

CROSS-CULTURAL BUSINESS VALUES AND A TRAINING METHOD



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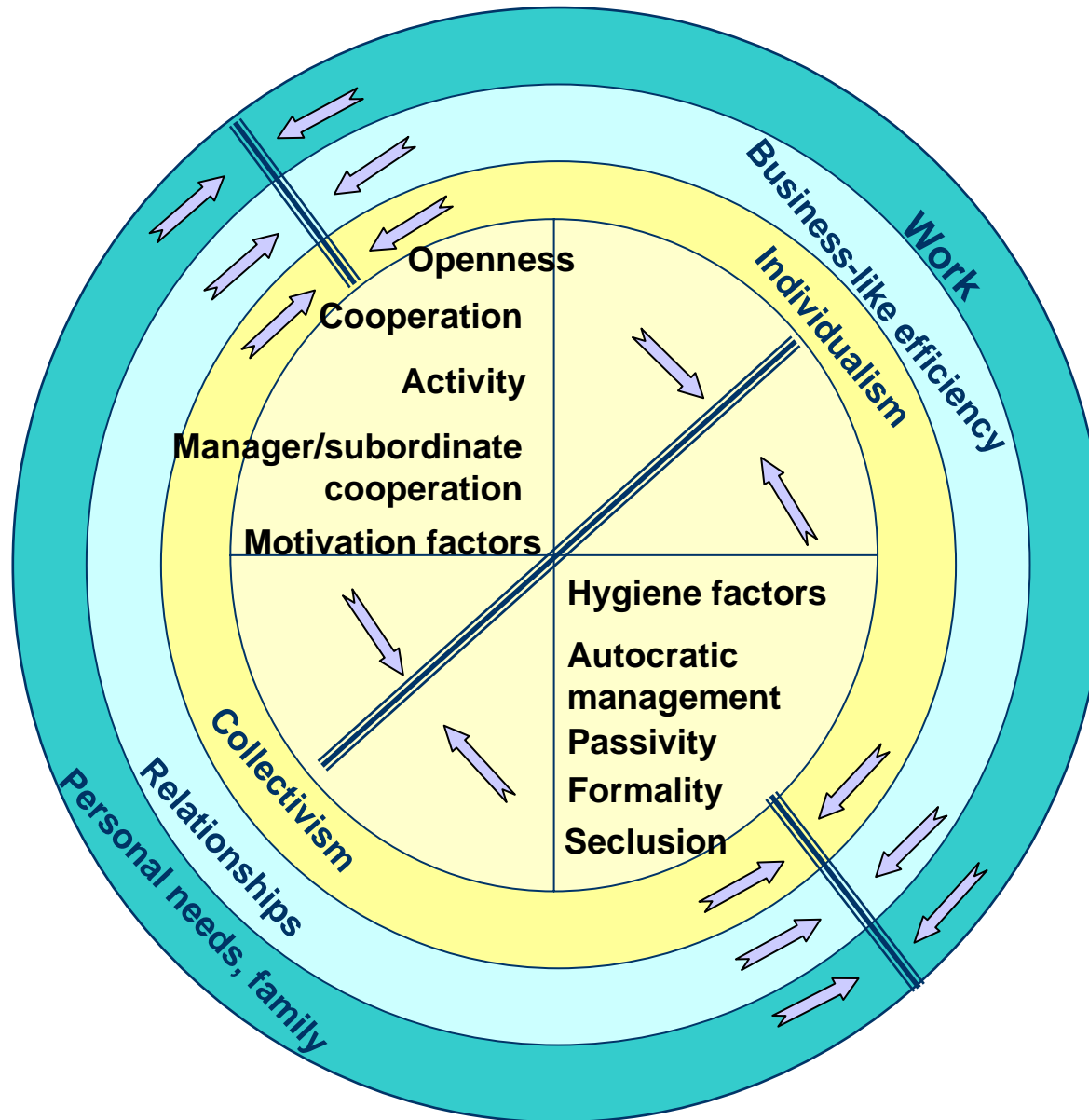
**CAREER COUNSELLING IN
CROSS-CULTURAL EUROPEAN
SPACE**

