

# Cultural Intelligence & Modern Management

## Lowering barriers and harnessing the power of diversity

### Includes:

1. New-generation Ten3 e-book +
2. Ten3 Mini-course (50 PowerPoint slides + 50 Executive Summaries)

**This is a demo version of the Ten3 Mini-course (15 slides only)**



# **Cultural Intelligence & Modern Management**

## **Harnessing the Power of Diversity**

- 1. Knowing Self and Others**
- 2. Cultural Diversity**
- 3. Organizational Culture**
- 4. Management Models**
- 5. Balancing Your Life and Business Wheels**
- 6. Philosophies: opportunities for achievement**

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# CULTURE

## Concepts Related to Cultural Intelligence

**C**

**C**ulture is pervasive. Everyone, every organization, every region, and every country has a culture.

**U**

**U**nderstanding cultural beliefs, values, and perceptions of others is a key to success. And *vice versa*.

**L**

**L**earning diverse cultural heritage is rewarding, inspiring and empowering.

**T**

**T**eamwork in the increasingly global and diverse workplace is impossible without cultural intelligence.

**U**

**'Us'** and **'Them'** cultural programming and divide can be eased through better understanding of **'their'** perceptions.

**R**

**R**apport starts with understanding of where the other people are coming from and acceptance of their point of view and style.

**E**

**E**xploiting cultural diversity is a key to unlimited innovation and growth.



# Managing Cross-Cultural Differences

## An Example of Different Meanings of the Same Gesture

**UK & USA = O.K.**

**JAPAN = MONEY**



**RUSSIA = ZERO**

**BRAZIL = INSULT**

# Managing Cultural Differences

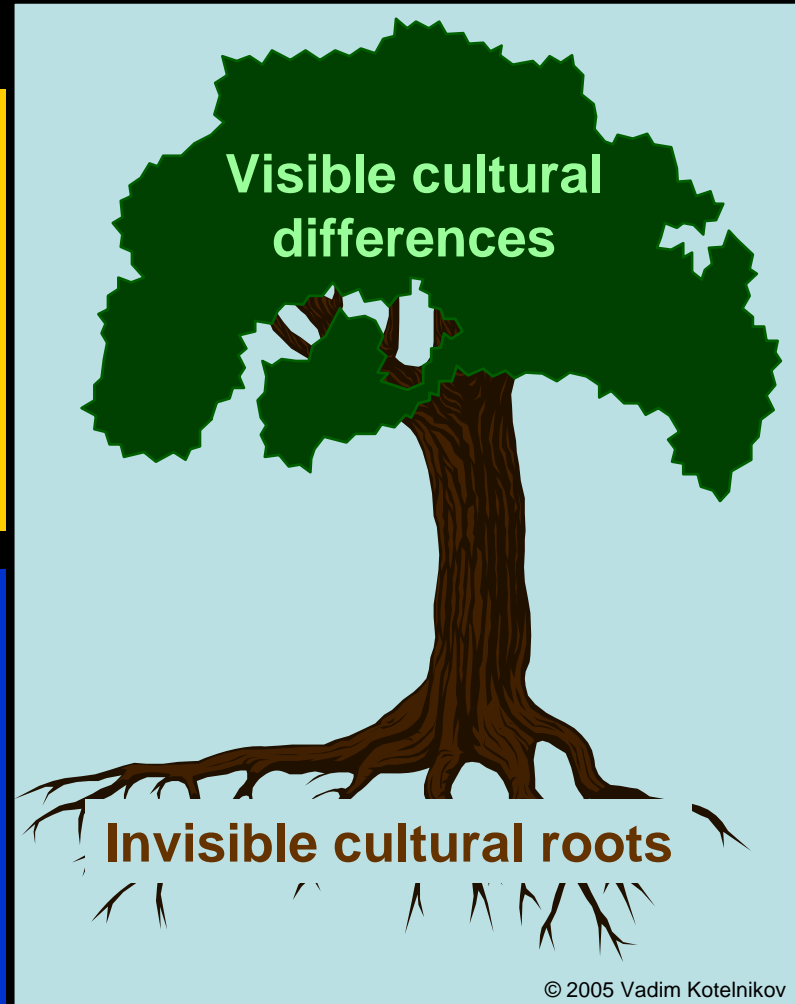
## Six Fundamental Patterns of Cultural Difference

### *What's different?*

1. Communication styles
2. Attitudes towards conflict
3. Approaches to completing tasks
4. Decision-making styles
5. Attitudes towards disclosure
6. Approaches to knowing

