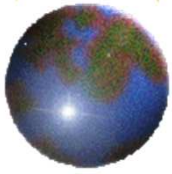




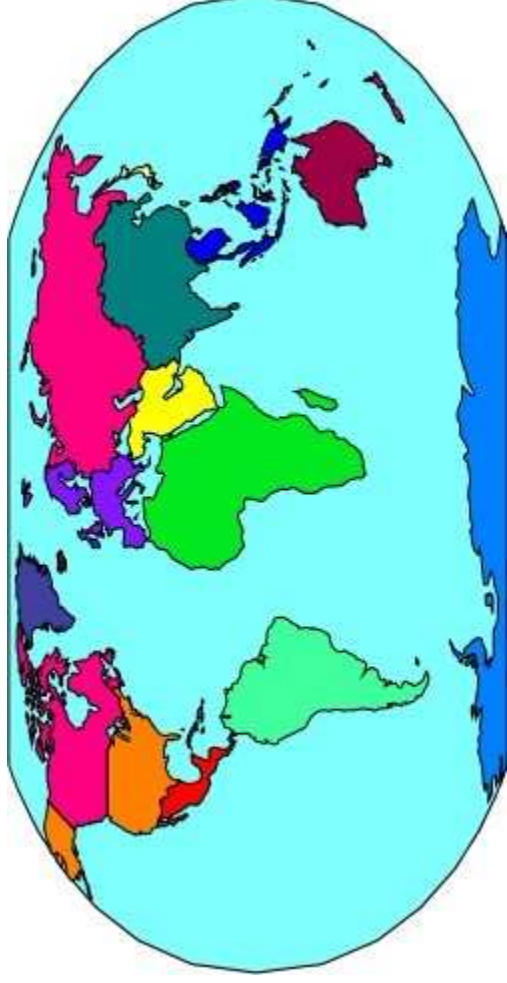
The Cultural Dimension

John Hooker
Carnegie Mellon University
October 2007



Outline

- ⊕ A cross-cultural perspective
- ⊕ Relationships vs. rules
- ⊕ Competition and risk
- ⊕ Culture and political power





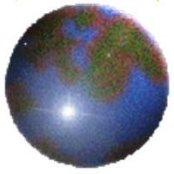
A Cross-Cultural Perspective



*What culture is **not***

- Culture is **not** primarily about food, language, dress, customs, holidays.

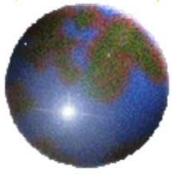




What culture is

- 📍 Culture is about **how we think**.
- 📍 It determines our deepest assumptions, most of which we not even aware.
 - 📍 Like an iceberg, culture lies mostly beneath the surface.





Language Dress, hairstyle Pop culture
Cuisine Overt religion

Concept of authority

Concepts of space and time

Guilt vs. shame

Rule-based vs. relationship-based

Apollonian vs. Dionysian

Management of information

Universalizing rationality?

Stress management

Covert religion

Fundamental conception of reality



Culture vs. personality

- ✚ Every culture contains the **full range** of human personalities.
 - ✚ Culture is about the framework into which these personalities fit, **not** about “national character.”
 - ✚ However, different personalities succeed in different cultures.
Example: Zimbabwe.





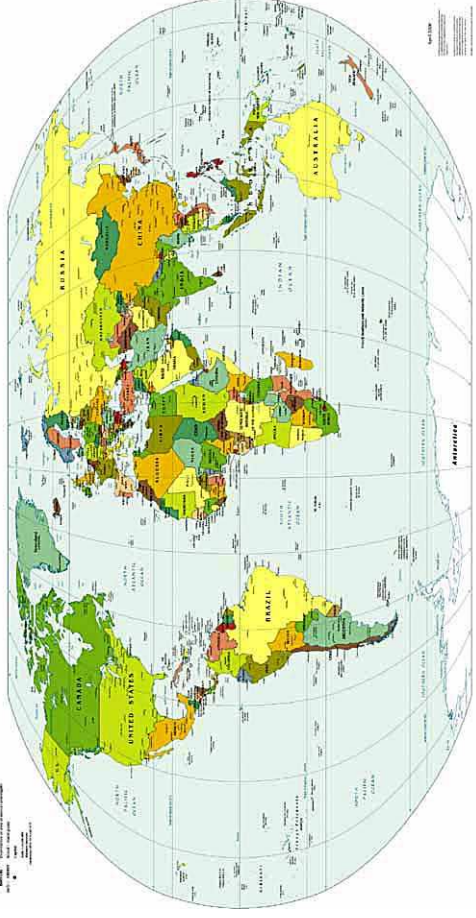
Relationships vs. Rules

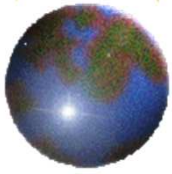


Two types of cultures

- 📍 There are 5000+ cultures in the world, all very different.
- 📍 But they can be classified roughly as:
 - 📍 **relationship-based**
 - 📍 **rule-based.**

