Harvey Nash Group plc

Challenges with Global Business and Local Culture

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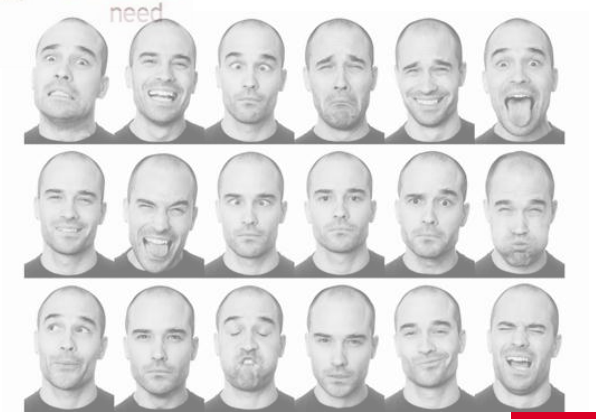
Agenda

- Leadership services, presentation
- Culture
- Personality, do’s and don’ts



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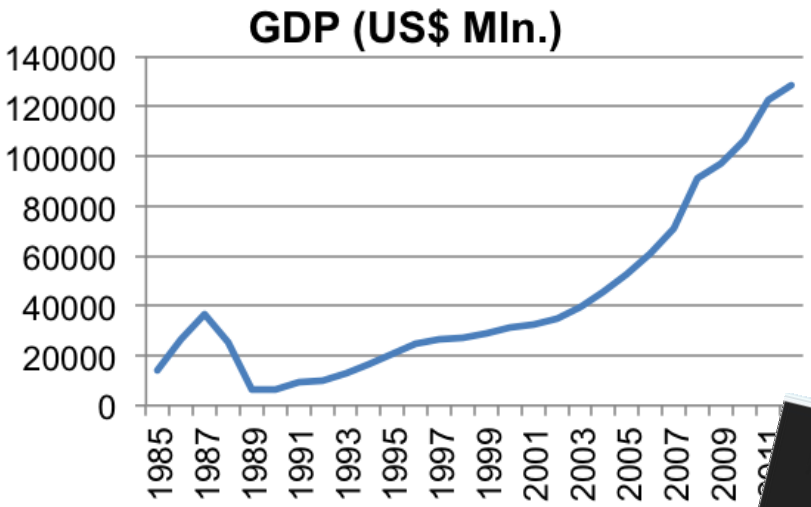
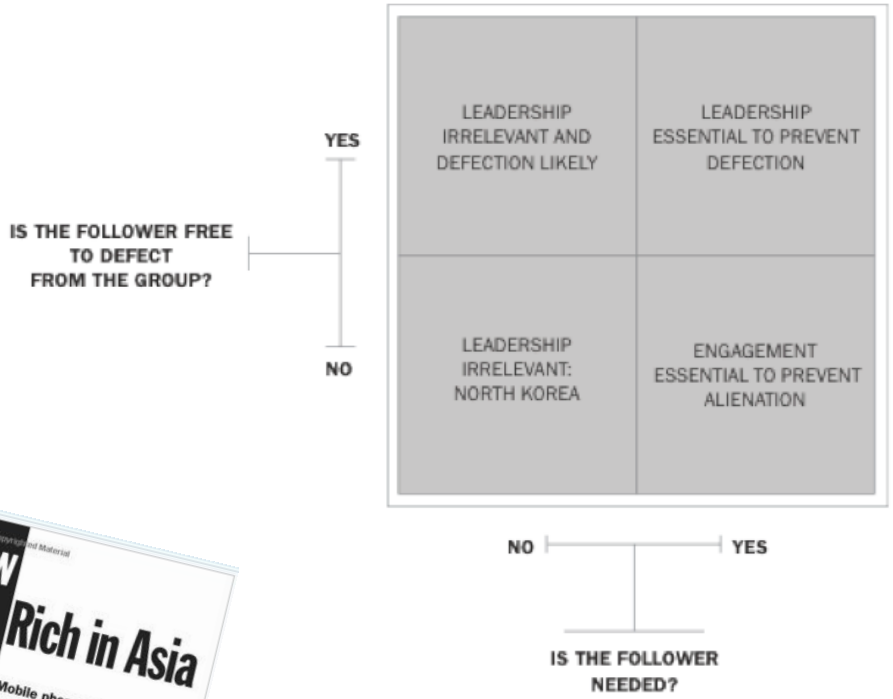
Taking leadership services to Vietnam