### *What's hidden below surface?*

1. Beliefs
2. Values
3. Perceptions
4. Expectations
5. Attitudes
6. Assumptions





# How to Win, Achieve, and Implement

## East vs. West

**EAST**



**WEST**

### Achievement, Winning

#### Winning is inside yourself

"Though he should conquer a thousand men in the battlefield a thousand times, yet he, indeed, who would conquer himself is the noblest victor." - *Buddha*

#### Winning is outside yourself.

"Life affords no higher pleasure than that of surmounting difficulties, passing from one stop of success to another, forming new wishes and seeing them gratified." - *Samuel Johnson*

### Implementation

#### Spiritual and missionary approach

"To create and develop without any feelings of ownership, to work and guide without any expectation and control, is the best quality" – *Lao Tzu*

#### Pragmatic and emotional approach.

"Since most of us spend our lives doing ordinary tasks, the most important thing is to carry them out extraordinary well." - *Henry David Thoreau*



# The Tao of Cultural Intelligence

## Harmony Between Receiving and Giving Side



### Yin

Passive, Receptive

**Outside-In**



### Yang

Active, Creative

**Inside-Out**

Your capability to grow personally through continuous learning and good understanding of diverse cultural heritage, wisdom, and values.

Your capability to deal effectively with people from different cultural background and understanding.



# Joint Ventures

## Most common reasons of failure

According to a recent survey, only 44% of CEOs of joint ventures characterized their venture as "very successful".

The most common causes of failure cited by CEOs are:

Poor integration processes

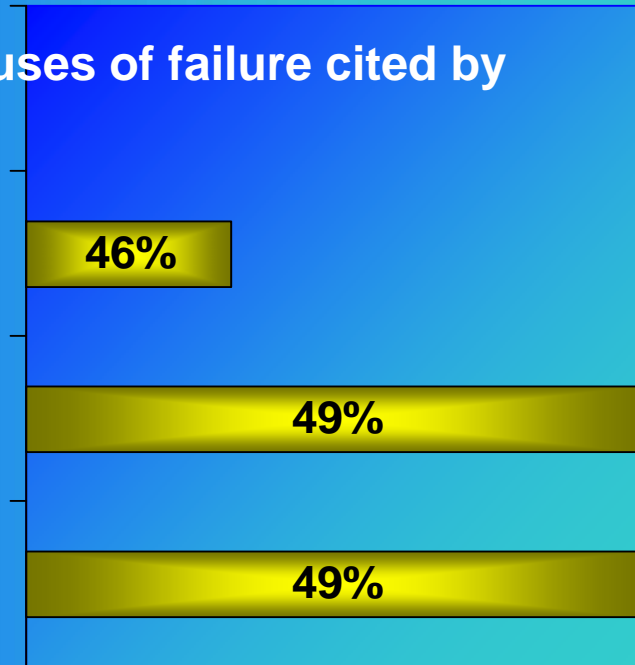
46%

Cultural differences

49%

Poor or unclear leadership

49%





# The Tao of Leveraging Diversity

## A Managerial Approach



**Yin**

**Passive, receptive**



**Yang**

**Active, creative**

### **Solving Problems Created by Diversity**

1. treating people as individuals
2. acknowledging the special circumstances or particular context that may lead to exclusion for some people or groups of people and working to change that situation
3. developing a culture within which people are valued for the contribution they make.