Political Map of the World, April 2010

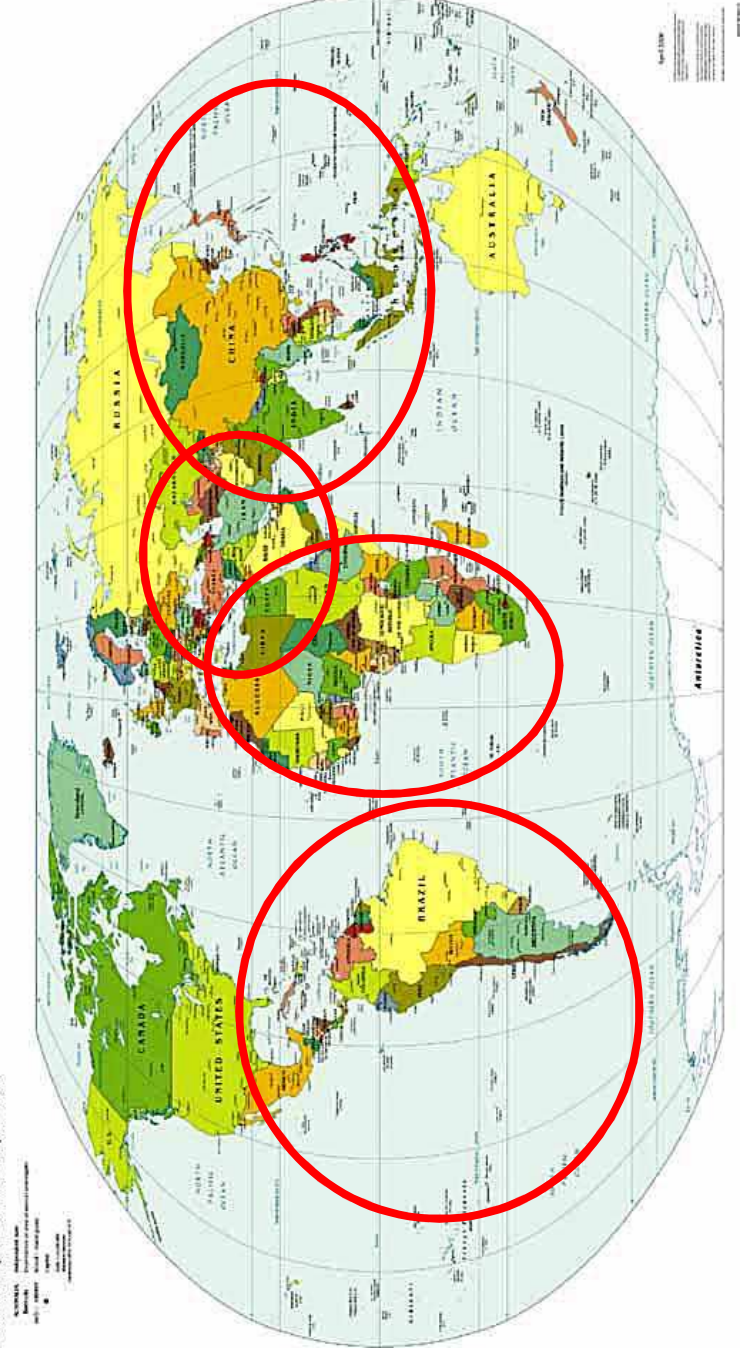


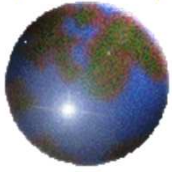


🌐 *Relationship-based* = life is organized primarily around **personal relationships**.

