



# The Business of Culture

Barry Tomalin MA Birkbeck College, University of London

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# 1. Think business

- Corporate training is about improving **business performance**.
  - On specification
  - On time
  - On budget
- Think about the type of business and the workplace challenges – multi-national teams, overseas branches, supply chain management, overseas joint ventures, international mergers and acquisitions.
- Socrates Quote: “**There is no learning without remembering.**”
  - There is no learning without IMPLEMENTATION.
  - Ask participants how they will implement what they have learned.



## 2. Think management training

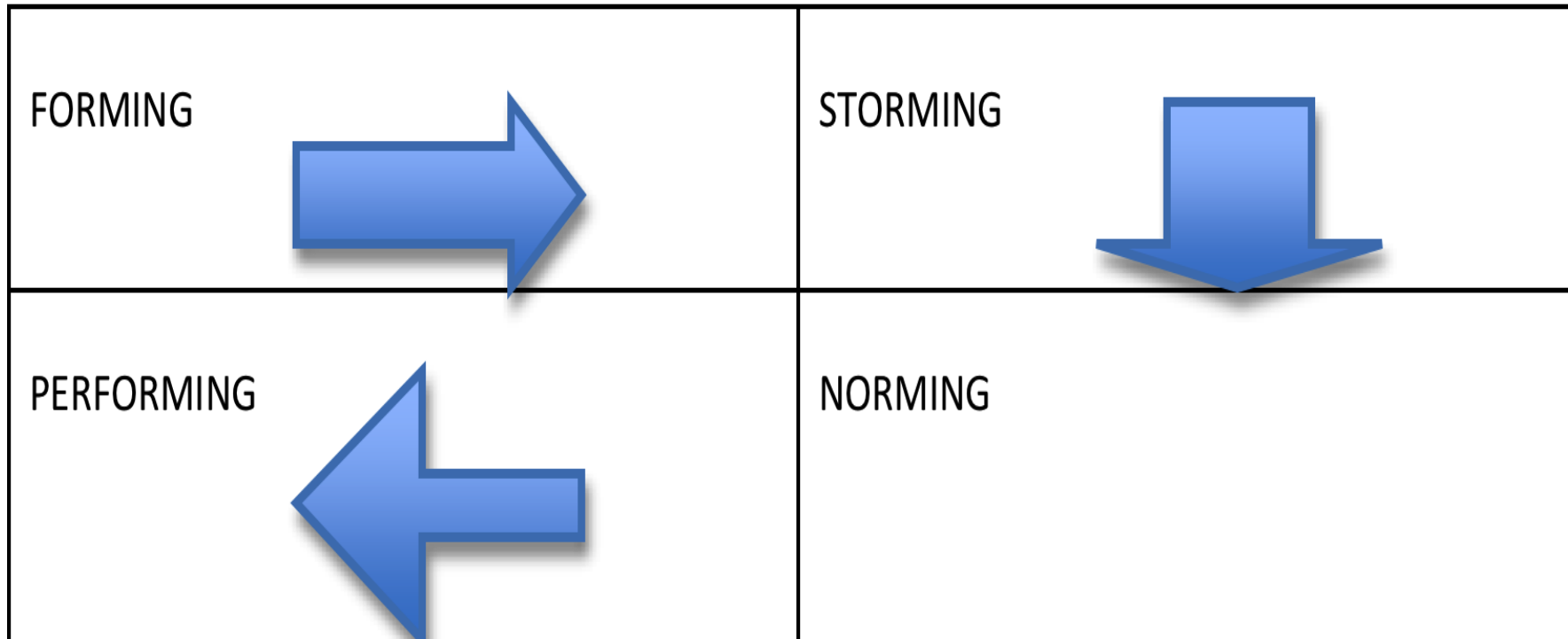
- **Corporate training is different from language training.**
  - Management training is run by the day or half day not student hours.
  - Management training is paid by the course not by the hours worked.
  - Management training is paid much better.
  - In language training you mark the students. In management training the participants mark you!
- Find out how management trainers are paid and base your fee (excluding expenses) on that.
- Worth familiarising yourself with key management training principles.