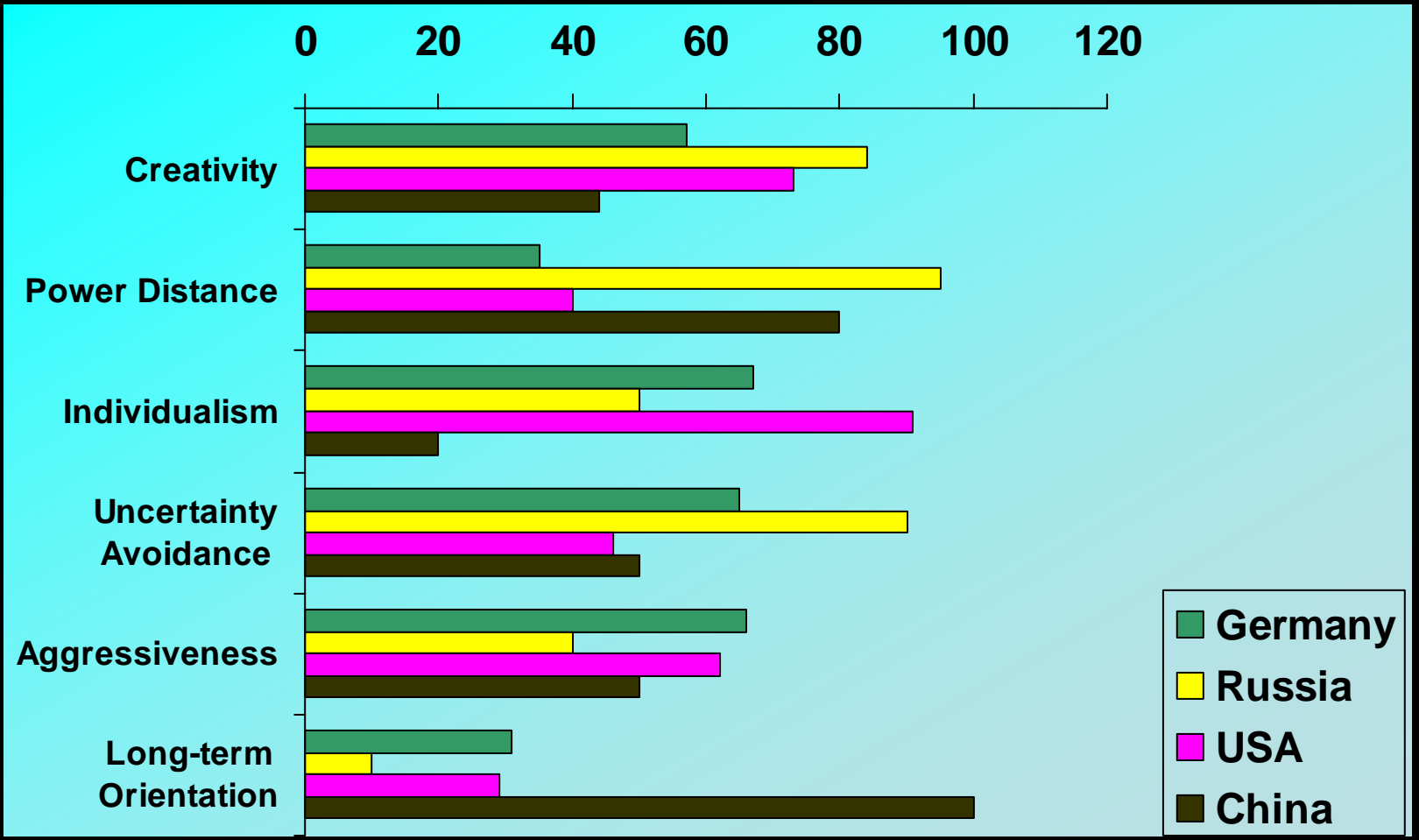
### **Unleashing the Power of Integrated Opposites**

1. developing innovative products for diverse customer groups by sharing of diverse experiences and cultural insights of workers
2. cross-pollination of ideas and creative problem solving by looking at "the same landscape with different eyes"
3. leveraging the power of critical opposites to achieve synergy



# Cultural Intelligence & Modern Management

## Culture Dimension Scores for China, Germany, Russia, and USA



Based on "Cultures and Organizations: Software of the Mind", Geert Hofstede, 1997, HBS Study, 2004 and World Economic Forum Competitiveness report 2000



# Leveraging Diversity

## Leveraging the Power of Critical Opposites

**Diversity** is a specialized term describing a workplace that includes:

- ❖ people from various backgrounds and cultures, and/or
- ❖ diverse businesses.

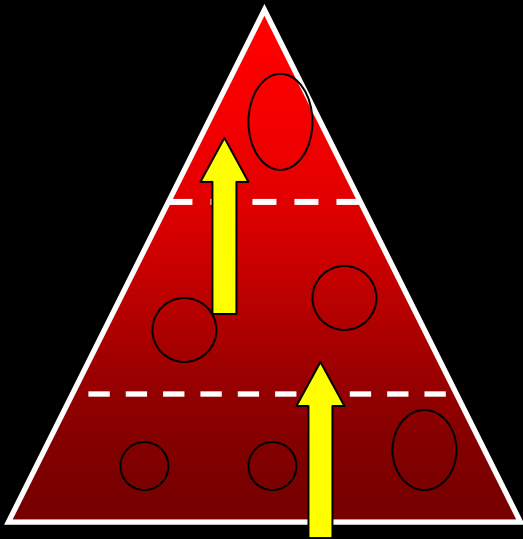
### Ten Steps Towards a Cultural Diversity Strategy

1. Start with good data, through quantifiable research if possible.
2. Build the business case using benchmarks.
3. Find champions within your business.
4. Position the programs as an initiative for the whole business.
5. Start small, but think big: small steps and success builds momentum
6. Pilot each program before rolling out
7. Staff focus groups are a good way to get buy-in.
8. Link each program directly to the organization's stated core values.
9. Don't assume a huge budget is necessary.
10. Communicate successes.

