

Managing Culture



- “Culture is to society what memory is to individuals”

Triandis and Wasti (2008:1)



Who are we?



How do we relate to the world?

What do we do?

How do we think about time?

How do we relate to each other?



How do we think about space?

- In an increasingly borderless world, managers need to know how national cultural differences might affect organisation structure and processes, leadership and HRM practices

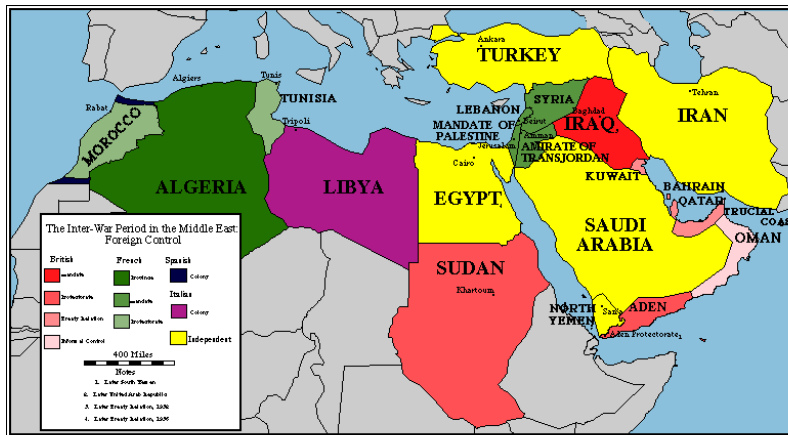
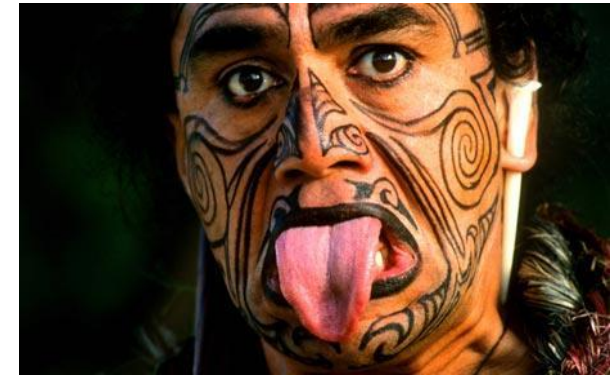
High/Low context cultures

- Framework, background and surrounding circumstances in which any communication or event takes place

High context cultures (Hall 1959, 1976, 2000)

- In-groups – groups that have similar expectations and experiences
- Information is internalised within groups
- Groups have own private networks for information
- Messages can be implied rather than uttered
- Relationships and group processes are important

High Context cultures



Low context cultures

- Situations explained more explicitly because there are not common backgrounds.
- Boundaries between in-group are more fluid
- Context from one generation to another is very different
- Communication is more verbal
- Channels of communication more clear
- Communication more transactional

Low Context cultures



The Hofstede Model (1980)

- Research at 66 national offices of IBM suggested that managers and employees vary on four primary dimensions.
 1. Power Distance
 2. Masculinity v Femininity
 3. Uncertainty Avoidance
 4. Individualism v Collectivism

- Using the Hofstede model what would be the key people management considerations for a UK based organisation that wishes to expand into Japan?

GLOBE research

9 cultural dimensions

1. Uncertainty avoidance
2. Power distance
3. Institutional collectivism
4. In-group collectivism
5. Gender egalitarianism
6. Assertiveness
7. Future orientated
8. Performance orientation
9. Humane orientation

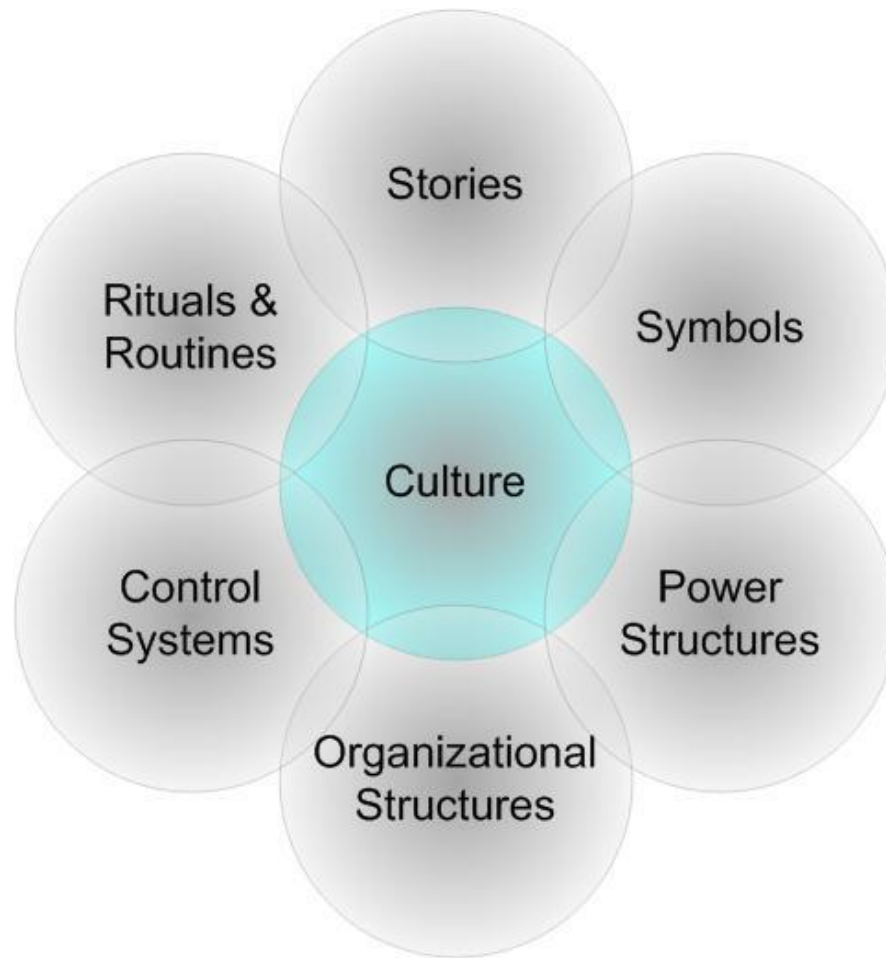
Using the evidence from the Hofstede and Globe studies, explain how culture could be considered to impact on each of the following within a country of your choice:

- Power and authority relationships
- Coping with uncertainty and risk taking
- Interpersonal trust
- Loyalty and commitment
- Motivation
- Control and discipline
- Co-ordination and integration
- Communication
- Consultation
- participation

People Management strategies and Culture

- ▶ Learned beliefs, values, rules, norms, symbols and traditions that are common to a group of people
- ▶ Ethnocentrism – tendency for individuals to place their own group at the centre of their observations of the world
 - Obstacle to effective strategies prevents people fully understanding or respecting the world of others
- ▶ Prejudice – fixed attitude, belief or emotion held by an individual about another individual or group

Cultural Web





- Analyse the cultural web for Malaysian airlines