🌐 *Africa, Asia, Middle East, South America*

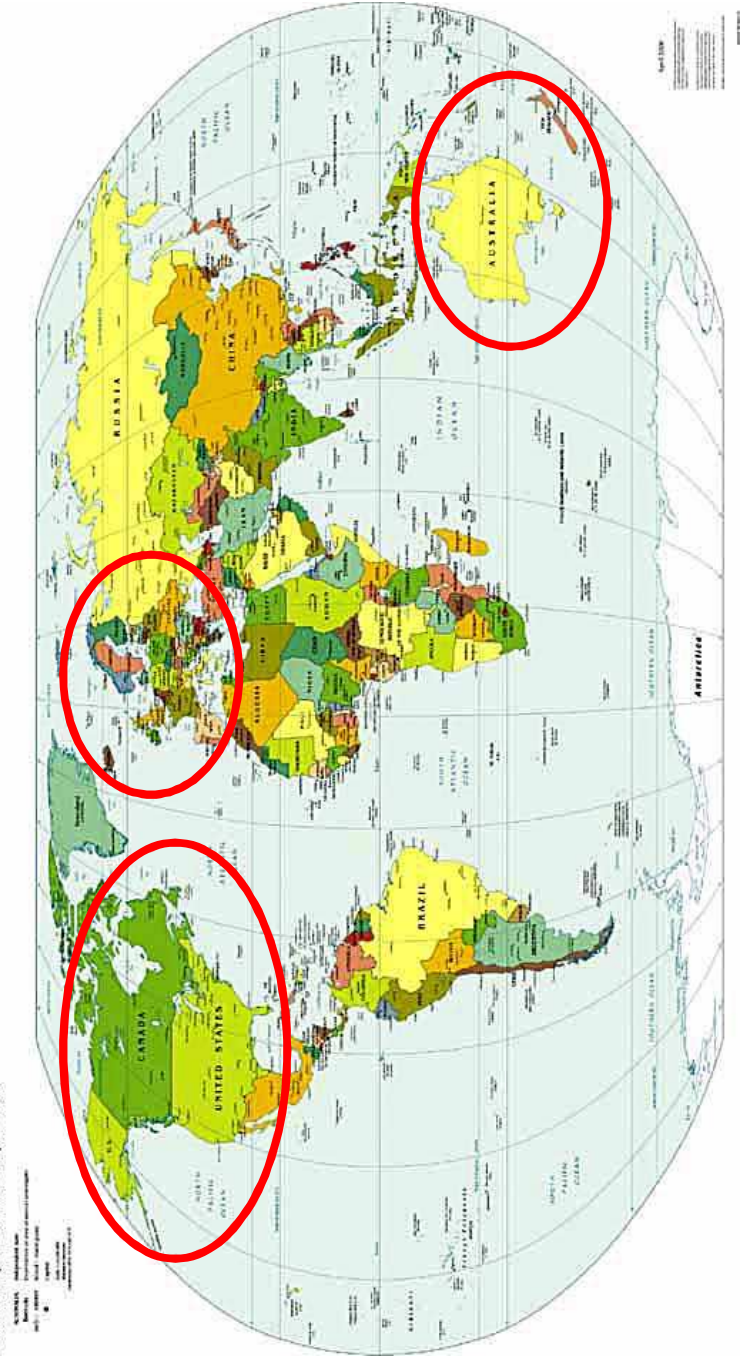
Political Map of the World, April 2000





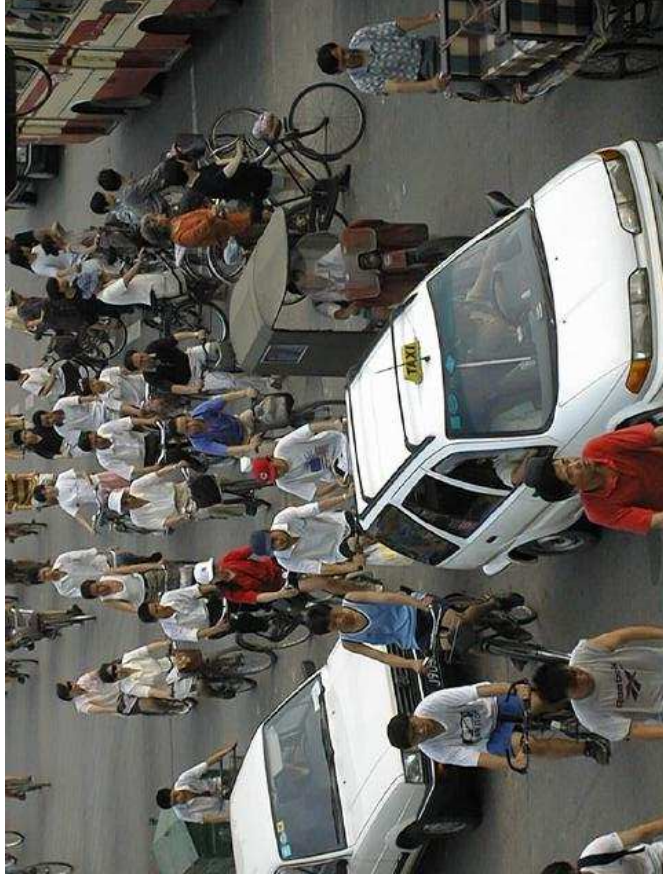
- 📍 *Rule-based* = life is organized primarily by **rules**.
- 📍 Australia, Europe, North America

Political Map of the World, April 2000

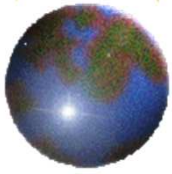




- 📍 Meetings
 - 📍 Personal connections vs. strictly business
- 📍 Deals
 - 📍 Personal trust vs. contracts & law
 - 📍 Trust the **person** vs. trust the **system**.
- 📍 Traffic behavior
 - 📍 Negotiation vs. regulation.



Traffic in China



📍 Dealing with **stress**

- 🏠 Family & friends vs. technology & engineering.



Mexican family

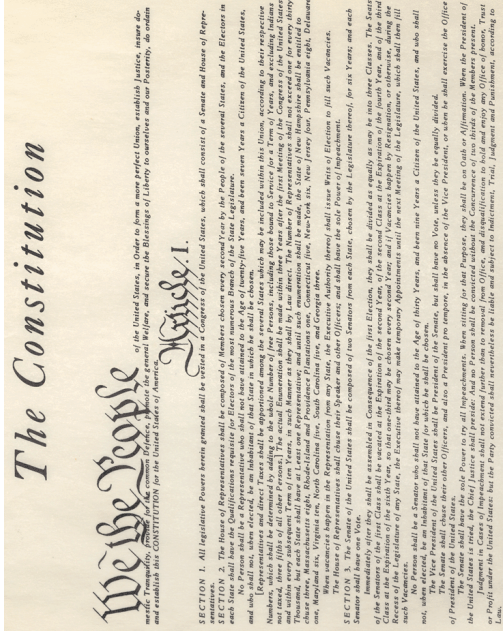


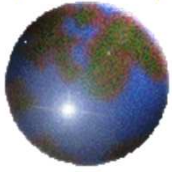
📍 Concept of authority.

- 📍 Relationship-based – authority rests in the **person**.
- 📍 Rule-based – authority derives from **rules**.



Custodian of the Two Holy Mosques
King Abdullah bin Abdul Aziz Al-Saud





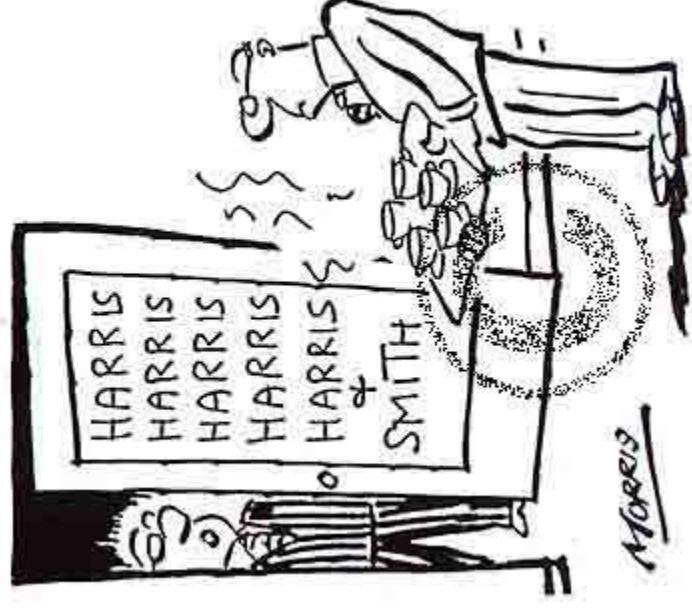
- Many cultural traits **correlate** with the rule-based, relationship-based distinction.

Relationship-based	Rule-based
High power distance	Low power distance
Shame-based	Guilt-based
High-context	Low-context
Corruption as bribery	Corruption as cheating

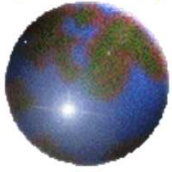


Power distance

- **Power distance** is the degree to which less powerful people **accept** their subordinate position.



"Come in, Smith."