# ICC

## Example of Management Training principle

### The Stages Of Team Development





## Where do international teams go wrong?

- FORMING – Team selection principles are different
- STORMING – team leadership and organisation of work differs, aims and function of team meetings is different
- NORMING – group relations and work division and reporting varies
- PERFORMING – When and how do groups complete the task? What constitutes completion?
- A group that doesn't NORM successfully can not PERFORM successfully. (Tuckman, 1965)
- People from different cultural and business backgrounds will have different ideas on team selection, leadership, project management and delivery.

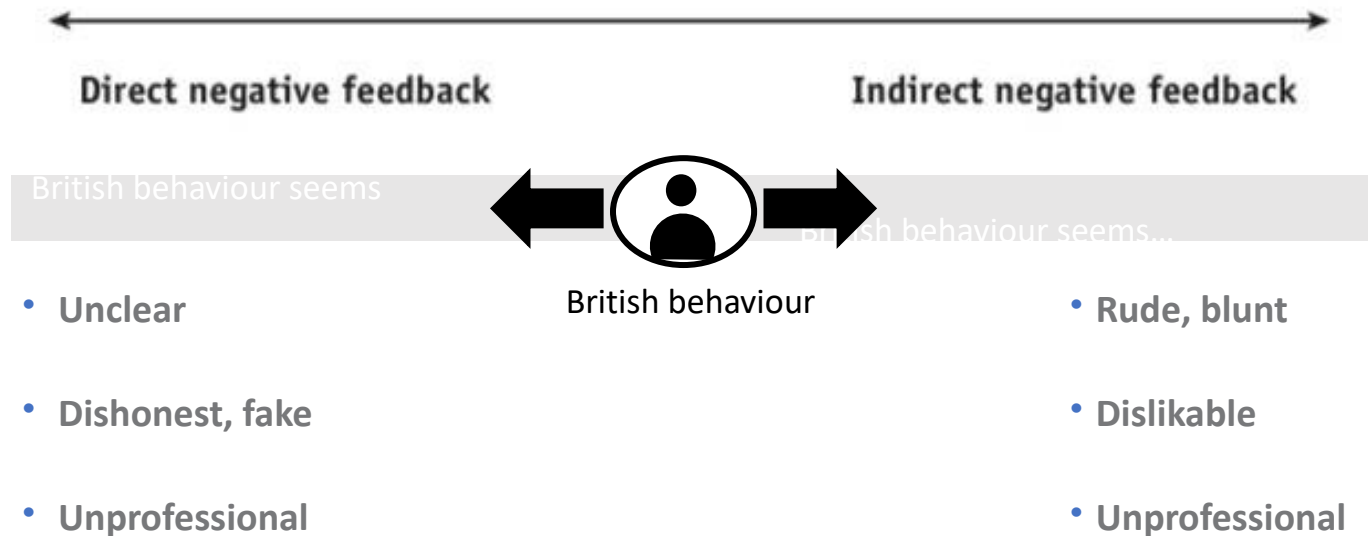




### 3. Avoid essentialism.

- We all use nationalities as a shorthand. But avoid assuming everyone is the same.
- In fact we are different by
  - National experience (Where are you from?)
  - Regional experience (What part? What's it like?)
  - Professional experience (What did you do before you worked here? How was it different?)
  - Social background and upbringing (Where were you brought up? What was it like?)
  - Personal international experience (Have you travelled abroad much?)

## 4. Think Cultural Relativity



We interpret & **perceive**  
**behaviours** through our own **value** lenses.



## 5. Think concepts not models.

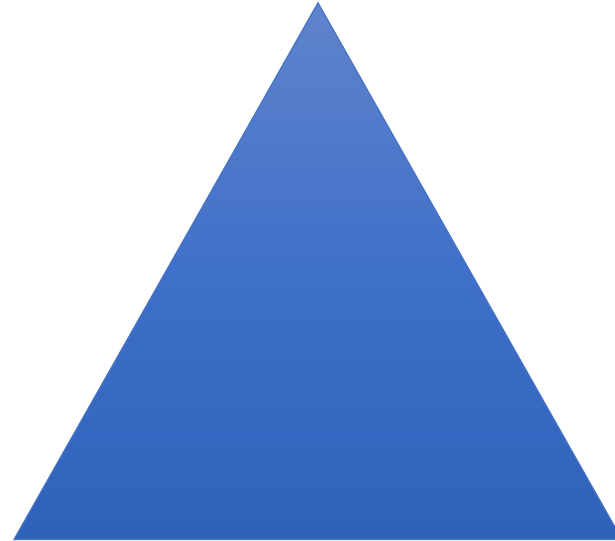
Russia France Italy US UK Brazil India Saudi Arabia Japan  
Israel Germany Spain Australia Canada Mexico China Korea Thailand

