

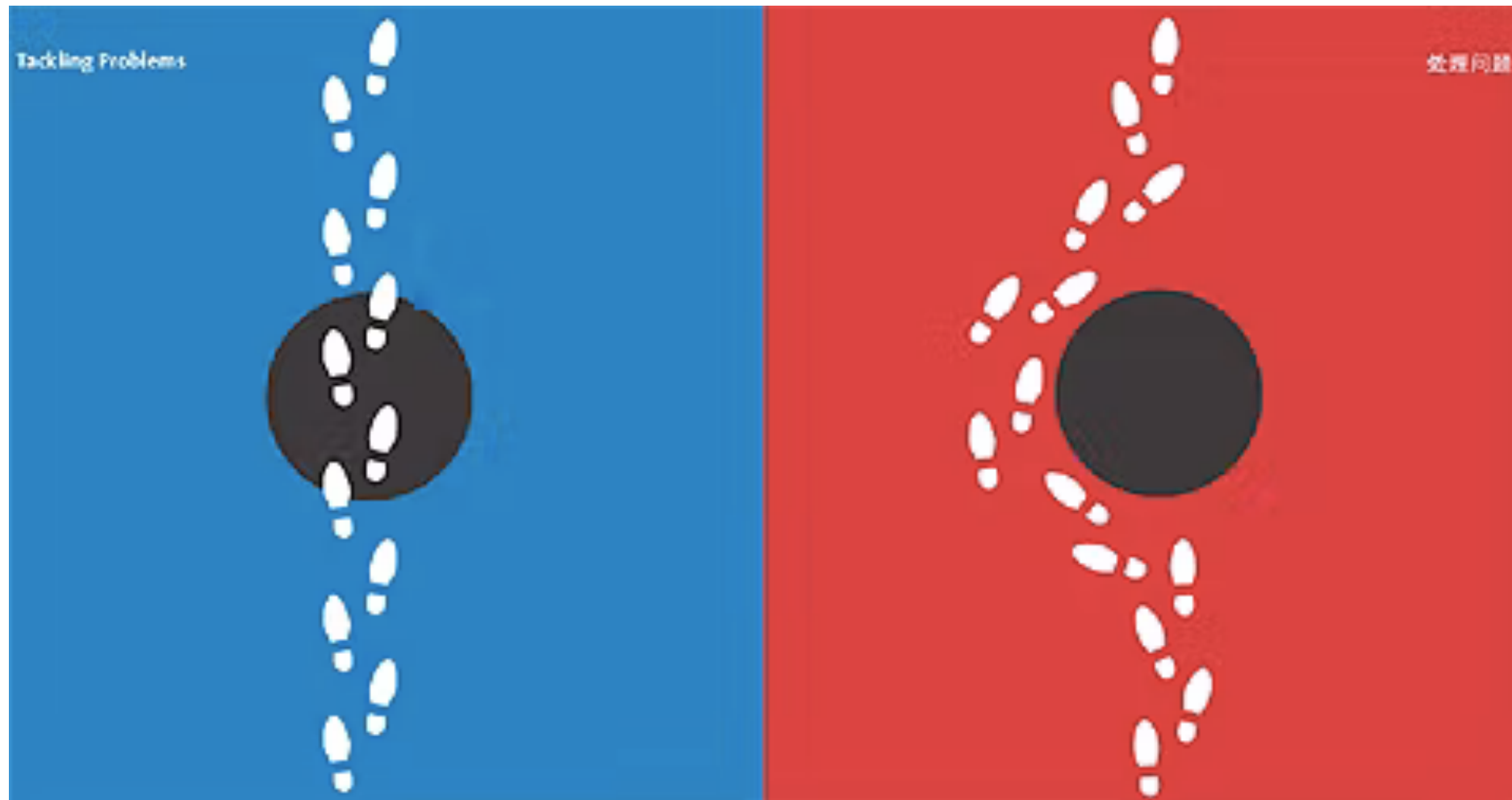
The Culture Map

China-Norway



Lockdown Relieve talk April 2022

Dealing with problems



No culture is wrong or right

My history of cross cultural development

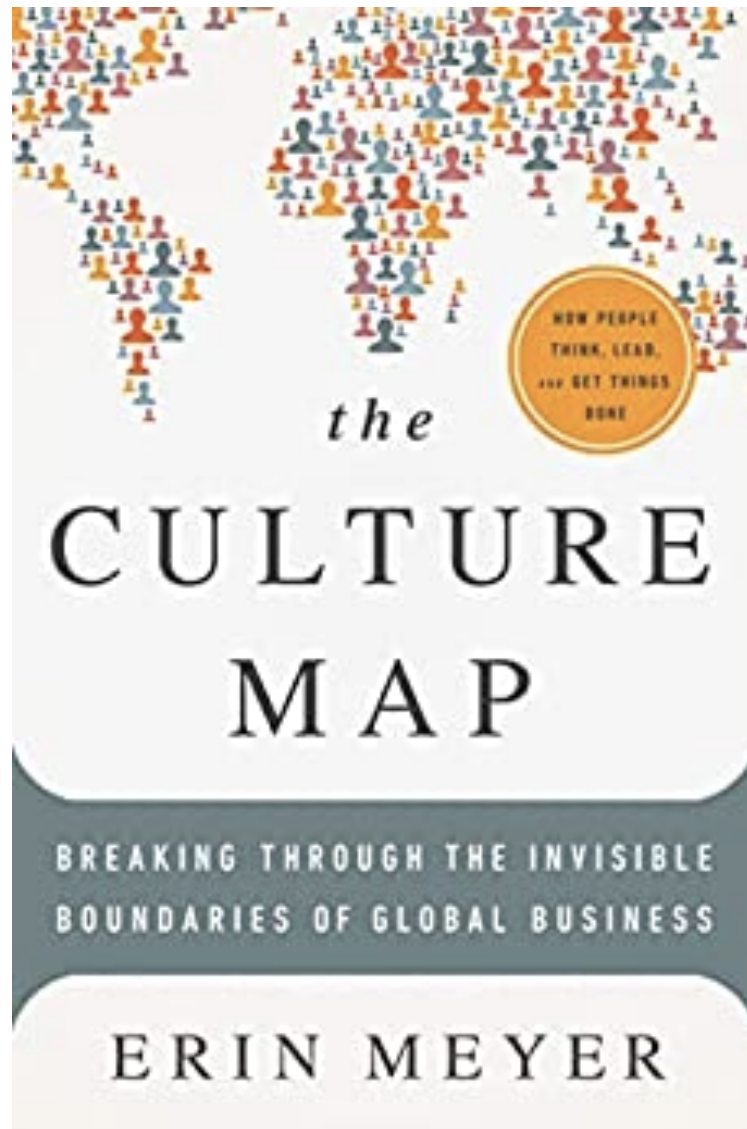


- From Northern Norway
- High school exchange student Australia
- Studied at NHH, Bergen
- Exchange student Switzerland
- Management consultant in UK company (Norway, UK, Denmark, Estonia, Latvia)
- Norfund (Eastern and Southern Africa, South East Asia, Central America)
- Telenor Asia (India, Bangladesh, Thailand)
- Four years in China

Giving myself a bad start...



