design is not considered Feng Shui - proof.

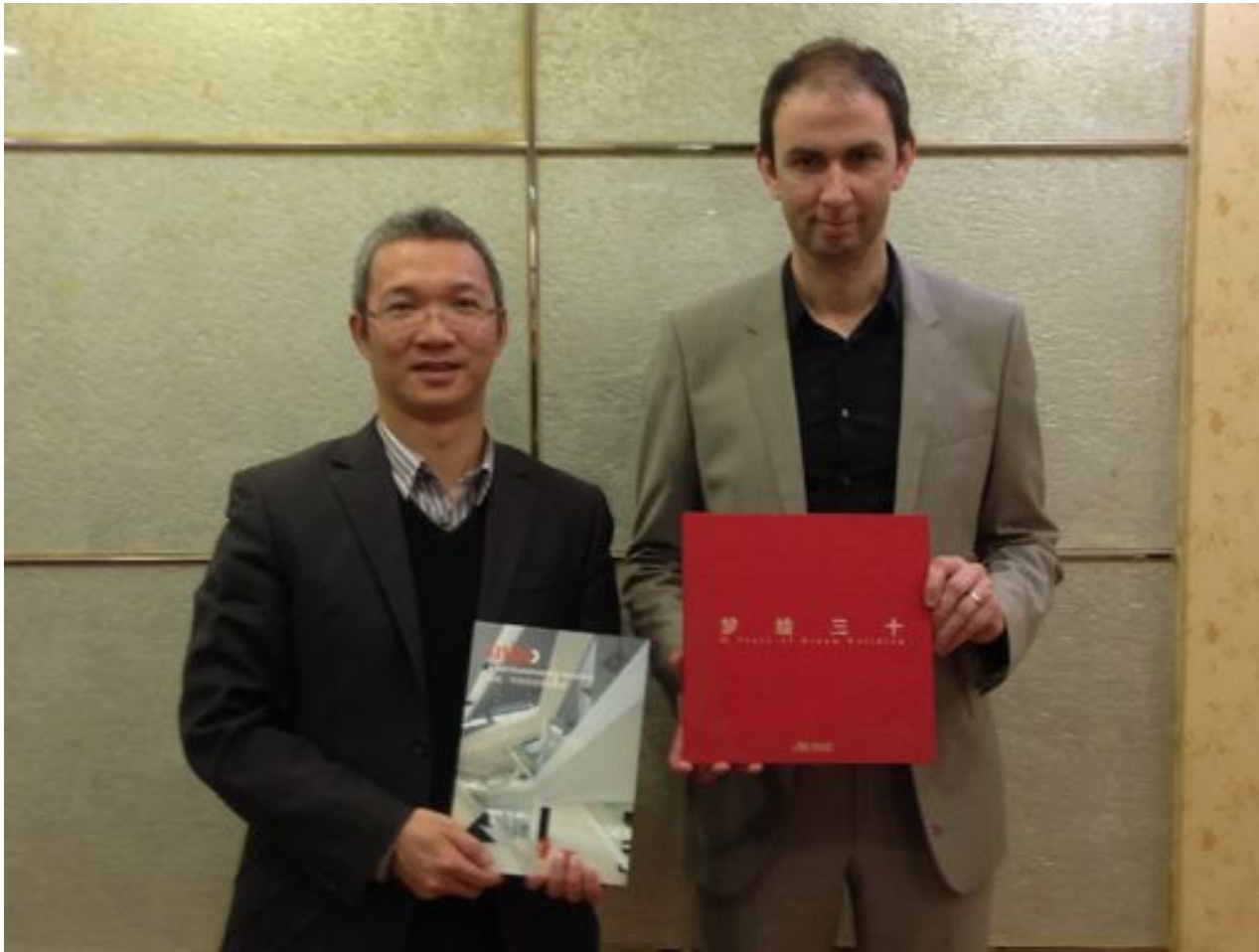
How do you respond?

- a) You refuse to adjust the design; you have been invited in your capacity as an international renowned architect
- b) You consult with a local Feng Shui expert to review and assess possible adjustments
- c) You organize 'community' sessions with locals to create social support for your design



2. Social Skills & Identity

- ▶ How to develop a solid and reliable partnership?



Indian senses

You are invited to hold a presentation on “Design Thinking” for the Indian Institute of Architects in New Delhi. During the following dinner your Indian table host remarks that the West hasn’t lost its colonial attitude. How do you respond?

- a) You are shocked and you ask the person sitting next to you what he is referring to
- b) You instantly reply by saying that India hasn’t lost its sensitivity either
- c) You smile at him, saying that you always like to learn more



3. Experience

- ▶ How do you adapt your ways of working?



The impact of Culture

- ▶ Approaching local partners and customers
 - ▶ Relation management
 - ▶ Your business case / Negotiations
 - ▶ Presentation
 - ▶ Selecting partners and personnel
 - ▶ Managing local branches offices
 - ▶ Team performance
 - ▶ Communication across time zones and distance
 - ▶ Agreements & planning
- ✓ **Cultural factors can be recognized and managed!**



5 cross-cultural skills for global success

- ▶ Dive into the local context and mindsets (drivers and motivations) and adjust your presentation and approach accordingly
- ▶ Invest time and attention to build trust and relationships
- ▶ Keep an open mind for new perspectives and opportunities
- ▶ Be flexible in executing local projects
- ▶ Stay true to yourself but with respect for others





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