Relationship-based	Rule-based
High power distance	Low power distance
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Corruption as bribery	Corruption as cheating



- 📍 Relationship-based countries tend to be **high** power distance.
 - ❏ Behavior is regulated by **people** with authority.
 - ❏ Rules are legitimated and enforced by authority figures.
 - ❏ Leaders are expected to be wise and caring.
 - ❏ Example: Deng Xiaoping



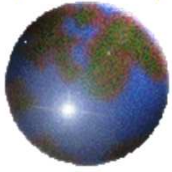
Deng Xiaoping
De facto leader of China
1978-1992



- 📍 Rule-based countries tend to be **low** power distance.
 - 📍 People respect the **rules** more than superiors.
 - 📍 Example: Sweden.

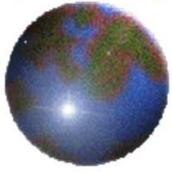


Karl XVI Gustaf
Swedish King since 1973



- High power distance:
 - Children obey and respect parents, teachers.
 - Employees are reluctant to challenge the boss or discuss problems.
 - Guangzhou executives
 - Filipino maids





- **High power distance:**
 - ❑ Ideal boss is benevolent or fatherly autocrat (rarely female).
 - ❑ Large differences in salary/skills.
 - ❑ Class differences, limited upward mobility.



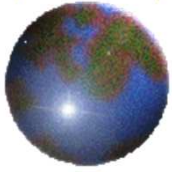
Dalit (untouchable)
India



📍 **Low power distance:**

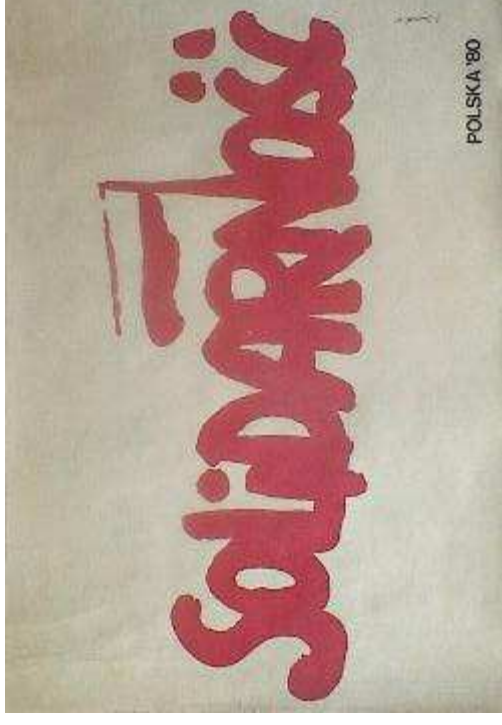
- ❏ Children are allowed to contradict their parents.
- ❏ Two-way discussion in classroom.
- ❏ Discipline may be a problem; parents side with child rather than teacher.
- ❏ No corporal punishment.





📍 Low power distance:

- ❏ Consultative management.
- ❏ Employees bring concerns and grievances to the boss.
- ❏ Ideal boss inspires workers.
- ❏ Labor unions.
- ❏ Smaller salary differences; workers may resent executive perks.
 - Scandinavian vs. U.S. offices.
 - Power distance higher in U.S. business

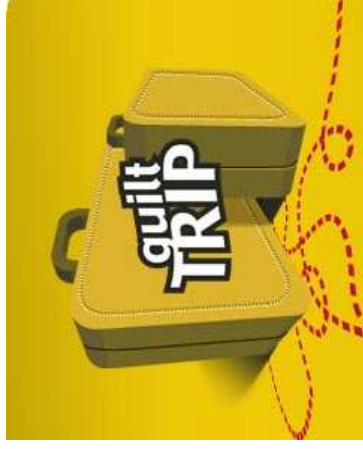


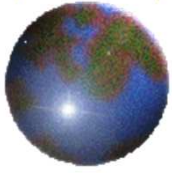
Solidarity logo, Poland



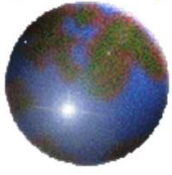
Shame and guilt

- **Shame** and **guilt** are mechanisms for enforcing behavior norms.





Relationship-based	Rule-based
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Corruption as bribery	Corruption as cheating



📍 **Relationship-based** cultures enforce behavior norms by **shame**.

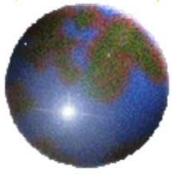
- ❏ Loss of face.
- ❏ Humiliation.
- ❏ Punishment on the spot.
- ❏ Direct and constant supervision.
 - Department store cashier.
- ❏ No guilt.
 - Shohei Nazawa and Yamaichi Securities





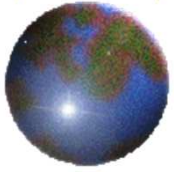
- Key point for shame-based cultures:
 - Failure to supervise **gives permission** to break the “rules.”
 - Public transit.
 - Exam cheating.
 - Government regulation.





- **Guilt** is more important in **rule-based** cultures.
 - ❑ Guilt encourages obedience to rules without supervision.
 - ❑ But it may be a poor motivator and carry high psychological cost.
 - *Ein gutes Gewissen ist ein sanftes Ruhekissen.*
 - ❑ Guilt is reinforced by fear of punishment.