The Culture Map by Erin Meyer

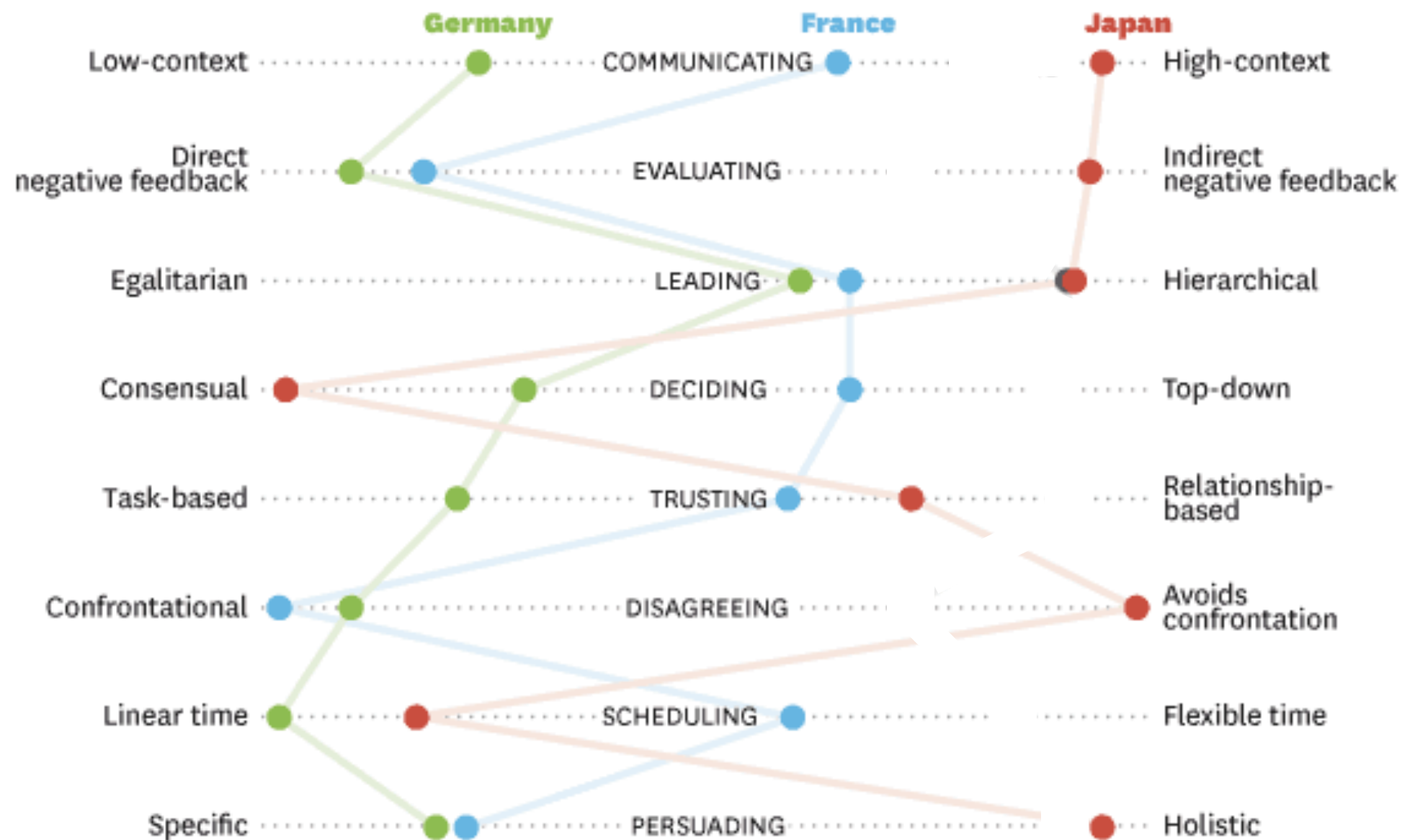


Erin Meyer, Professor at INSEAD
Directing Managing Global Virtual
Teams and Management Skills for
International Business programs

Eight scales to map cultures

1. Communication: High vs low context
2. Evaluating: Direct negative feedback vs indirect
3. Leading: Egalitarian vs hierarchical
4. Deciding: Consensual vs top-down
5. Trusting: Task based vs relationship based
6. Disagreeing: Confrontational vs avoid confrontations
7. Scheduling: Linear vs flexible time
8. Persuading: Principles vs application first

MANAGEMENT STYLES ACROSS FOUR DIFFERENT CULTURES



SOURCE ERIN MEYER

HBR.ORG

Note: Each individual is different, this is an average. Your profile will change from working and living in other cultures.

Can also be large differences within countries

Communication

MR. DÍAZ: It looks like some of us are going to have to be here on Sunday to host the client visit.

MR. CHEN: I see.

MR. DÍAZ: Can you join us on Sunday?

MR. CHEN: Yes, I think so.

MR. DÍAZ: That would be a great help.

MR. CHEN: Yes, Sunday is an important day.

MR. DÍAZ: In what way?

MR. CHEN: It's my daughter's birthday.

MR. DÍAZ: How nice. I hope you all enjoy it.

MR. CHEN: Thank you. I appreciate your understanding.²

Communication



- Low context cultures communicate directly. Message is said with words
- Low context cultures have a lot of information between the lines

Why does it make sense that the US has extremely low context communication?