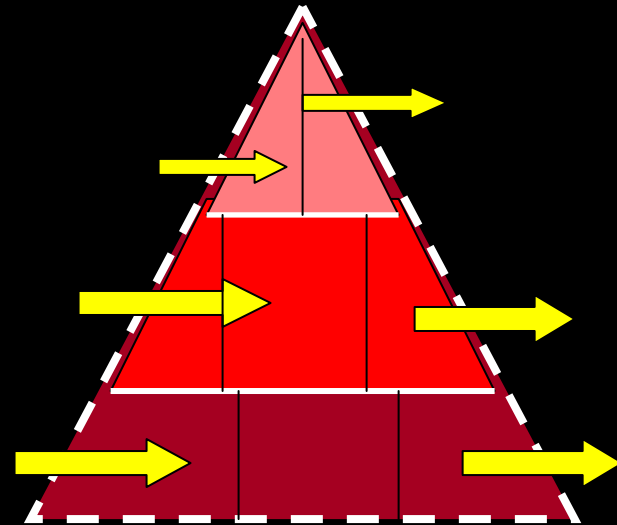
# Human Resource Management

## Japanese vs. American style

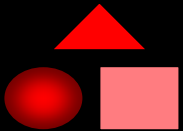
Japanese firm



American firm



workforce integration



human and organizational capital distribution

fixed jobs restrained to certain employee



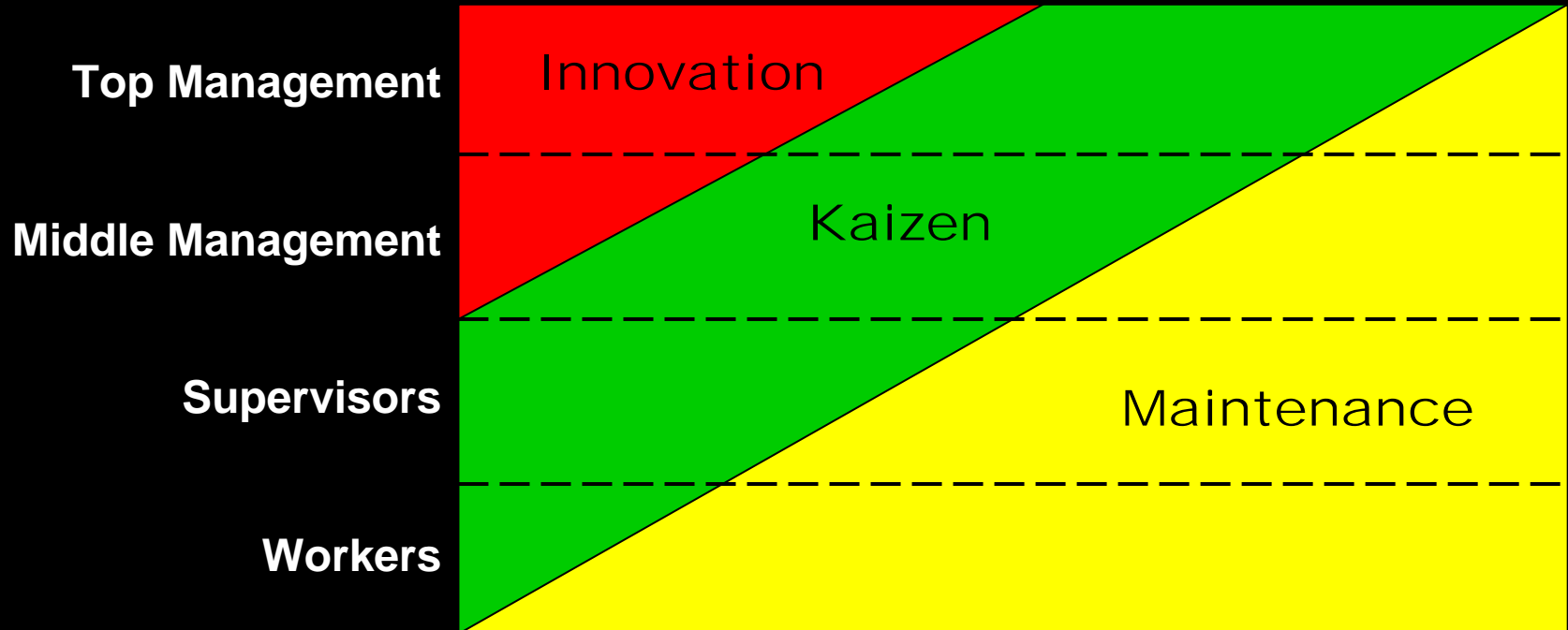
# Competitive Advantage: USA vs. Japan

## Manufacturing Strategies Used by U.S. and Japanese Companies

	US Companies	Japanese Companies
<b>Core competence</b>	<b>Venturing unlimited</b>	<b>Improvement unlimited</b>
<b>Motto</b>	<i><b>It's not the big that eat the small... it's the fast that eat the slow.</b></i>	<i><b>O snail, climb mountain Fiji with no hurry.</b></i>
<b>Making things better</b>	<ul style="list-style-type: none"> <li>- Radical innovation</li> <li>- Technology-focused solutions</li> <li>- Statistical control of processes, zero-defects, and vendor quality programs</li> </ul>	<ul style="list-style-type: none"> <li>- Kaizen, group technology, good condition and proper placement of equipment, smaller manufacturing units, and QC</li> <li>- Statistical control of processes, zero-defects, and vendor quality programs</li> </ul>