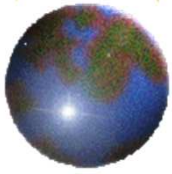


Context

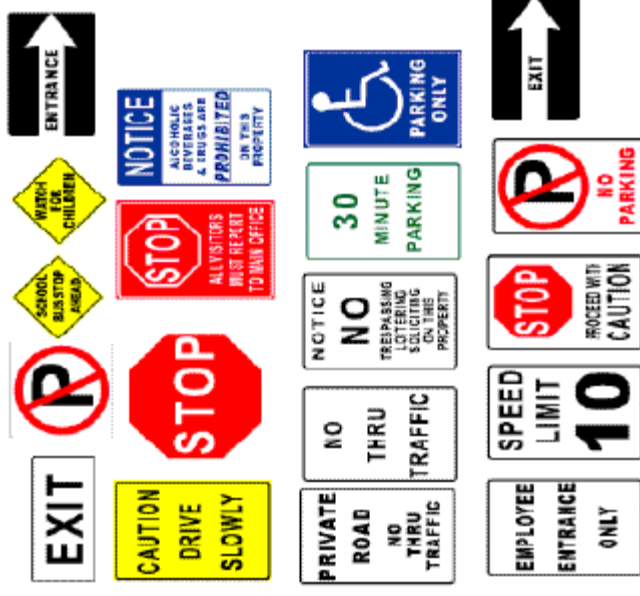
- 📍 In **low-context cultures**, information and behavior norms are spelled out.
 - 📍 Typical of rule-based cultures.
 - 📍 The rules are spelled out.
- 📍 In **high-context cultures**, these are implicit in the cultural context.
 - 📍 Norms are transmitted by the people around you.
 - 📍 Particularly authority figures.



Relationship-based	Rule-based
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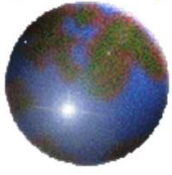
- In **low-context** cultures,
 - There are many **signs**, timetables, maps.
 - **Contracts** are written, long, and detailed.
 - Fixed once signed.
 - Disputes resolved by lawsuits.
 - People expect the rules to be in writing.
 - People **pay attention to written rules**.
 - Example: restroom sign.





- In **high-context** cultures,
 - ❏ People already know what to do.
 - ❏ **Contracts** are vague, verbal, or nonexistent.
 - Except in “low uncertainty tolerance” cultures, e.g. Latin America.
 - Agreements evolve with the situation.
 - Legal system weak.
 - Disputes resolved by negotiation.
 - ❏ People **don't pay attention to written rules.**
 - But good for high-tech information transfer.

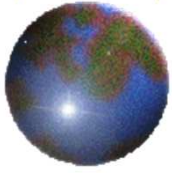




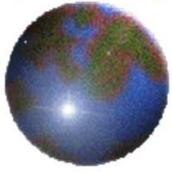
Corruption

- ✚ **Corruption** is behavior that undermines a cultural system.
- ✚ So corrupting behavior is **different** across cultures.



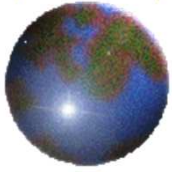


Relationship-based	Rule-based
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- 📍 In relationship-based cultures, **bribery** is common.
 - ❏ Also kickbacks, facilitating payments.
 - ❏ Short cut to relationship building.
 - ❏ System is **slow** but **stable**.
 - e.g., Chinese economy





- 📍 In rule-based cultures, **cheating** is common.
 - ❏ Income tax evasion, business scandals, plagiarism.
 - ❏ Relatively little supervision.
 - ❏ System is **efficient** but **unstable**.





Competition and risk



Two more classifications

- These do not necessarily correlate with rule-based/relationship-based or with each other.

Masculine	Feminine
Uncertainty tolerant	Uncertainty avoiding



Masculine/feminine

- The distinction can be understood in two ways...



Masculine	Feminine
Uncertainty tolerant	Uncertainty avoiding



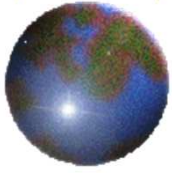
Masculine/feminine

- 📍 Attitude toward **masculine values**.
 - 📍 *Masculine*: Men are expected to be **tough**.
 - 📍 *Feminine*: Men & women more **similar**.



- 📍 Attitude toward **competition**.
 - 📍 *Masculine*: **competition** valued.
 - 📍 *Feminine*: **cooperation** valued.



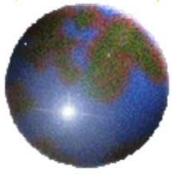


Masculine values

Masculine Feminine

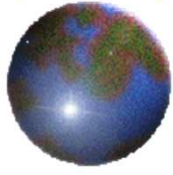
Japan USA, UK, Ireland Philippines India	Scandinavia Western Slavic cultures Thailand
Bantu cultures in Africa Arab cultures Eastern Slavic cultures <i>Machismo</i> cultures	

Competitiveness
Feminine
Masculine



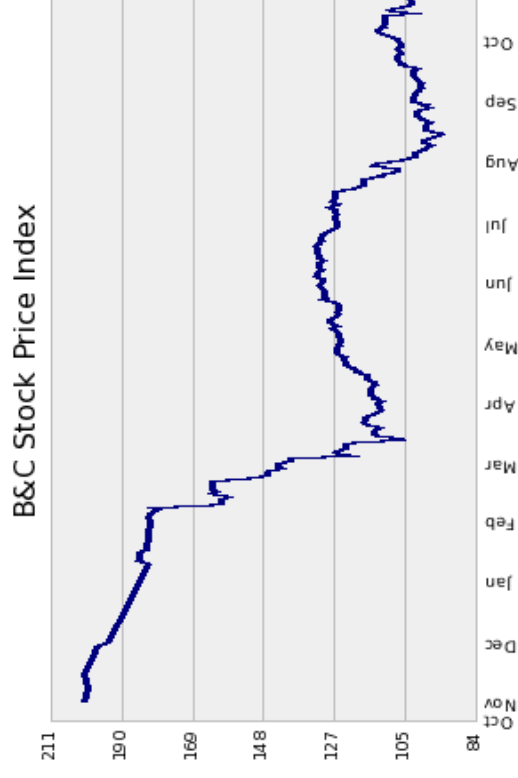
This is not
machismo





Uncertainty

- Attitudes toward unpredictability in life...



Masculine

Uncertainty tolerant

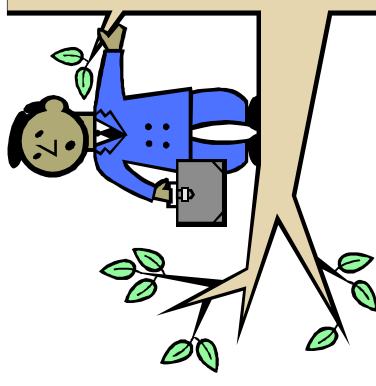
Feminine

Uncertainty avoiding



Uncertainty

- ✦ Uncertainty tolerant:
 - ✦ Willing to take risks.
 - ✦ Entrepreneurial in business.
 - ✦ Comfortable with travel, relocation.