Multicultural teams MUST implement low context communication

A communication-culture based business success: Line vs Messenger



**Noticed any difference in use of emojis and stickers between
Norwegians and Chinese?**

Evaluating



- Direct negative feedback is given frankly. Can be given in front of a group, can say “absolutely not good”
- Indirect negative feedback is given together with positive messages, always in one-on-one settings

But do we define the same as negative feedback?

Bangkok, Thailand



Please do not raise your voice at the staff, they are doing their best to help

The strangest thing about Norway...



Leading



- Egalitarian: Ideal distance between boss and subordinates is low. The leader is a facilitator. Communication often skips formal lines.
- Hierarchical: The ideal distance between boss and subordinates is high. The boss is a director who leads from the front. Status and titles are important.

What should Norwegian and Chinese managers be aware of?

How can we ensure good working conditions in a Norway-China related setting?

Deciding

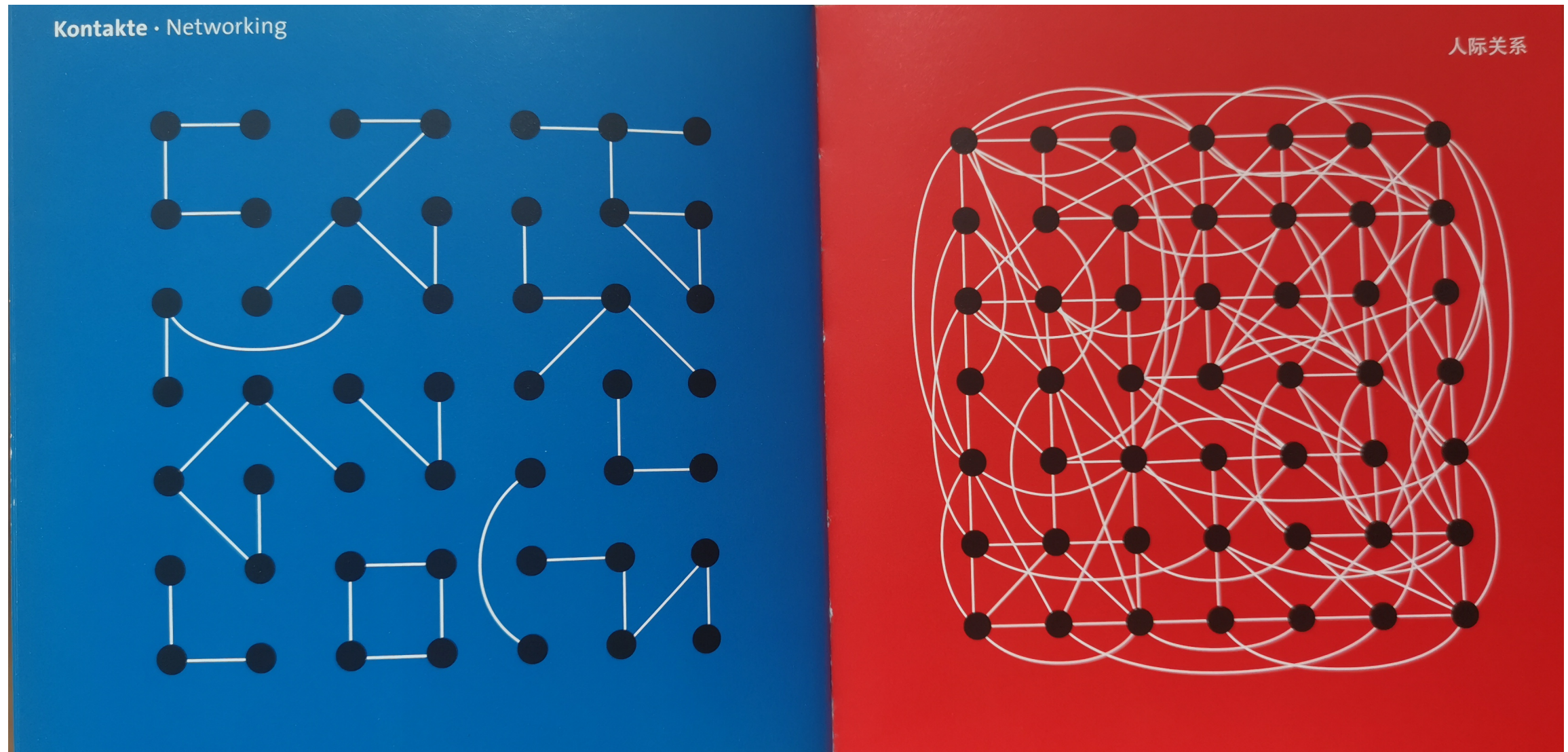


- Consensus: Decisions are made by the group
- Top down: Decisions are made by the boss

