



Developing the internationalization of PhD studies in South Africa

PART I.2

DOMINANT CULTURAL ORIENTATIONS

Fanny Poujol University of Montpellier





Source video

 <u>https://www.youtube.com/watch?v=LBv1wL</u> <u>uY3Ko</u> 30mn



YEBO!

Boy Edward Hall's "Silent Language"

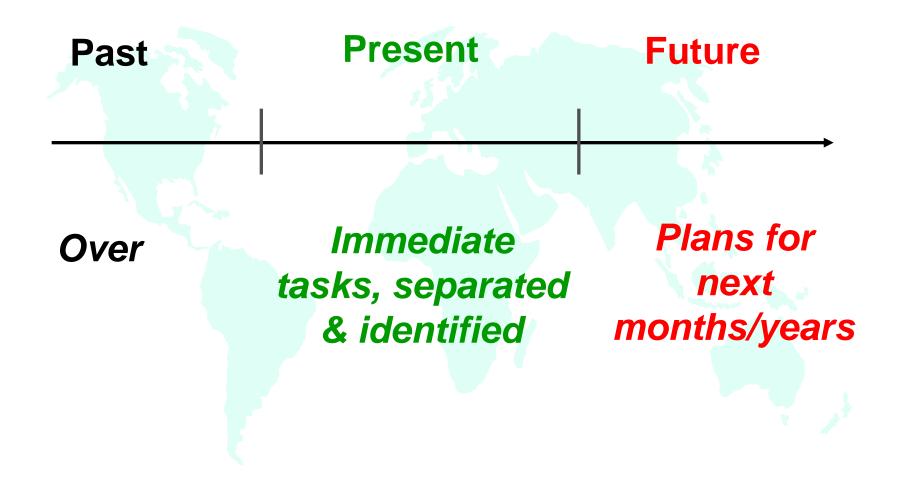
TIPPINS OF COMI

- 5 "silent languages":
 - Time
 - Space
 - Material goods
 - Friendship
 - Agreements





Time: Linear vision (1)







Time: Linear vision (2)

- Action oriented
- Time dominated: "time is money" & cannot be "wasted"
- Focus on one thing at a time... & within schedule

Anglo-Saxons, Germans, Swiss, Scandinavians





Time: Cyclical vision

- Past provides background
- Circling around the problems & "walk around the pool" before making decision
- Time is precious
- But one needs plenty of time to look at details of a deal and develop the personal side of a relationship





Time: Vision from ...

- The more they can do at the same time, the happier they are
- Not interested in schedule & punctuality
- Focus on the human side of things: meeting, business & relationship are more important







YEBO! Monochronic vs. Polychronic behavior

Monochronic

Polychronic

Time is crucial Punctuality Get to the point A then B then C then D Time is an asset Time is not ours to manage Events have their own time A & B or C, D or B Talk business, but also football, food, friendship

Task, linear

Task & Relational, circular





Space

- Availability of space
 - use of space: physical & personal; ex,
 USA wide open space, frontier spirit &
 Japan limited space, island mentality
 - readiness to make contact, nature & degree of involvement with others: keep distance, suspicion of strangers; ex, Europe vs. USA





Material goods

- Use of material possessions
 - North America: indication of status, level of success: car, house, money...
 - Other cultures: Japan, Middle-East, not viewed as important emphasis placed on other elements: taste, harmony, friendship...





Friendship

- Formed quickly with neighbors, coworkers
 - North America
- Takes more time, lasts longer, goes deeper and implies obligations
 - Asia, Middle-East