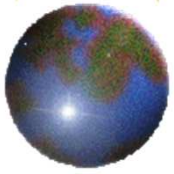




Uncertainty

- ✚ Uncertainty avoiding:
 - ❏ Prefer familiar surroundings.
 - ❏ Risk-averse in business.
 - ❏ Dysfunctional bureaucracy serves as ritual.





Uncertainty

- 📍 Some uncertainty avoiding cultures:
 - 🇬🇷 Greece.
 - 🇱🇦 Latin America.
 - 🇷🇺 Slavic cultures.
 - 🇧🇪 Belgium.
 - 🇫🇷 France.





Uncertainty

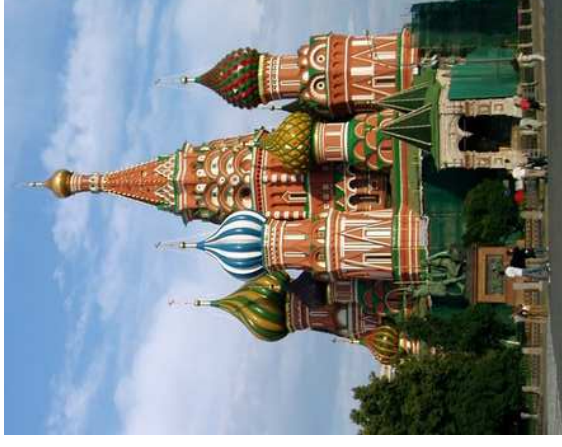
- 📍 Some uncertainty tolerant cultures:
 - 🇬🇧 U.K.
 - 🇺🇸 USA.
 - 🇭🇰 Hong Kong & coastal Chinese.
 - 🇸🇬 Singapore.





Uncertainty

- Case study: Russia
 - Feminine culture
 - Mother Russia
 - Aversion to competition
 - Post-Soviet failure of market system
 - Uncertainty avoiding culture
 - Fear of foreigners, reluctance to emigrate.
 - Created buffer states, first to the west, now to the south.





Culture and Political Power



Culture and political power

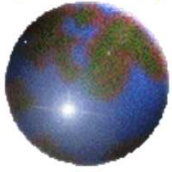
- 📍 Fundamental question of politics: How do **people get power**?
 - ❑ Rulers seldom rule by **force** alone.
 - ❑ Obedience is at root **voluntary**.
 - ❑ **Culture** makes this possible.



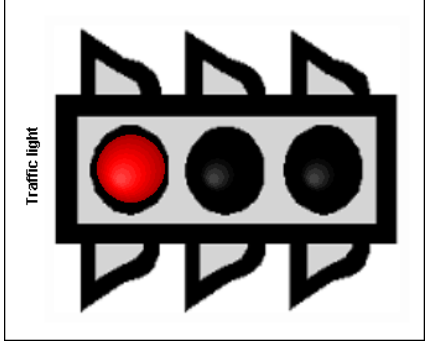


- Power in a **rule-based** culture has two main characteristics:
 - Rulers derive **legitimacy** from rules, rather than vice-versa.
 - Example: judge.
 - Rules are **enforced** by guilt, rather than personal supervision.





- 📍 Rules must therefore be **self-evident**.
 - ⚡ Natural law: Stop light vs. speed limit.
 - ⚡ Political decisions: democracy is self-evident.
 - ⚡ Economic decisions: laws of marketplace are self-evident.
 - ⚡ Consistent with low power distance.
- 📍 What is self-evident is **universal**.
 - ⚡ Everyone should have democracy, capitalist market system.





🌐 Power in a **relationship-based** culture is based on **who** one is.

- 🏠 It is **endowed, not earned.**
 - Important family
 - Wealth or good fortune
 - Divine selection (e.g., mandate of heaven)
 - Legendary abilities
- 🏠 **Authority must be protected**
 - Deference, face saving.
 - Boss is never wrong.
 - Ambiguous role.



14th Dalai Lama



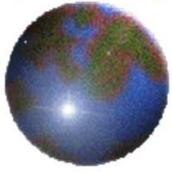
- 📍 **Elections** may not legitimize rulers.
 - ❏ This is rule-based legitimation.
 - ❏ This may seem obvious to us, but not to others.
 - Actually, no serious political theorist in the Western tradition ever endorsed majority rule.
 - ❏ Winners of the election will accept the outcome, losers may reject it.





- 📍 **Democracy** may be interpreted differently.
 - ❏ Democracy is **responsive** government, not **self** government.
 - ❏ The government takes care of you.
 - ❏ It does not oppress.
 - ❏ Government **for** the people, not necessarily **of** and **by** the people.





- 📍 Almost all cultures have mechanisms to make rulers responsive.
 - ❏ Democracy is only one.
 - ❏ Councils, right to a hearing.
 - e.g., Mongols, Arabs
 - ❏ Justice tradition
 - Muslim countries
 - ❏ Divine oversight
 - Failure is a sign of divine disapproval
 - ❏ Obligation to be generous
 - “Big man” system.
 - ❏ Collective redress
 - African cultures.



Genghis Khan

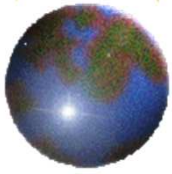


Western cultures

- Western cultures are fundamentally **egalitarian**.
 - **No person** has inherent authority.
- How do we justify giving power to a particular person?
 - Chosen by the rules
 - Popular or parliamentary elections
 - **Power is limited**.
 - Basically administers the law.
 - Limited term.