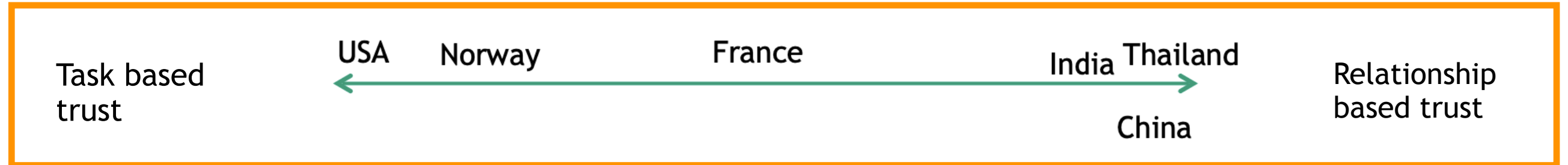
What should a Norwegian manager be aware of working with a Chinese team in this setting?

How can a Chinese manager adapt to a Norwegian company?

Contacts



Trust

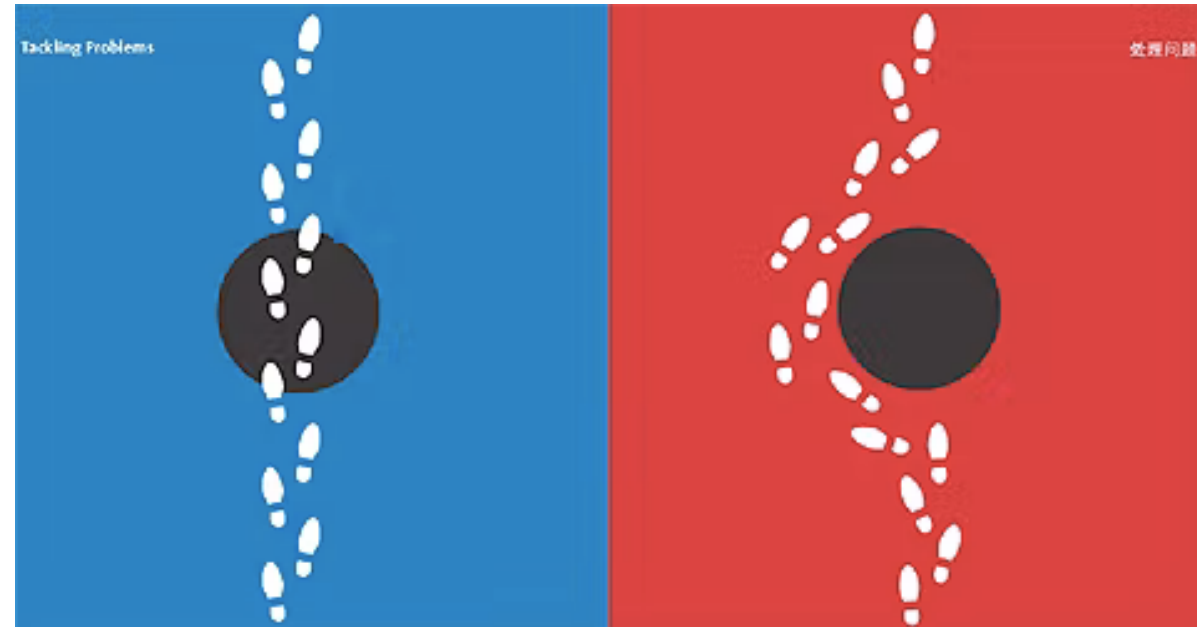


- In task based cultures, trust is built through working together
- Trust is built sharing meals and drinks and private conversations

What do you think is the most common mistake Norwegians do when coming to China and getting to know the team here?

How can a Chinese develop trust to a team in Norway?