7th of September 2005

Content

1. Theoretical Model
2. Research & Results
3. Training Method

1. Theoretical Model



1. Theoretical Model

| | „Human relationship“ | „Business-like efficiency“ |
|---------------------------|--|---|
| Question for managers | Employees participate in discussions regarding tasks, ways and terms to fulfil them. | Employees seek to improve their qualification and to develop their competences . |
| Question for subordinates | Managers trust employees and involve them into tasks and discussions, related to ways and terms of tasks fulfilment. | Enterprise is seeking to provide the conditions to improve qualification and to develop competences. |

2. *Research and Results*

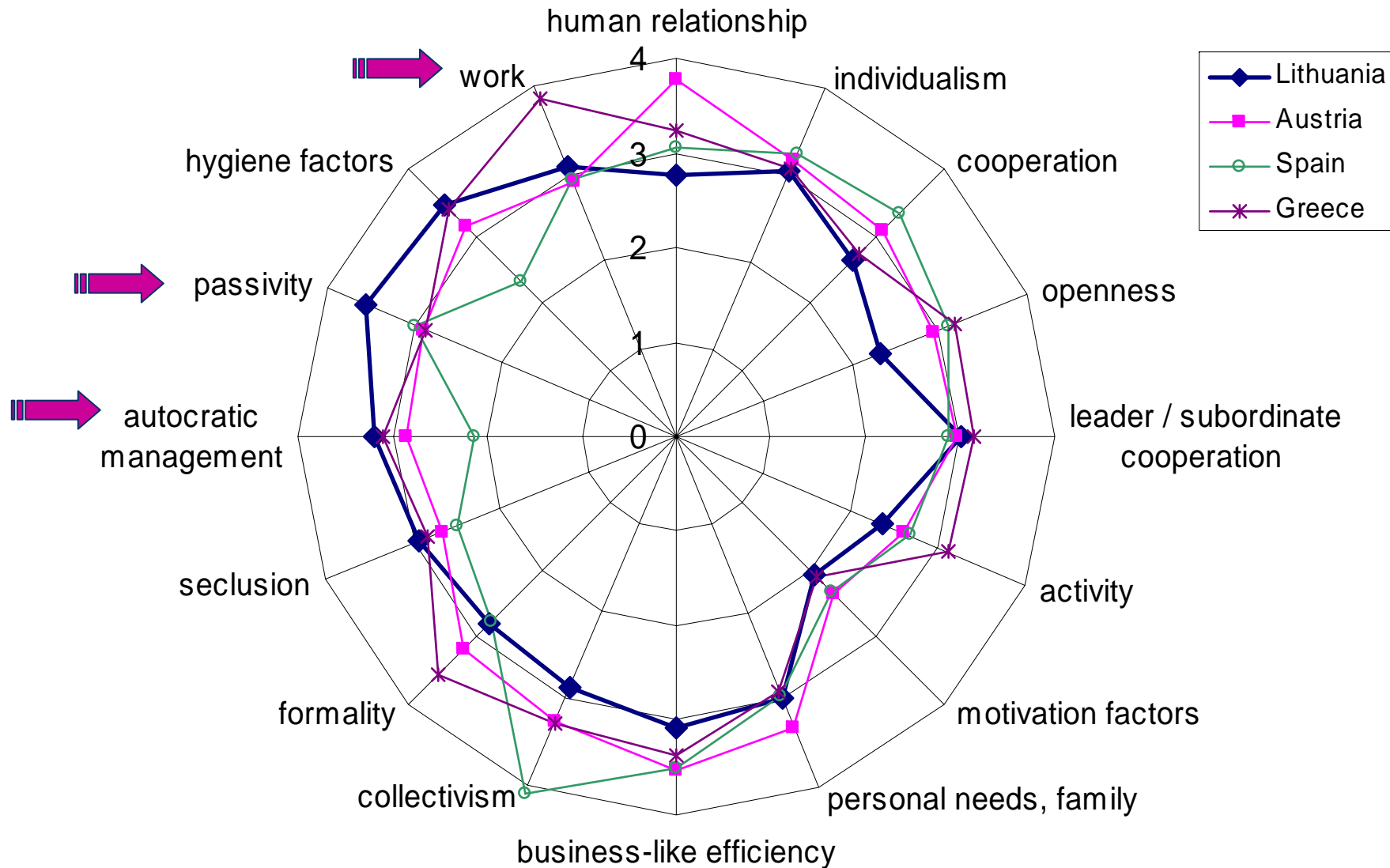
| No. | Statements | YES, it is correspond | PARTLY | NO, it is not correspond |
|-----|--|-----------------------|------------|--------------------------|
| | | | correspond | |
| 1 | Informal discussions among managers and subordinators take place in your division (e.g. during the coffee breaks), where the problems related to work issues and personal matters are discussed. | | | |
| 2 | In case of a problem, employees solve it without formal restrictions of obligation rights and without excuses that it is not included into their duties. | | | |
| ... | ... | | | |