Bundeskanzlerin
Angela Merkel



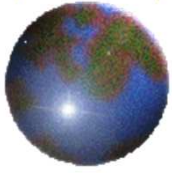
- 📍 But a leader must make some decisions.
 - 📍 How can any individual have the right to do this?
- 📍 **European solution:** aristocracy.
 - 📍 The aristocrat is qualified to lead
 - 📍 Superior training, ability, sophistication.
- 📍 **U.S. solution:** regular guy.
 - 📍 Take turns at leadership.
 - 📍 Authority evaporates after leaving office.



One of these persons is very popular in Europe (PhD, intellectual, musician)

One is very unpopular (too much like a regular guy)

Yet she carries out his policies!



China

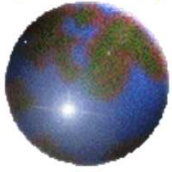
- 📍 Ideal Confucian leader
 - 📍 Authoritarian
 - 📍 Good character
- 📍 Accountability
 - 📍 Must be effective (Heaven is on his side)



Duke of Zhou
Role model for Confucius



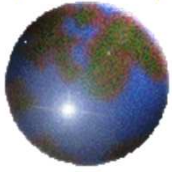
Deng Xiaoping
Ideal Confucian leader



- 📍 Working with a Confucian leader.
 - ❏ Strongly relationship-based culture.
 - ❏ Must build *guānxi* – a long-term personal trust relationship of mutual obligation.
 - ❏ The relationship is everything, the agreement/deal/treaty is nothing.



Hu Jintao
President (*zhǔxí*, Chairman) of China



Singapore

- 📍 Largely a Confucian model.



Lee Kuan Yew

Ideal Confucian leader:

Authoritarian, unselfish, high moral character, effective



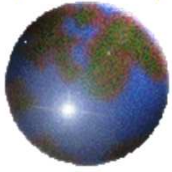
Japan

- 📍 Leader ratifies policy that rises from the ranks.
 - 📍 But high power distance.
- 📍 Group-oriented decision making.
 - 📍 Traditionally *nemawashi*.
- 📍 Accountability
 - 📍 Direct responsibility for decision is hard to pin down.
 - Protects leaders from loss of face.
 - 📍 But decision is vetted by group.



His Imperial Majesty
Emperor of Japan
(*Tennō Heika*)

Known outside Japan as
Akihito

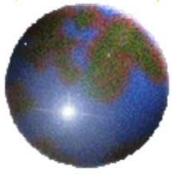


📍 Working with a Japanese leader.

- ❏ High-context culture – most extreme case in the world.
- ❏ Communication is indirect, through body language, context, what is not said.
- ❏ Etiquette and respect are essential.



Shinzo Abe
Prime Minister of Japan



India

- The ideal leader:
 - ❏ Well educated, intellectual, wise.
 - Cultural emphasis on intellect, mental discipline.
 - Institution of the *guru*.
 - ❏ From prominent family.
 - High power distance.
 - ❏ Well-connected.
 - Relationship-based culture.
- Accountability
 - ❏ Can no longer work through connections if ineffective.



Dr. Manmohan Singh
Prime Minister of India



- 📍 Working with an Indian leader.
 - 📍 Approach him/her through connections.
 - 📍 Be courteous and hospitable.
 - 📍 Present a rational case.
 - 📍 Do your homework.
- 📍 World's largest democracy, but...
 - 📍 The real power structure is the network of important families.



Indian Parliament building

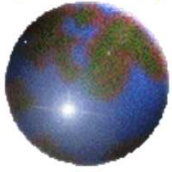


Arab culture

- ❏ Using “Arab” in the sense of Saudi Arabia and the Arab Gulf States.
- ❏ Typical leader belongs to an important family.
 - ❏ Nepotism is everything.
 - ❏ Very high power distance.
- ❏ Accountability
 - ❏ Sheikh hosts *majlis* (council, from Arabic word for tent).
 - ❏ Must rule with Koranic justice.



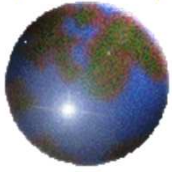
The late King Fahd of Saudi Arabia
Before his stroke, he held a regular
majlis with Bedouin tribal leaders.



- 📍 Working with an Arab leader.
 - 📍 Total respect and courtesy.
 - Watch posture, body language.
 - 📍 Low-key approach, soft spoken.
 - 📍 Respect male ego.
 - Arab culture is origin of *machismo*.
 - 📍 Allow time to establish comfort level.
 - Male bonding is important.
 - Not unlike good ol' boy Texas culture, important for Saudi Aramco, etc.
 - 📍 The deal is central.
 - Idea of a contract originated in the Middle East.



Sheikh Hamad bin Khalifa Al-Thani
Emir of Qatar

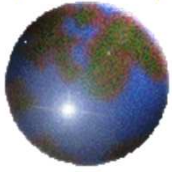


Turkey

- 📍 The ideal leader has legendary abilities.
 - 📌 Takes charge, rules with confidence.
 - Masculine culture
 - 📌 Listens to subordinates and makes just decisions.
 - 📌 The only really respected authority in Turkey is the military.
 - Due to its historical connection with Atatürk.



Mustafa Kemal Atatürk
Founder of modern Turkish
state



- 📍 Working with Turkish leaders.
- 📍 Establish a friendship based on trust.
 - Always be scrupulously honest.
 - Indicate that you enjoy working together.
- 📍 The agreement is central.
 - It should be fair to all parties (Islamic justice).
- 📍 Know how to **negotiate**.



President
Abdulla Gül



Prime Minister
Recep Tayyip Erdoğan

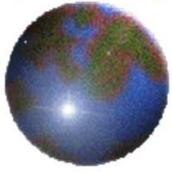


Negotiation in the Middle East

- 📍 Negotiation is cultural glue.
 - 📍 It is how people relate to each other.
- 📍 It is not haggling or confrontation.
 - 📍 Based on **mutual respect**.
 - 📍 It is information exchange.
 - Signals convey only enough information to find common ground.
 - 📍 It is culturally specific.
- 📍 One negotiates the **truth** as well as the deal.
 - 📍 No effect on credibility.