Disagreeing



- Confrontational: Discussions are seen as good for the team and the work. Open confrontation does not have impacts on the relationships
- Avoiding confrontation: Open disagreements harm the working environment and has negative implications on relationships

Do Norwegians and Chinese avoid confrontations in the same way?

Scheduling



- Linear time means meetings start on the agreed time, and finishes timely. Detailed time plans common in projects. Do one task at the time following a plan
- Project planning is approached in a fluid manner, changing tasks as opportunities arise

How are we trained to learn?



Wannabe KungFu master



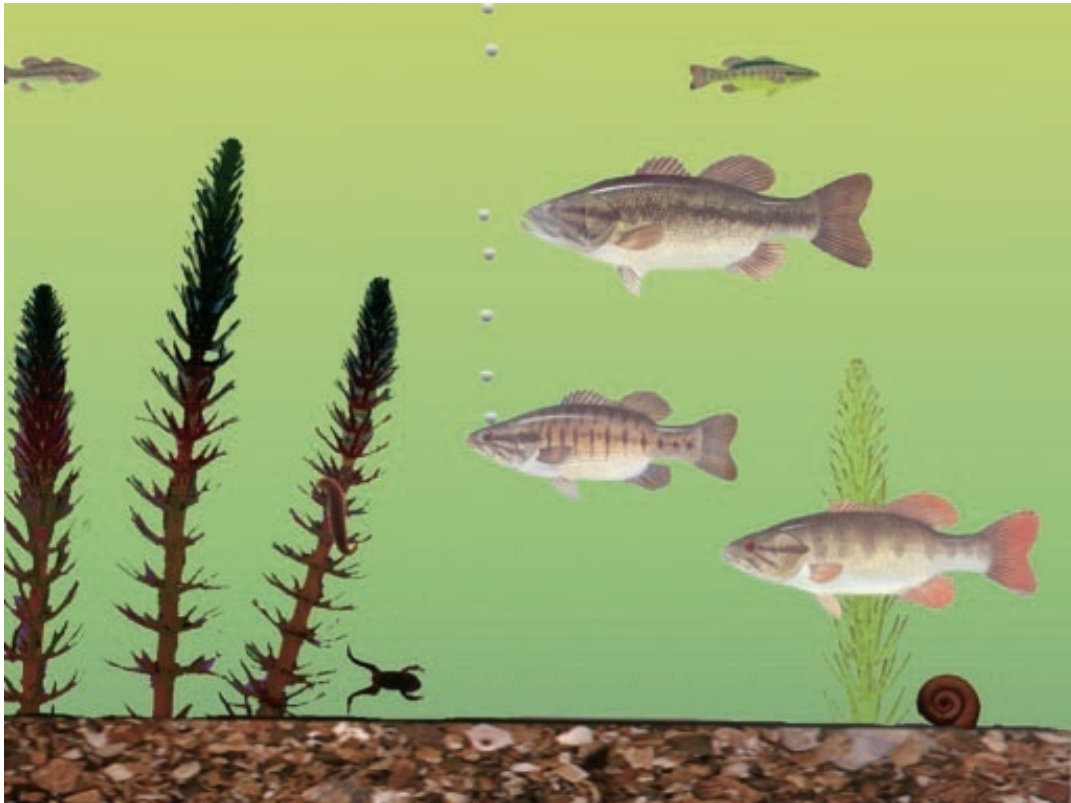
Real Karate Kid

Persuading



- Principles first: Individuals are trained to learn by first understanding the theory, and why, and then show examples and how
- Application first: Individuals are used to learning by first being introduced to the examples and the practice, then understand why
- Most people in Western countries are principles first, Asian countries have an application first approach

What do you see?