<b>Making things faster</b>	<ul style="list-style-type: none"> <li>Reducing bureaucracy</li> <li>Institutionalizing innovation</li> <li>Flexible manufacturing systems (FMS) and</li> <li>Innovation-adept culture</li> </ul>	<ul style="list-style-type: none"> <li>Continuous reduction of lead and setup times</li> <li>Equipment maintenance</li> <li>Supervisory training</li> <li>Broadening of worker's jobs</li> </ul>

# Kaizen

## Job Functions as Perceived by Japanese Managers



**Innovation** – drastic improvements in current processes

**Kaizen** – small continuous improvements in current processes

**Maintenance** – activities directed to maintaining current technological, managerial, & operating standards

# Management by Leadership

## 25 Lessons from Jack Welch

### LEAD MORE, MANAGE LESS

1. Lead
2. Manage less
3. Articulate your vision
4. Simplify
5. Get less formal
6. Energize others
7. Face reality
8. See change as an opportunity
9. Get good ideas from everywhere
10. Follow up

### BUILD A WINNING ORGANIZATION

11. Get rid of bureaucracy
12. Eliminate boundaries
13. Put values first
14. Cultivate leaders
15. Create learning culture

### HARNESS YOUR PEOPLE

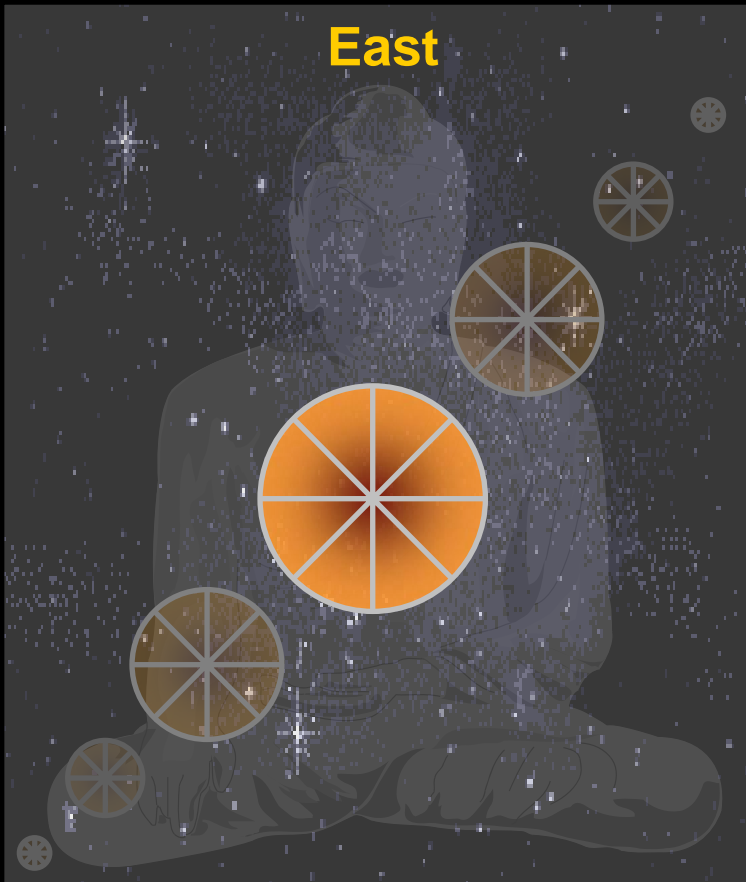
16. Involve everybody
17. Make everybody a team player
18. Stretch
19. Instill confidence
20. Have fun