President Mahmoud
Ahmadinejad of Iran



Slavic Cultures

- Western Slavic cultures
 - Low power distance
 - Feminine culture.
- Eastern Slavic cultures, particularly Russia.
 - High power distance.
 - Mongol influence
 - OK to be harsh
 - Also feminine culture.
 - Competitiveness is bad form.
 - Now in transitional period.



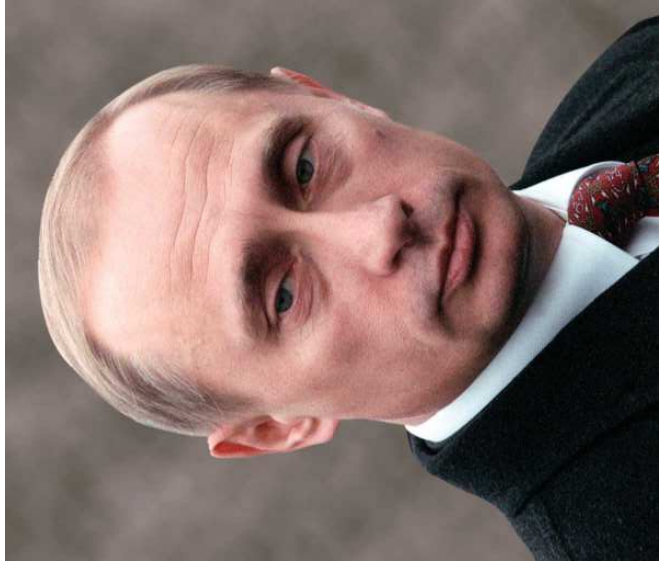
Václav Havel
Playwright

President of Czechoslovakia 1989-92
President of Czech Republic 1993-2003



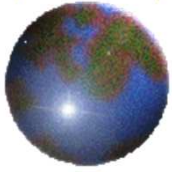
📍 Working with Russian leaders.

- 🏠 Russians fear foreigners.
 - Whence buffer states, once in Eastern Europe, now in the south.
- 🏠 Must establish comfort level.
 - Work through mutual friends, Russians you know.
 - Expect some double dealing at first.
- 🏠 Avoid hard negotiation.
 - The main object is for the Russians to **feel good** about the situation.



Vladimir Vladimirovich Putin
President of Russia

In the mold of a traditional
Russian leader

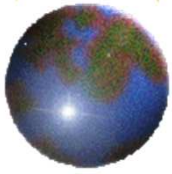


Central/southern Africa

- Leadership in Bantu-language cultures.
 - ❏ The **community**, not the individual, is central.
 - An ethic of sharing, redistribution.
 - ❏ Wealth and success incur an obligation to play a leadership role.
 - Family background can be important.
 - ❏ The good leader is **generous**, particularly to those in need.
 - Related to the “big man” phenomenon of Melanesia.
 - A wealth redistribution mechanism.



President Robert Mugabe
of Zimbabwe



📍 Accountability

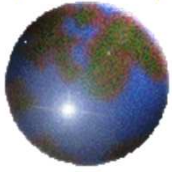
- ❏ Individuals must defer to leaders (high power distance).
- ❏ But the community can challenge the leader.
 - Ask for redress of grievances.
- ❏ One modern form: labor movement.

📍 Corruption

- ❏ Most of these cultures lie uncomfortably between traditional and Western ways.
- ❏ Separation of work from community has been highly corrupting.



ZCTU = Zimbabwe Congress of Trade Unions



- 📍 Working with African leaders.
 - 📍 Western on the surface, African inside.
 - Due to colonial experience.
 - 📍 Maintain courtesies.
 - 📍 Respect those of higher station.
 - 📍 Accept responsibilities of leadership.
 - Show concern for those in your care.



Nelson Mandela
President of S. Africa 1994-99
From royal family of Thembu
people



Latin America

- High power distance cultures
 - Less so: Costa Rica, Argentina, Uruguay.
 - Inherited from indigenous culture and/or colonial past.
- Leaders *typically* from prominent, wealthy families.



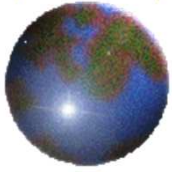
Óscar José Rafael Berger Perdomo
From family of wealthy sugar and
coffee plantation owners



- **Polarized cultures**
 - **Plutocracy vs. grass roots justice movements.**
 - Roman Catholic influence.
 - Christian base communities, liberation theology.
 - **Countervailing trends.**
 - Politics: toward left-wing elected leaders.
 - Religion: toward conservative Protestant sects.



Demonstration in Oaxaca



📍 Accountability

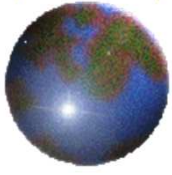
- ❏ Oscillation between left and right.
- ❏ Political leaders feel pressure from both sides.
- ❏ The trick is to balance them.



Salvatore Allende Gossens
Marxist President of Chile,
1970-73



Augusto José Ramón Pinochet Ugarte
Right-wing President of Chile, 1973-90



- 📍 Leaders often cater to one side or the other.



Hugo Rafael Chávez Frías
President of Venezuela

Humble background
Mestizo/zambo/mulatto ancestry



Álvaro Uribe Vélez
President of Colombia
Privileged background
Hispanic ancestry

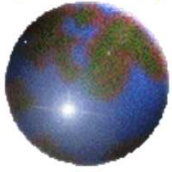


- ✚ Sometimes a middle course seems to be possible.



Luiz Inacio Lula da Silva
President of Brazil

Very humble origins
But makes overtures to the right



📍 Working with Latin American Leaders.

- 📌 Establish a personal friendship first.
 - Especially in more conservative countries, e.g. Mexico.
 - No distinction of professional and personal life.
- 📌 Remember *machismo*, which in Latin America has three aspects:
 - Thin-skinned male ego, as in Arab culture.
 - Mutual support and care.
 - Family man; talk about it.

- 📌 Keep your emotional radar in operation.
 - Relate to the whole person, not just the rational part.



abrazo