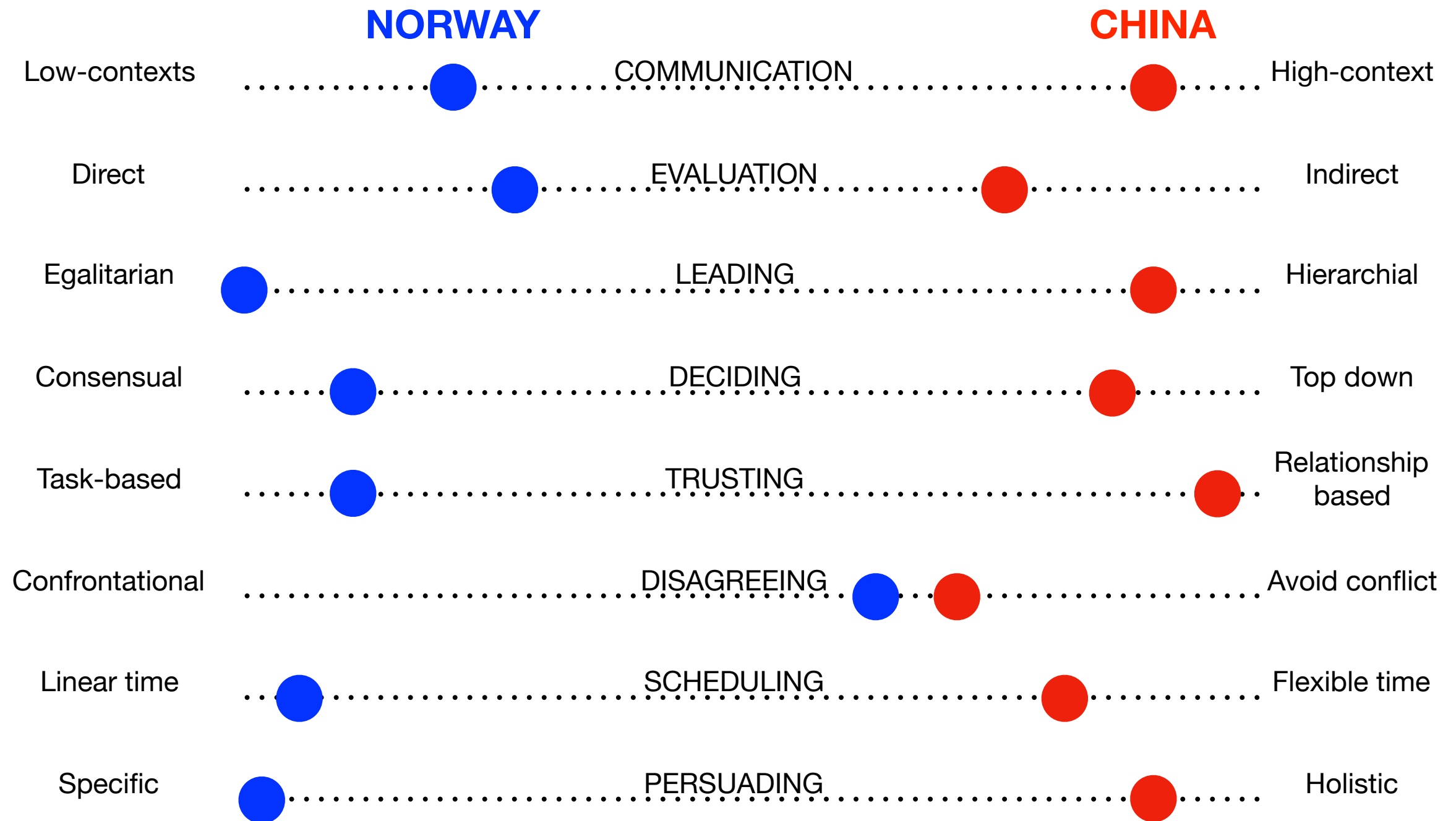


Americans focused on the three fish. Asians saw the green water and the frog.

Japanese took a photo of the whole person, Americans just the face

Asians see much more about the surroundings and expect to see things in context

Norway and China



Experience sharing

- What works?
- What does not work?
- Your biggest blunder?
- A success story?

Key take-aways

- No culture is right or wrong
- There are large differences within the West and within China
- Be aware that you might be the strange one!
- You benefit from thinking through your adaptations to others
- Managers have a special responsibility
 - Training for understanding where necessary
 - Facilitating for good work environment and collaborations
- Your profile will change through your experience

www.erinmeyer.com

The Country Mapping Tool

Based on Erin Meyer's book *The Culture Map*, this tool allows you to click on whichever countries you are working with and receive a cultural mapping of the selected countries/cultures. With this tool you can view how two (or more) cultures fall on the eight culture map scales, comparing how each builds trust, gives feedback, and makes decisions.