### BUILD THE MARKET-LEADING COMPANY

21. Be number 1 or number 2
22. Live quality
23. Constantly focus on innovation
24. Live speed
25. Behave like a small company

# The Wheel of Life

In the Eastern and Western Philosophy



**Nirvana signifies the end of the eternal cycle of reincarnation**



**Everything must be accounted for within this lifetime**

# The Tao of Business Success

## Leveraging Diversities and Finding the Delicate Balance



### Yin

*Passive, accepting side*

### Yang

*Active, aggressive side*

**BALANCED COMPANY**

Outside In

Inside Out

**BALANCED GROWTH**

Bottom line:  
Efficiency improvement

Top line:  
Venturing & Speed

**BALANCED MANAGEMENT**

Working IN your business

Working ON your business

**BALANCED LEADERSHIP**

Employee empowerment

Coaching & Energizing

**BALANCED PROCESSES**

Managing operations

Managing innovation

**OPPORTUNITIES**

Anticipating & Searching

Pursuing & Experimenting

**CHANGE MANAGEMENT**

Adapting to change

Creating change

**CUSTOMER SUCCESS**

Listening & Tailoring

Leading & Co-innovating

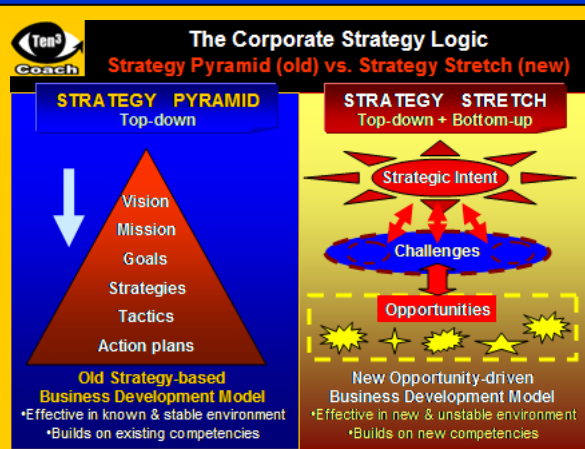
**PEOPLE & ALLIANCES**

Managing differences

Harnessing diversity

# Cultural Intelligence & Modern Management

Learn & Teach  
– FAST!



#### Instead of Introduction

For the vast majority of companies, having well-defined visions and mission statements changes nothing. The exercise of crafting them is a complete waste of time and talent if visions and mission statements are used for nothing but being published in the annual report and displayed in a reception area. To be able to energize employees to work towards corporate goals, visions and missions should be more than a sign on the wall. Executives and managers should live them, be seen living them, and constantly communicate them to their employees.

#### Vision

Vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future, often stated in competitive terms. Vision refers to the category of intentions that are broad, all-intrusive and forward-thinking. It is the image that a business must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

#### Mission Statement

A mission statement is an organization's vision translated into written form. It makes concrete the leader's view of the direction and purpose of the organization. For many corporate leaders it is a vital element in any attempt to motivate employees and to give them a sense of priorities.

#### Setting Goals

The major outcome of strategic road-mapping and strategic planning, after gathering all necessary information, is the setting of goals for the organization based on its vision and mission statement. A goal is a long-range aim for a specific period. It must be specific and realistic. Long-range goals set through strategic planning are translated into activities that will ensure reaching the goal through operational planning.

#### Strategic Intent

A strategic intent is a company's vision of what it wants to achieve in the long term. It must convey a significant stretch for your company, a sense of direction, discovery, and opportunity that can be communicated as worthwhile to all employees. It should not focus so much on today's problems but rather on tomorrow's opportunities.

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Sample slide  
with a half-page Executive Summary

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