2. *Research and Results*

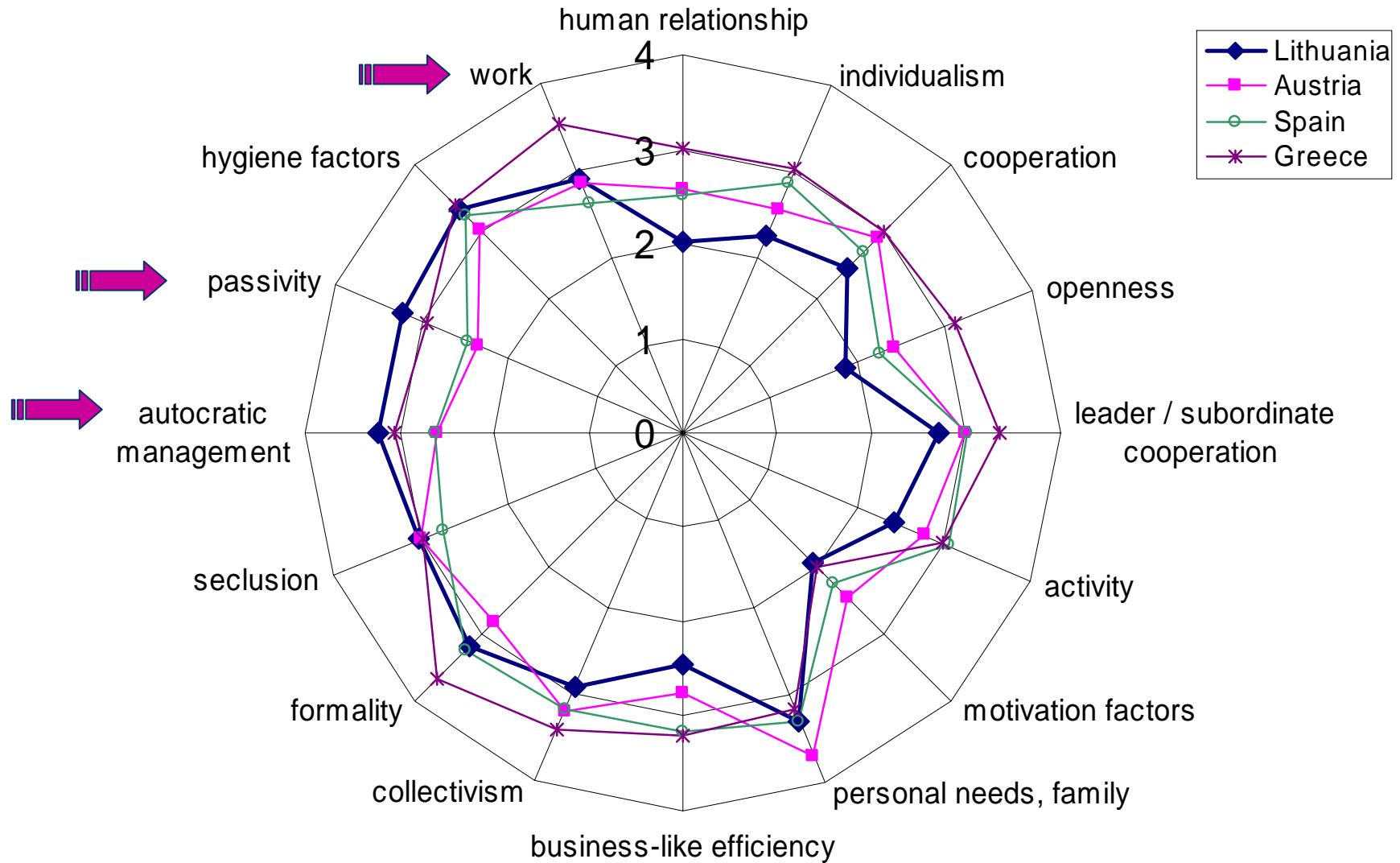
Structure of respondents:

| | Lithuania | Austria | Greece | Spain | Italy* |
|--------------|------------|-----------|-----------|-----------|------------|
| managers | 72 | 14 | 34 | 15 | 10 |
| subordinates | 298 | 30 | 71 | 21 | 250 |

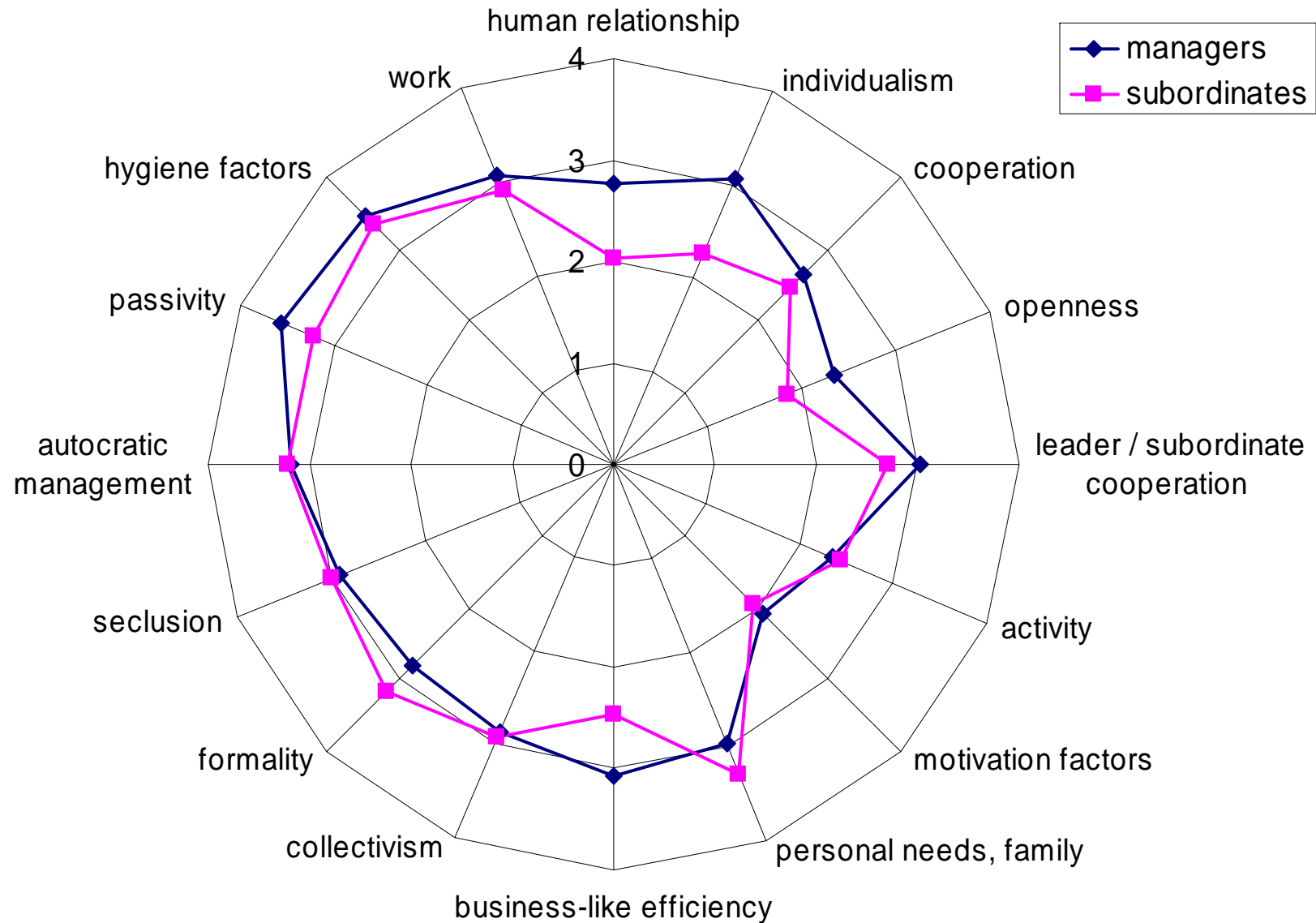
2. Results - Managers



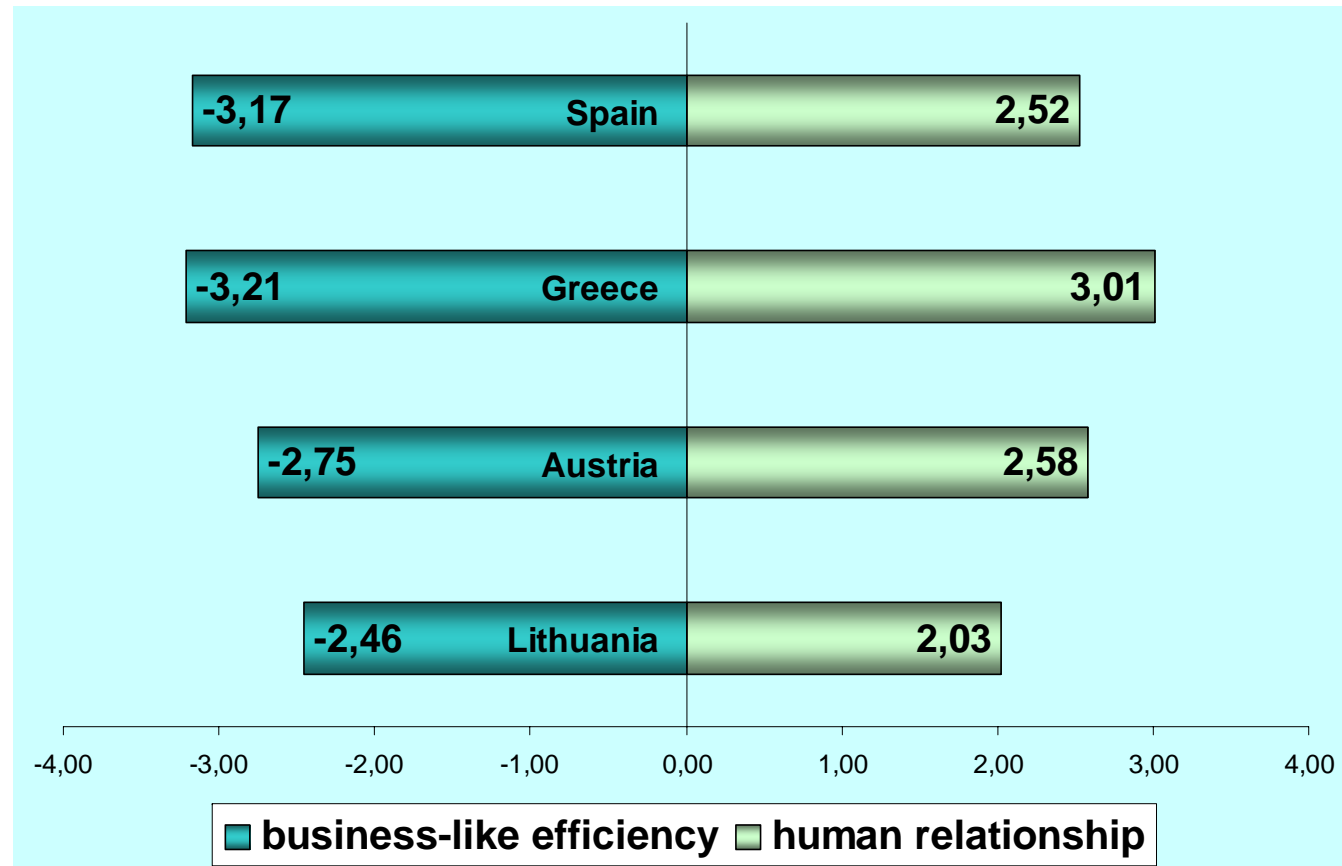
2. Results - Subordinates



2. Results - Lithuania



2. Results - Subordinates



3. *Training Method*


www.crossculturalvalues.org

- Do your ***own questionnaire***
- ***Compare*** your results to different countries
- Do ***self-evaluation*** and get ***suggestions for improvement*** on the basis of recommended exercises

e.g. for more orientation to human relationship

NURTURING EFFICIENCY BASED ON RELATIONSHIP

It is crucial:

- To formulate tasks clearly
- To emphasize results
- To acknowledge the co-workers
-  • To form a good microclimate

MICROCLIMATE

MICROCLIMATE

Good microclimate features in the organization:



Achievements motivation. The more personal achievements are fostered in the organization and possibilities are created for perfection, the better the co-workers feel psychologically and the better is interpersonal relationship in the organization.



