

1. What cultural features enhance your organization's performance? Why?

When you handle an international business, corporate culture is really what dictates how effectively teams actually collaborate across different borders. If staff feel safe enough to speak up and share their opinions, it breaks down cultural walls and clears up misunderstandings much faster. On top of that, everyone needs to be on the same page about what the company is trying to achieve, otherwise global branches just end up pulling in different directions. At the end of the day, a brilliant strategy tells you where you want to go, but it is the culture that decides how employees execute those plans on the ground. That is why multinational firms must align their core values with their growth strategies—it is the only way to adapt to volatile markets and stay competitive globally.

2. What cultural features hinder your organization's performance? Why?

When you're dealing with a massive multinational, a strict, top-down hierarchy completely kills performance. If people are too intimidated by their bosses to call out mistakes, small issues get swept under the rug until they turn into expensive disasters. It gets even worse when headquarters assumes their way of doing things works perfectly in every single country. Sure, global teams need a shared goal, but they also need the freedom to tweak things for local markets. If you build a culture where everyone is afraid to speak up, your best people will just quit, and the business won't be agile enough to survive when international markets shift.

3. What cultural features would allow you to perform to the best of your ability? Why?

Personally, I do my best work when there's genuine psychological safety—meaning I can ask questions, pitch an odd idea, or call out a risk without looking over my shoulder. In international business, you can't afford to wait around for three layers of approval just to make a move; it completely kills your momentum. I also look for managers who map out the big picture but actually trust me to execute it my own way. Having that clear direction, combined with the autonomy to just get on with the job, is what keeps me driven. At the end of the day, if mistakes are treated as lessons rather than a reason to penalise people, it gives me the confidence to take calculated risks and deliver much better results.