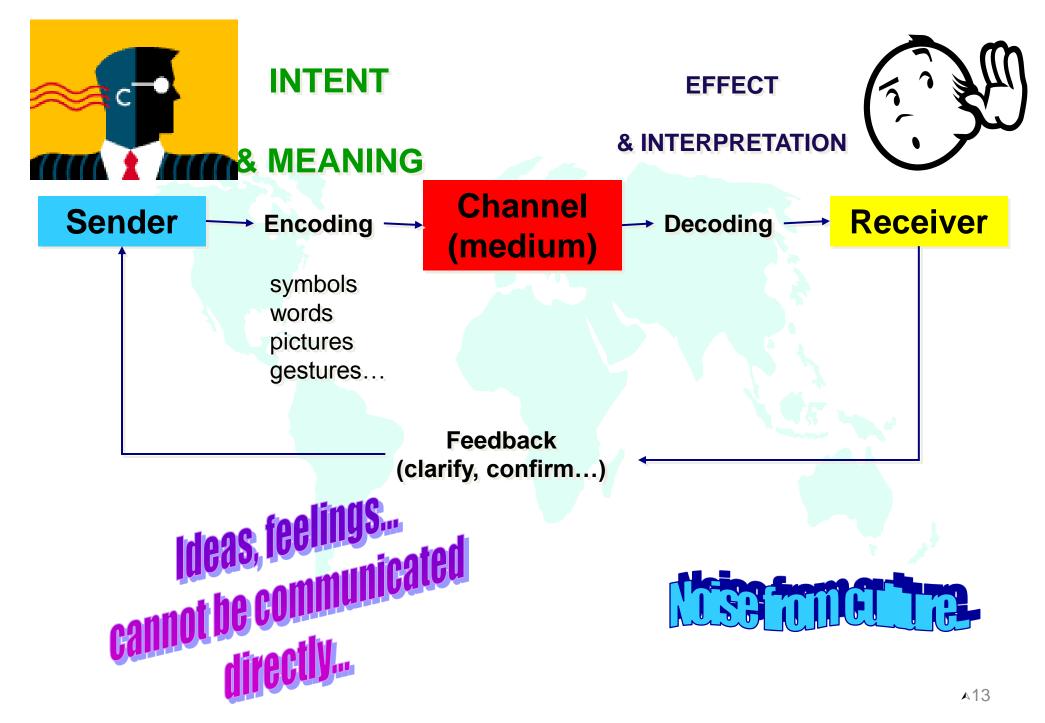




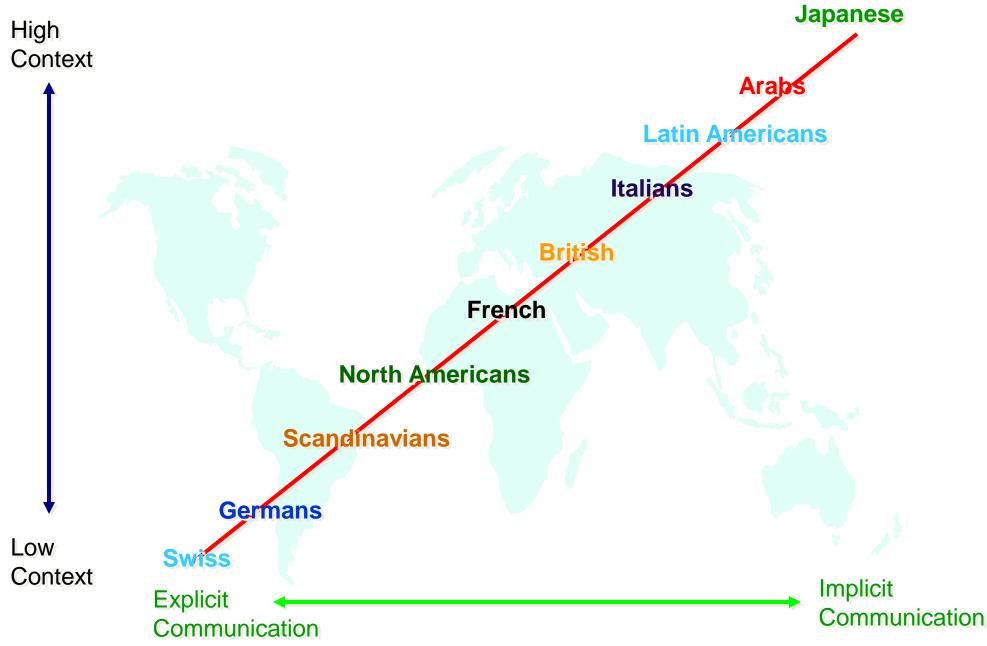
Agreements

- How to view law, rules, practices & informal customs?
 - Need for a written agreement, binding North America, Northern Europe
 - Oral, handshake, with trust sufficient -Asia, Arabs

Communication process



Explicit & implicit communication







Hofstede's model

- 5 dimensions of culture:
 - 1. Power distance
 - 2. Individualism vs. collectivism
 - 3. Feminity vs. masculinity
 - 4. Uncertainty avoidance
 - 5. Long term orientation





Power distance

Defined as "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally."

G. Hofstede

Low

Social integration Little concern for hierarchical status Social differential Significant concern for hierarchical status

High



Power distance



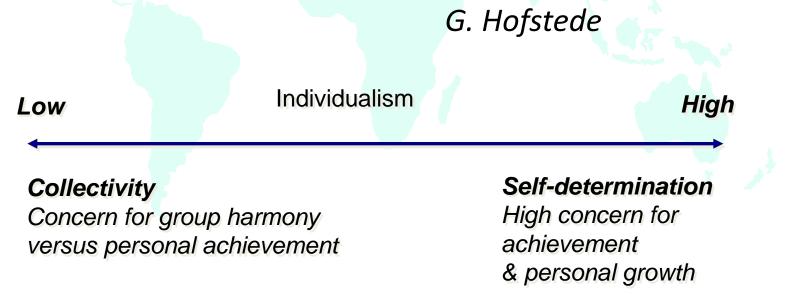
Co-funded by the Erasmus+ Programme of the European Union

Impact on management ...

- Type of management structure
- Decision process
- Flow of information
- Inequalities/equalities
- Formalism
- Status

Individualism vs. collectivism

- *"Individualism pertains to societies in which the ties between individuals are loose; everyone is expected to look after himself and his immediate family"*
- *"Collectivism pertains to societies in which people from birth onwards are integrated into strong cohesive ingroups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty."*







Individualism vs. collectivism

Impact on management ...