Interpersonal relationship quality between managers and subordinates and coworkers. The relationship between manager and subordinate under strain influences bad psychological climate, resulting into unsatisfactory work results (*more about that Task No 3*)

MICROCLIMATE

Good microclimate features in the organization:



Employee's independence. Employees provision with greater freedom for activity demonstrates the managers trust in them and recognition of their objective competence .



Organization structure. It conditions employees management methods and procedures.



Polarity of statuses. Shows the importance of the position in case of communication. It affects the organizational microclimate conversely: the bigger it is, the worse is organizational microclimate.

Task No. 3

MANAGER AND SUBORDINATE RELATIONSHIP

Read the statement and mark the relationship noticed in Your Organization (Your own behaviour or the others).

| Relationship Definition | Example | Who behaves | |
|--------------------------------------|---|-------------|-------|
| | | You | Other |
| Concealment of important information | “You’ll like this project” <i>(making decisions instead of a person)</i> | | |
| Questions, answers | “How much time have you lost on that?” “Why are you so late?” | | |
| “Obligations” | “You have to take responsibility for these consequences” “You shouldn’t be so angry” | | |
| Compliments with “needle” | “You are so good at doing reports, would you write this one” | | |
| ... | ... | | |

GUIDANCE FOR THE MANAGER

If you wish good relationship with co-workers:



Treat them equally and have no intentions to thrust your opinion on them



Respect their personal opinion and don't take any measures to force them to agree with your opinion



Listen to, respect and evaluate their opinion and decisions



Respect their values and experience

What is organisational culture?

Culture = shared meanings



**Constructivist
conclusion**

**Culture is not
WHAT you ask,
but WHOM you
ask!!**

THANK YOU FOR YOUR

ATTENTION!!