- The concepts developed by Hall, Hofstede, Trompenaars, Lewis, Meyer and others are important.
- In a globalised economy with constant online contact you can't stereotype any more by saying all Germans are alike, if you ever could.
- Use the concepts but be careful about the 'country' character.



## The core drivers

Client and partner expectations  
(attitudes and values)



Communication style

Management style



## RIO (Affective drivers )

- **R Respect**

How to show respect

- **I Interest**

How to show interest and build good personal relations

- **O Offence**

How to avoid causing offence

- History – key moments

- Key interests – culture and the arts

- Science and invention

- Sport

- Heroes

- Social and personal taboos





## ECOLE

- **ECOLE –**
  - **E Expectations**
  - **C Communication**
  - **O Organisation**  
(Time, teams, routines, business process)
- **L Leadership**  
(hierarchies, delegation, management style, leadership, gender)
- **E Etiquette**  
(greetings, showing respect, dress code, gift-giving, hospitality)





## 6. Make sure your critical incidents are relevant to the business.

### **Critical Incident Analysis**

The founder of Critical Incident Analysis – first cited in 1954 - was Robert D Flanagan, a psychologist with the US Air force. In analysing critical incidents a four part process is identified:

Acknowledgment> Confrontation> Reflection> Commitment ( to change )

Noah M Collins and Alex L Pieterse Journal of Counselling and Development Winter 2007  
Vol 85

### **Critical Cultural Awareness**

“ Cultural awareness is the self examination and in-depth exploration of one’s own cultural and professional background”

Josepha Campinha-Bacote - Transcultural C.A.R.E. Associates



## Critical incidents

### Which concept is illustrated?

Chris, operations manager of a leading UK mobile phone company wanted to import handsets from China. He contacted a company, got quotes and agreed a deal. He arranged to fly out to China to meet the Chinese company director but the Chinese company director refused to meet him.

You are an intercultural consultant.

- What's the problem?
- What would you advise?
- What are the implications?

## 7. Use the MBI Process

Map



Bridge



Integrate



- **IDENTIFY.** What are they doing?
- **COMPARE.** What am I doing?
  
- **EMPATHISE.** Why are they doing it?
- How am I perceived?
  
- **ADAPT.** What can I change?
- **REFLECT.** What have I learned?
- **What will I say, do and THINK differently?**

MBI (Mapping, Bridging, Integrating) model put forward by Maznevski and DiStefano (2000)





## Summary

1. Think business performance.
2. Think management training.
3. Avoid essentialism.
4. Think cultural relativity.
5. Think concepts not models.
6. Make sure critical incidents are relevant.
7. Use the MBI process.



## References

- **Management:** Tuckman BW (1965), 'Developmental Sequence in Small Groups', Psychological Bulletin 63.
- Sietar workshop Monday September 7th 1800-1900 BST Alison Hail – Getting paid what you're worth. [WWW.sietar.com](http://WWW.sietar.com)
- **Essentialism:** Zu Hua, Exploring Intercultural Communication (2014)
- **Cultural Relativity:** Erin Meyer, The Culture Map (2014)
- **Concepts:** Barry Tomalin and Mike Nicks, World Business Cultures- a handbook, (2014)
- **Critical Incidents:** Chia Suan-Chong, Successful International Communication (2018)
- **MBI process:** (Mapping, Bridging, Integrating) model put forward by Maznevski and DiStefano (2000)

### WANT TO KNOW MORE?

Visit [www.icc-languages.eu/teachertraining](http://www.icc-languages.eu/teachertraining) (The Cultural Trainers and Lifelong Learning Certificate)



## Conclusion



- Thank you for joining in!
  - Any questions or comments?
  - CONTACT
- (E) [Barrytomalin@aol.com](mailto:Barrytomalin@aol.com)
- (T) +44 7785 975550