- Employee/employer relations
- Decision making
- Conflict management

Feminity vs. masculinity

- Feminine:
 - focus on work to live, quality of life, relationships...
- Masculine:
 - focus on live to work, material success, money...

Low

Masculinity

High

Nurturing relationships

Little concern for control, decisiveness, assertive behaviour or competition **Controlling relationships** Assertiveness, decisiveness and competitive behaviour

Feminity vs. masculinity

Impact on management...

- Masculine societies will value:
 - competition, speed, strength and wealth
 - promotion
 - emphasis on individual responsibility
 - open & hard conflicts
- Feminine societies will value:
 - equality, security, peace and nature
 - cooperation, work conditions
 - emphasis on collective responsibility
 - conflict management through discussions







Uncertainty avoidance

Defined as "the extent to which the members of of a culture feel threatened by uncertain or unknown situations. "

G. Hofstede

Low

Informal relationships

Little regard for structure & control

Formal relationships

High

High regard for structure, rituals and procedures



Uncertainty avoidance



Impact upon management...

LOW

HIGH

- few guidelines, few rules
- relativist attitude
- risk taking, initiative

- strict guidelines, a lot of rules, process
- need for an absolute truth
- employment stability
- important roles for experts

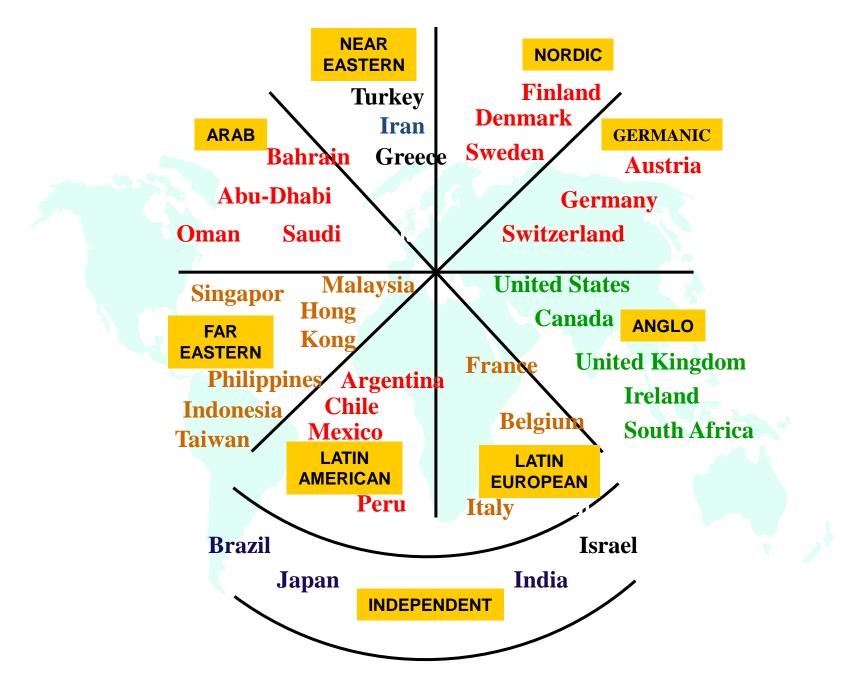
Hofstede's results 20 countries

	Power Distance	Uncertainty Avoidance	Individualism	Masculinity
Argentina	49	86	46	56
Australia	36	51	90	61
Brazil	69	76	38	49
Canada	39	48	80	52
Denmark	18	23	74	16
France	68	86	71	43
Germany (F.R.)	35	65	67	66
Great Britain	35	35	89	66
Indonesia	78	48	14	46
India	77	40	48	56
Israel	13	81	54	47
Japan	54	92	46	95
Mexico	81	82	30	69
Netherlands	38	53	80	14
Panama	95	86	11	44
Spain	57	86	51	42
Sweden	31	29	71	5
Thailand	64	64	20	34
Turkey	66	85	37	45
United States	40	46	91	62
	· · · · · · · · · · · · · · · · · · ·			

Table A Work-related Values for 20 Selected Countries

Adapted from: Culture's Consequences, Beverly Hills: Sage, 1980

A Synthesis of Country Cultures



Managing cultural differences: tips Map – Bridge - Integrate

MAP

Understand the differences

- Cultural values
- Leadership style
- Personality
- Thinking style
- Gender

BRIDGE

Communicate across differences

- Approaching with motivation & confidence
- Decentering w/o blame
- Recentering with commonalities

INTEGRATE

Manage the differences

- Building participation
- Resolving conflicts
- Building on each other's ideas





Communicating across cultures: « guidelines »

- Speak clearly & more slowly than usual
- Pronounce your words clearly & enunciate carefully
- Use the simplest & most common words in most cases
- Avoid slang & colloquial expressions
- Use visuals
- Confirm your spoken communications by memos, e-mails, letters, faxes





Conclusion

"Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster. But if we really want to globalize, there is no way around them so we better take them for what they are."

Geert Hofstede