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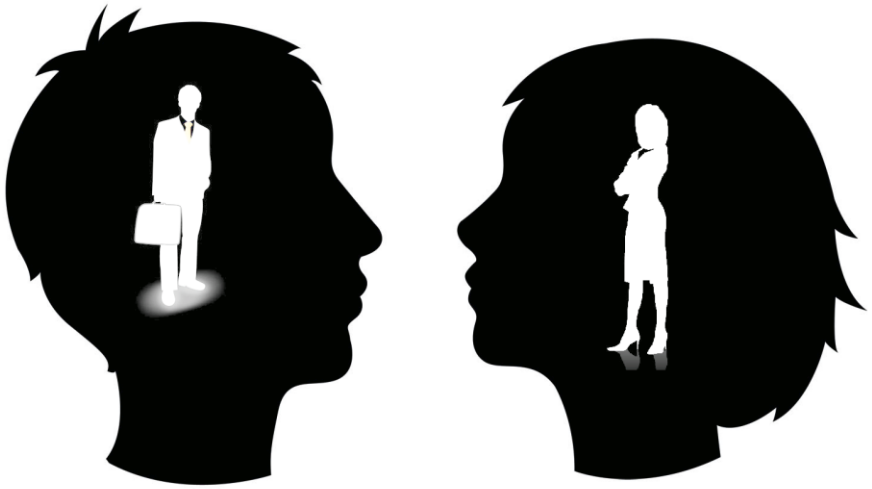
Leadership: It’s all in your head

The good news:

The definition of *Good Leadership* is in your head



The bad news:

This definition is only true for you and those close to you

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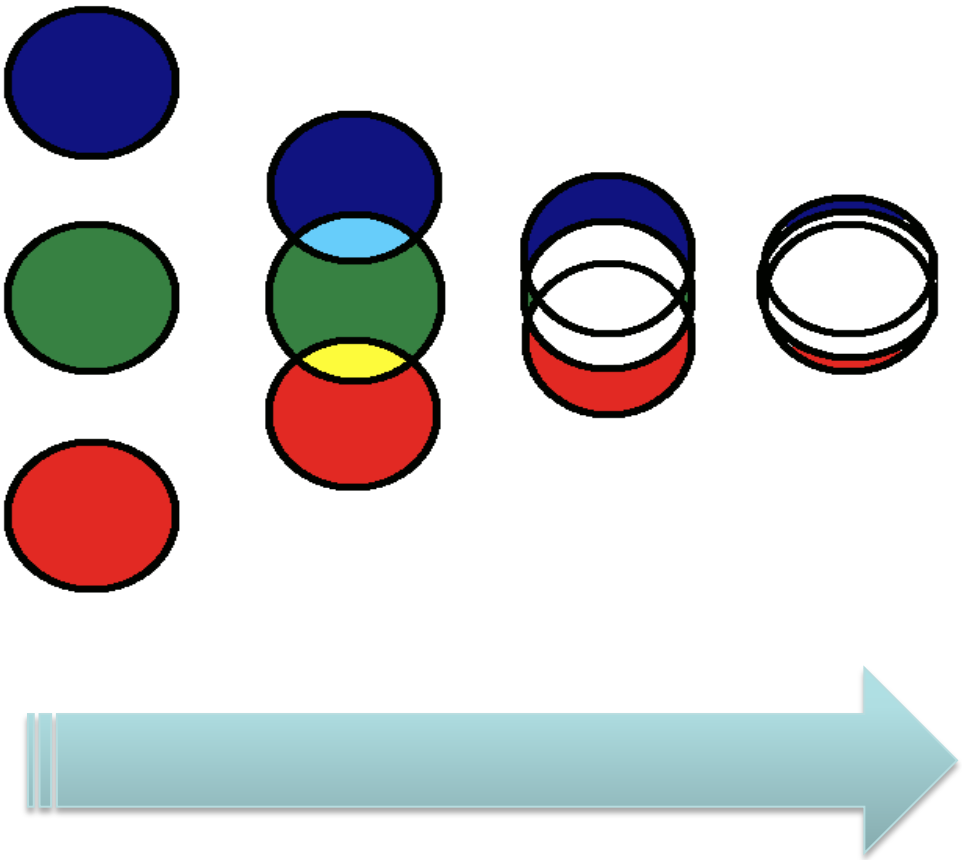
More good news?

