

Cultural Analysis Framework

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Your referential is not universal

- **National culture:** Generally Agreed Principals to solve dilemmas or Software of the mind
- Relativity of **values:** right or wrong, beautiful or ugly, tasty or repulsive
- You **judge** people with your own system of values
- To be **different** is to be in the wrong

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Values: the TRUTH

- Germany / Australia: the truth is the truth
- USA: can lead to confrontations
- UK: don't rock the boat!
- France & Italy: must not disrupt social intercourse
- China: Ying & Yang
- Japan: a dangerous concept (potential loss of face)

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From Richard D. Lewis: When Cultures Collide

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The Analytical Framework

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- 1° Power and responsibility
- 2° Time management
- 3° Definition of self identity
- 4° Organisational arrangements
- 5° Communication patterns
- 6° Thinking

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Power & Responsibility

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- **Control:** People have a determinant power and responsibility to forge the life they want
- **Harmony:** Strive for balance and harmony with nature
- **Humility:** Accept inevitable natural limitations

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Time management approach

1° Scarce / Plentiful

- ☞ Time is a scarce resource. Manage it carefully!
- ☞ Time is abundant. Relax!

2° Monochronic / Polychronic

- ☞ Concentrate on one activity
- ☞ Concentrate simultaneously on multiple tasks

3° Past / Present / Future

- ☞ Learn from the past
- ☞ Focus on the here and now
- ☞ Promote a far reaching vision

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Definition of identity

1° Being / Results

- ◆ Stress living itself and the development of relationships
- ◆ Focus on accomplishments

2° Individualistic / Collectivist

- ◆ Emphasise individual attributes and projects
- ◆ Emphasise affiliation with a group

3° Hierarchy / Equality

- ◆ Organisations must be stratified to function
- ◆ People are equals who happen to play different roles

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Organisational arrangements

1° Universalist / Particularist

- ◆ All cases should be treated in the same universal manner
- ◆ Emphasise particular circumstances

2° Stability / Change

- ◆ Value a static and orderly environment
- ◆ Value a dynamic and flexible environment

3° Competitive / Collaborative

Promote progress through:
 competitive stimulation
 or
 mutual support

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Communication patterns

- High context / Low context
- Direct / Indirect
- Affective / Neutral
- Formal / Informal

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Thinking

1° Cartesian / Pragmatist

Emphasise concepts
Start with experiences

2° Analytical / Systemic

Separate a whole into its constituent elements
Focus on the whole system

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Illustrations

- A good employee
- A good manager
- Labour laws in France

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A good employee

Managerial view

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- | | |
|--|---|
| <ul style="list-style-type: none"> ■ American standard: <ul style="list-style-type: none"> ◆ Seeks excellence ◆ Doer ◆ Gets results ◆ Quick ◆ Team player ◆ Useful inputs ◆ Reports on his work | <ul style="list-style-type: none"> ■ French standard: <ul style="list-style-type: none"> ◆ Shows dedication to the job / company ◆ Self-starter but will report his initiatives ◆ Obeys broad orders without discussion ◆ Knowledge of the job, seniority and diploma |
|--|---|

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A good employee (continued)

Managerial view

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- | | |
|---|--|
| <p>German:</p> <ul style="list-style-type: none"> ■ Obeys orders ■ Perfect & consistent execution ■ Gets results ■ Timeliness ■ Experience, seniority, diploma | <p>British:</p> <ul style="list-style-type: none"> ◆ Team Player ◆ Gets results ◆ Useful inputs ◆ Available ◆ Challenges authority when necessary |
|---|--|

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A good manager (needs of employees)



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- US employee:
 - ◆ Positive feedback
 - ◆ Supervision / control
 - ◆ To be consulted
 - ◆ Know what is expected of him
 - ◆ Build his CV



- French employee:
 - ◆ Recognition
 - ◆ Autonomy
 - ◆ One to one talks
 - ◆ Security

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A good Manager (needs of employees) (continued)

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- German employee:
 - ◆ Unambiguous detailed orders
 - ◆ Focus on the task
 - ◆ Efficient planning
 - ◆ Explicit delegation of authority