[Learn More](#)



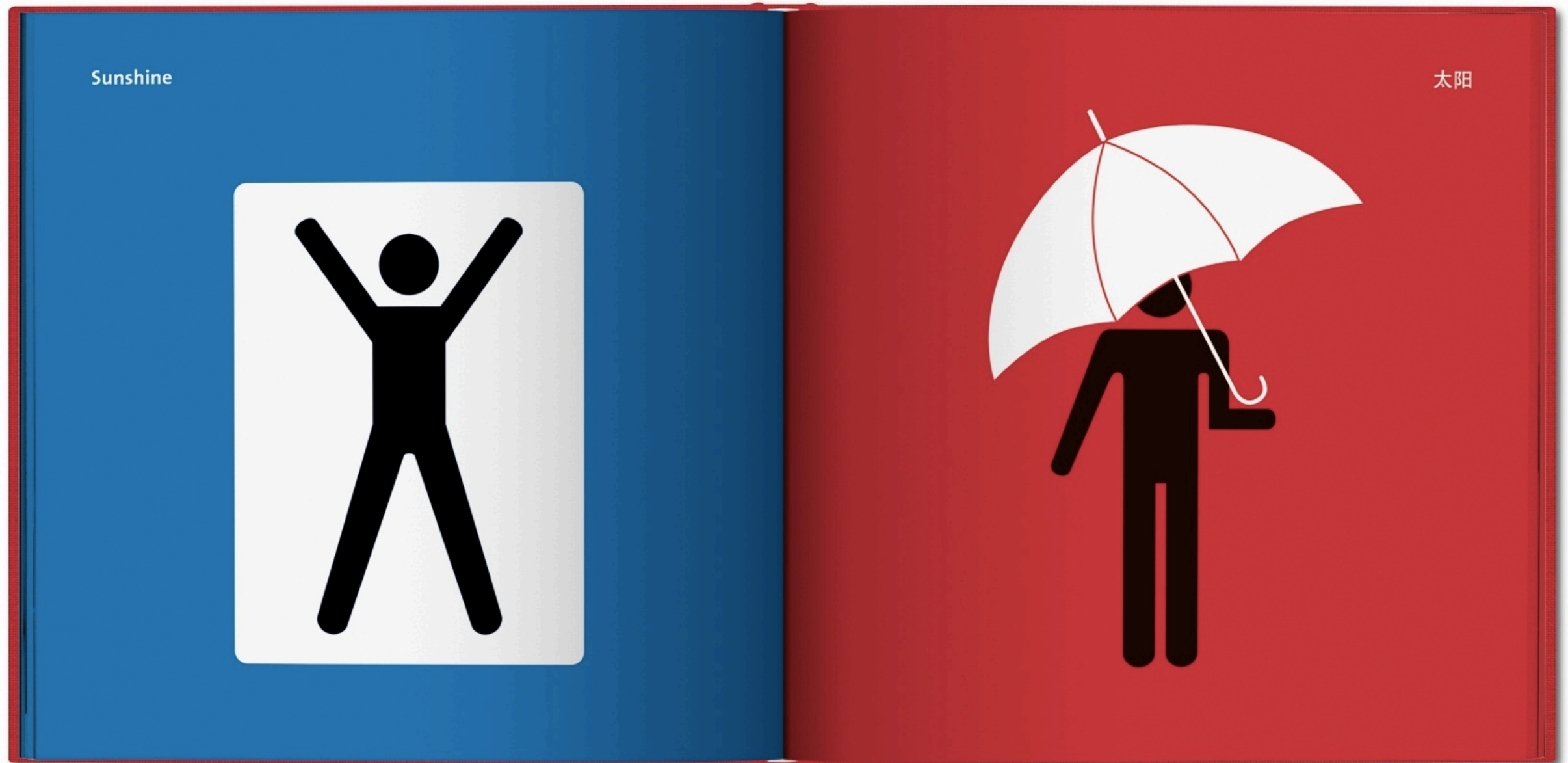
The Personal Profile Tool

Respond to 24 questions about your personal approach to communicating, leading teams, and building relationships. The results reveal your own positioning on the eight Culture Map behavioral scales. See how you compare to others of your own culture and then map your results to that of various countries, all on one graph.

[Learn More](#)



Sunshine



Thank you!