- if you spend some time with a group of people, you will gradually adjust your definitions of what is good/bad leadership (albeit not perfectly, and you may fight over it)



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Problem I: the world is a very big place, and it's crowded with groups

Problem II: outgroups strengthen ingroups

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We have to acknowledge and deal with the existence of differences…

…instead of ignoring them, or acting on them without being aware of it.

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Leadership – Poll

A. A leader should never be personal with staff (yes/no)
B. The ability to follow orders is a key skill for a co-worker
C. I work in order to live
D. I live in order to work
E. Leaders should show feelings in relations with employees
F. Indivdual freedom reduces stress
G. Belonging to a group reduces stress

Hand up – Yes, Hands down - No

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Leadership: a Matter of Perception

Leadership emergence

Leadership efficiency

Group process: how did the team play?

Group performance: did the team win?

Leadership and the Fate of Organizations, Kaiser et al, American Psychologist 2008, vol 63

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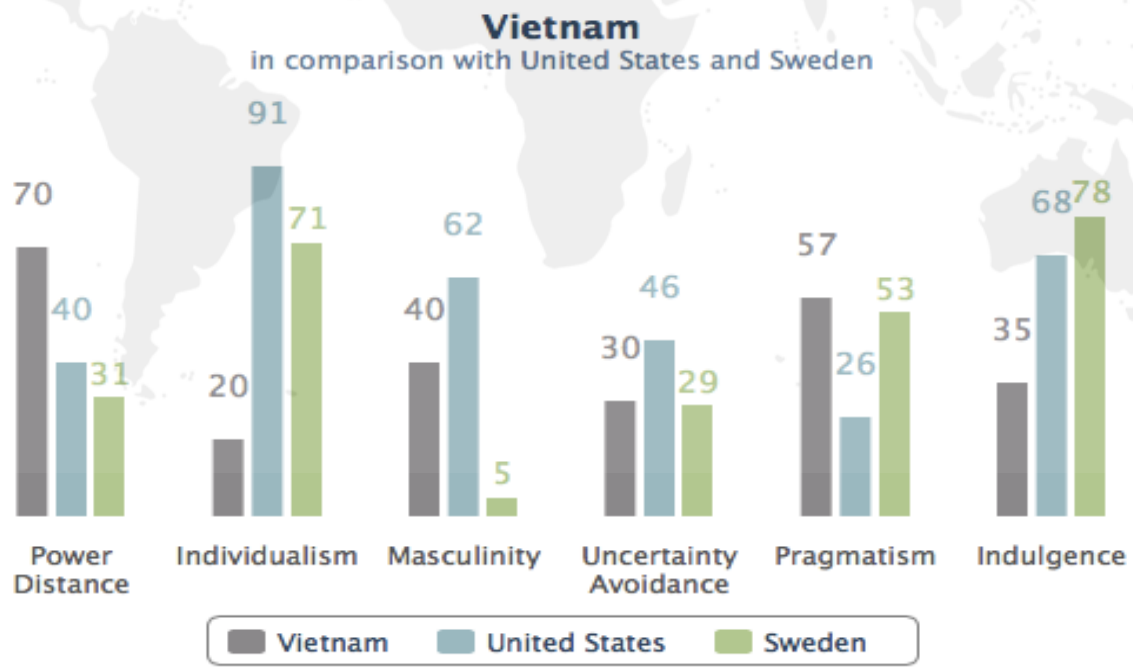
Culture: www.geert-hofstede.com