- British employee:
 - ◆ To be a team member
 - ◆ “Muddle through”
 - ◆ “Well done old chap”
 - ◆ Obvious delegation of authority

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An ideal employee (1)

- “Susan is totally dedicated to her job; she’s a real team player and a good communicator. She is very proactive in setting her goals and objectives, and tries to continually surpass them. She also gives me excellent feedback on how we can work together to further our company’s goals. She has a lot of ambition; she’s pursuing an MBA part-time! In addition, it’s a pleasure to work with her. She has a nice sense of humor; we often have a drink together after work to wind down, and of course we talk about our families. I really admire how she balances her professional and personal lives.”

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An ideal employee (2)

- “Carole has an excellent background. She graduated from a prestigious Business school and knows all the details of analytical accounting. She provides me with excellent reports on the activities of our European subs. These are very useful to me when I present to the “comité de direction”. Her work reflects well on me as a manager. When we have a departmental meeting, she always understands what is important to me, and her comments are focused on these issues. I don’t know what her plans for the future are, but I appreciate her work, and she will always have a place in my department. I know that she is married, but fortunately, she does not have any children. “

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An ideal manager (1)

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- “Mary is a great manager! Her expectations about my role and responsibilities are clear, and she gives me a lot of feedback about how I can continue to improve. However, she trusts my judgment and gives me a lot of leeway in determining how to accomplish my objectives. She is always available to coach me when I encounter difficulties in my job, and is not judgmental. Even if I think I have really screwed up, I can go to her, and she will give me constructive advice. She gives me lots of information about the company so that I will be able to develop professionally, and has suggested additional training that would be useful for me. When our department gives a presentation, she promotes the team, not herself. She does her best to showcase our work to management.”

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An ideal manager (2)

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- “Mr L. is very intelligent, a graduate of a famous engineering school, and very well-respected within the company. He has the ear of top management, which gives our finance department additional prestige. Although review procedures are not extremely formal in our company, he makes it clear what he expects of his direct reports. We had a good discussion about his expectations for my team over an excellent meal at “Le Doyen”. It’s clear to me that he is satisfied with my work, otherwise he never would have invited me to “Le Doyen”. He used some of my work in a presentation to our Directeur Général, and mentioned my contribution. That is quite a change from the last manager I had. When I encounter problems, I of course resolve them myself most of the time. Nonetheless, he gives me advice when necessary, and his feedback shows that he has a deep understanding of our company’s strategy. All of this leads me to believe that I am on track for an important promotion within the next two years.”

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Labour Laws in France (overview)

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Centralised Law making

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- Legislators rule everything
- Jurisprudence comes far behind

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Sources of regulations

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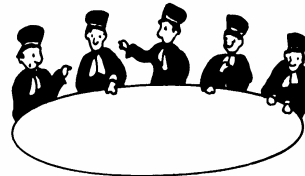
+ Company Rules: Règlement intérieur

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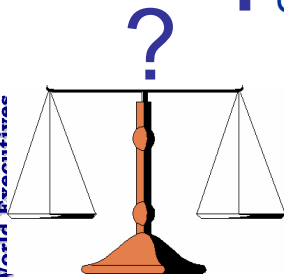
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Labour disputes tribunal



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- *Conseil des Prud'hommes*
 - ◆ Litigation related to execution of the work contract
 - ◆ Individual grievances
 - ◆ Employer / Employees representation
 - ◆ Elected for 5 years.

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Legal working hours

- ◆ 35 hour week since January 2000 (151h40 / month)
- ◆ For “cadre” 16 days (++) RTT
- ◆ Maximum work day = 10 hours
- ◆ Maximum work week = 48 hours
- ◆ Non-stop workday
- ◆ Sunday off is compulsory

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Public Holidays

- Roman Catholic Public Holidays
- Other Public Holidays
- Labor Day (May first)



"Ponts" (workdays
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are often allowed by employers

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Paid Holidays

- ◆ 4 weeks per year; plus one
- ◆ Splitting of holidays
- ◆ Seniority