Scientifically, 96 % of all differences between people are related to factors not concerning culture.

We spend a massive amount of energy focusing on the last 4%



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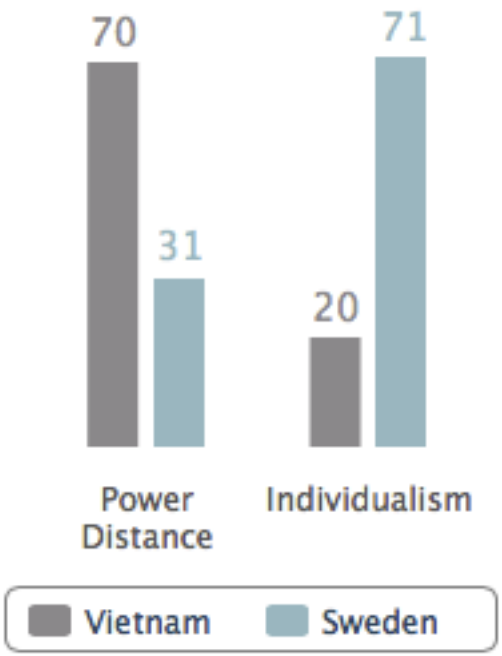
What's your challenge?

The words 'new' and 'rich' are perhaps most appropriate to the new social
rata of wealth emerging in those command economies, such as China and
ietnam, now in transition to market systems of economic organisation. In
nose societies, where economic power has long been embodied within bureau-
cratic hierarchies of the state apparatus, the emergence of individuals with
private control of investment capital, and often unprecedented amounts of
private disposable wealth, has had a dramatic impact. The most publicised of
such developments has been the emergence of private entrepreneurs. These
range from the new capitalist farmers and pri ... to much
larger-scale industrial capitalists, often entering
investors. Less obvious but perhaps more imp
capitalism are the new kinds of managers who
enterprises into the market. However, even wh
within the state and remain officially part of it
from the central structures of the command
market-based calculations upon which they op
departure from the previous order.



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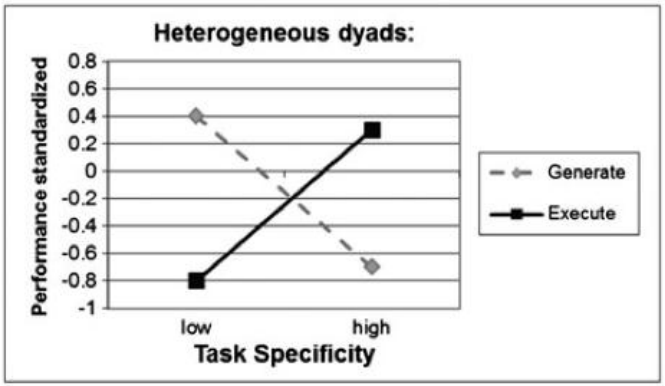
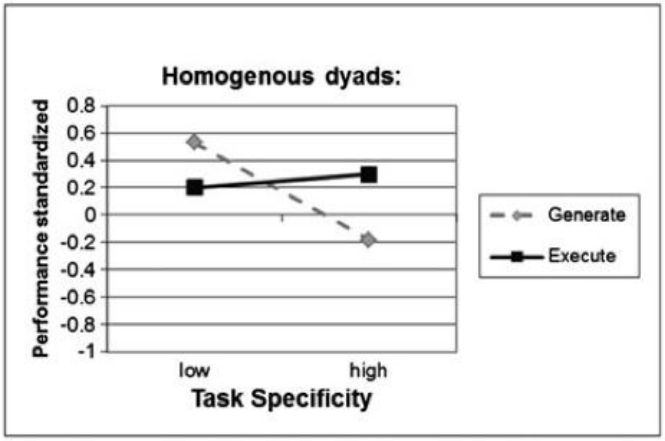
The Impact of Cultural Differences on Performance

Cultural differences in groups may improve creative performance, but may lower executive performance – ***depending on level of task specificity***





Taking the bite out of culture: The impact of task structure and task type on overcoming impediments to cross-cultural team performance Nouri et al. Journal of Organizational Behavior 2013, vol 34

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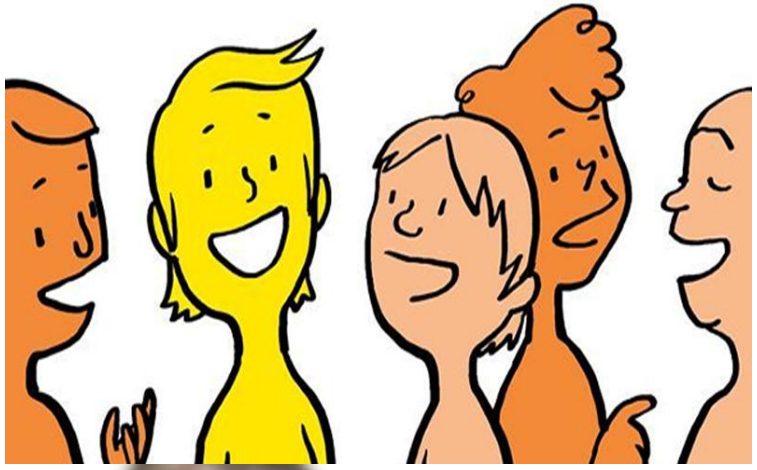
DOs and DON'Ts on leading multi-cultural teams

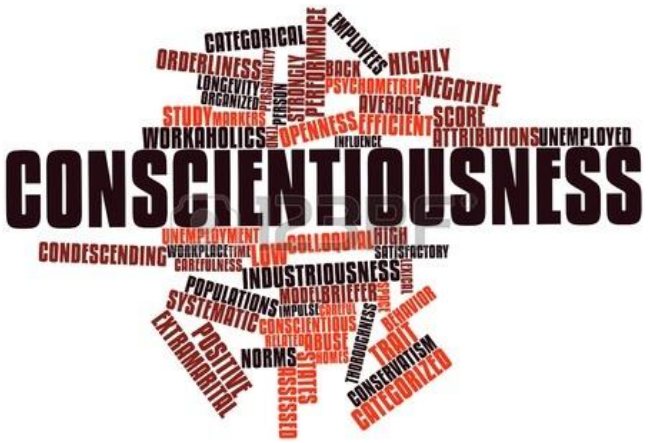
- When working with creative tasks – give them room to improvise



- When working with production – be very task specific (and hire a project manager)

What about personality?

- Personality is far more important than culture
- Out of five global personality traits, two are constantly positively correlated with work performance:
- Conscietiousness
- Emotional stability



Relationship of Personality to Performance Motivation: A Meta-Analytic Review T Judge et al, Journal of Applied psychology 2002 vol 87 /Personality and group **performance**: The importance of personality composition and **work** tasks A Kramer et al, Personality and Individual Differences 2014, vol 58

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Conclusions on selecting and leading your multi-cultural team

- Make sure your idea of leadership is aligned with team expectations
- Multi-cultural teams may be an asset or a liability depending on your management
- Be aware of the effects of work context
- Most of our daily work is repetitive – provide task specificity if any action is to be carried out more than once
- look for specific talent, not for specific ethnicities

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Thanks for listening…
…and good luck!

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