



Project Friendly 2008

1st International Young Project Managers Meeting in Brno, Czech Republic

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Cultural differences in industry

AREA	KEY WORD	CONSEQUENCES
EUROPE	Productivity	Protectionism
USA	Reaction	Explorations
FAR EAST	Learning	Analytical
NIC	Speed	Curiosity

Behaviour



Attitudes/beliefs



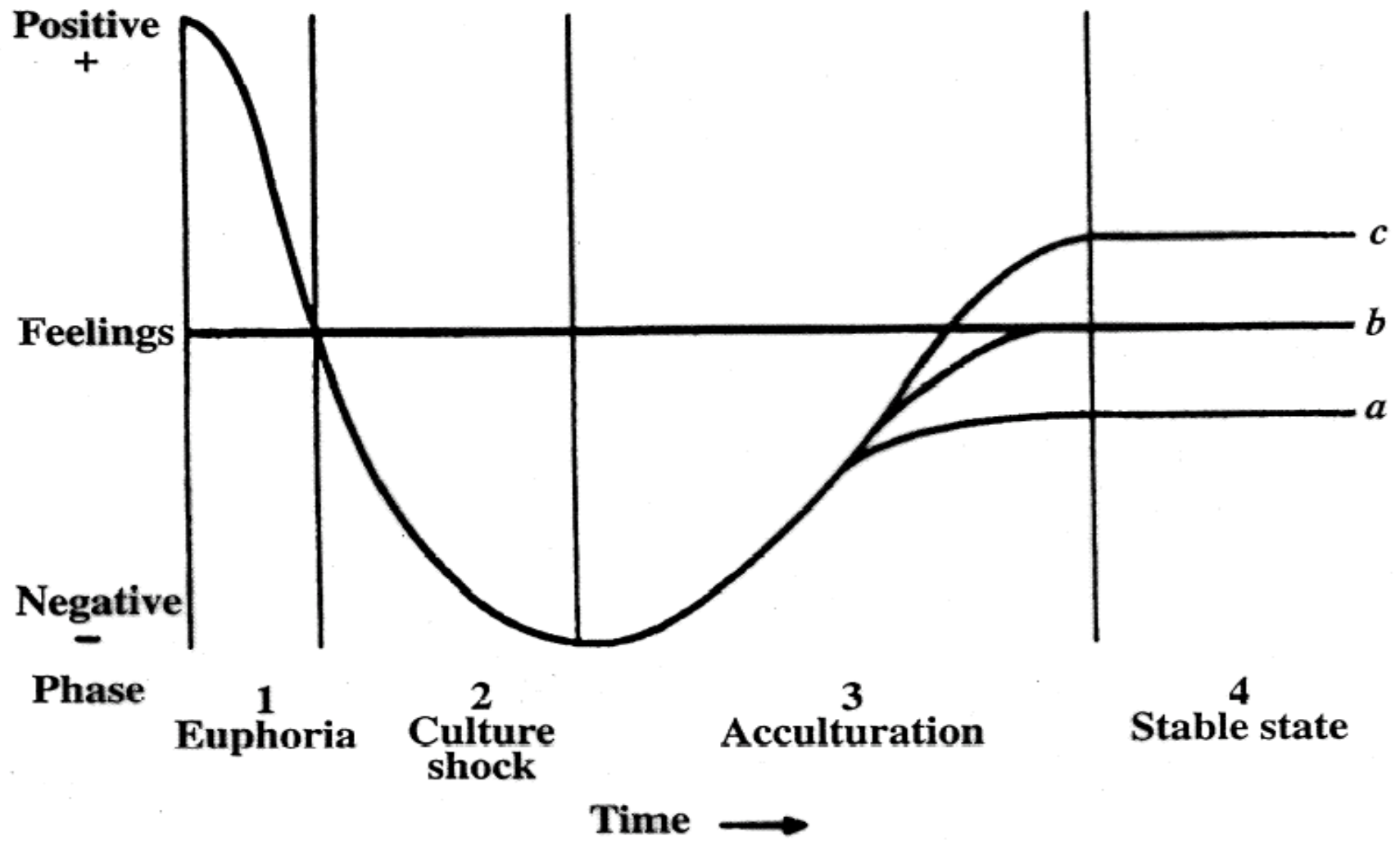
Values/basic programming



Unquestioned assumptions

What is right and wrong/ethics

Lilly-pond model



Hofstede's () dimensions*

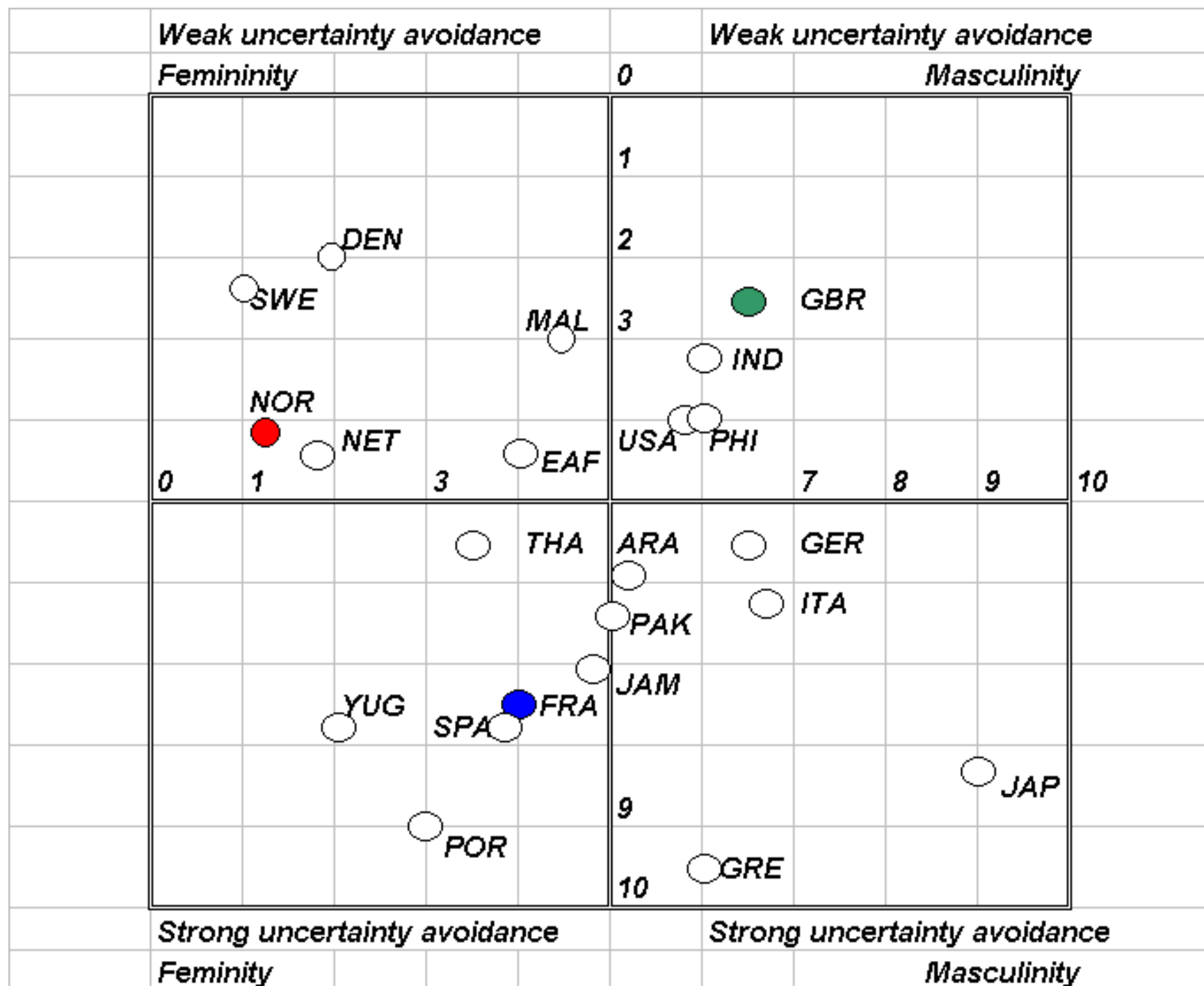
- *“Power” distance*
 - *The extent to which the less powerful person in a society accepts inequality in power and considers it as normal*
- *Individualism*
 - *Individuals look primarily after their own interests and the interest of their immediate family (husband, wife, siblings)*
- *Masculinity & Femininity*
 - *Uses the biological existence of the two sexes to define very different roles for men and women*
- *Uncertainty avoidance*
 - *The extent to which people within a culture are made nervous by situations they consider unstructured, unclear or unpredictable and the extent to which they try to avoid such situations by adopting strict codes of behavior and a belief in absolute truths*

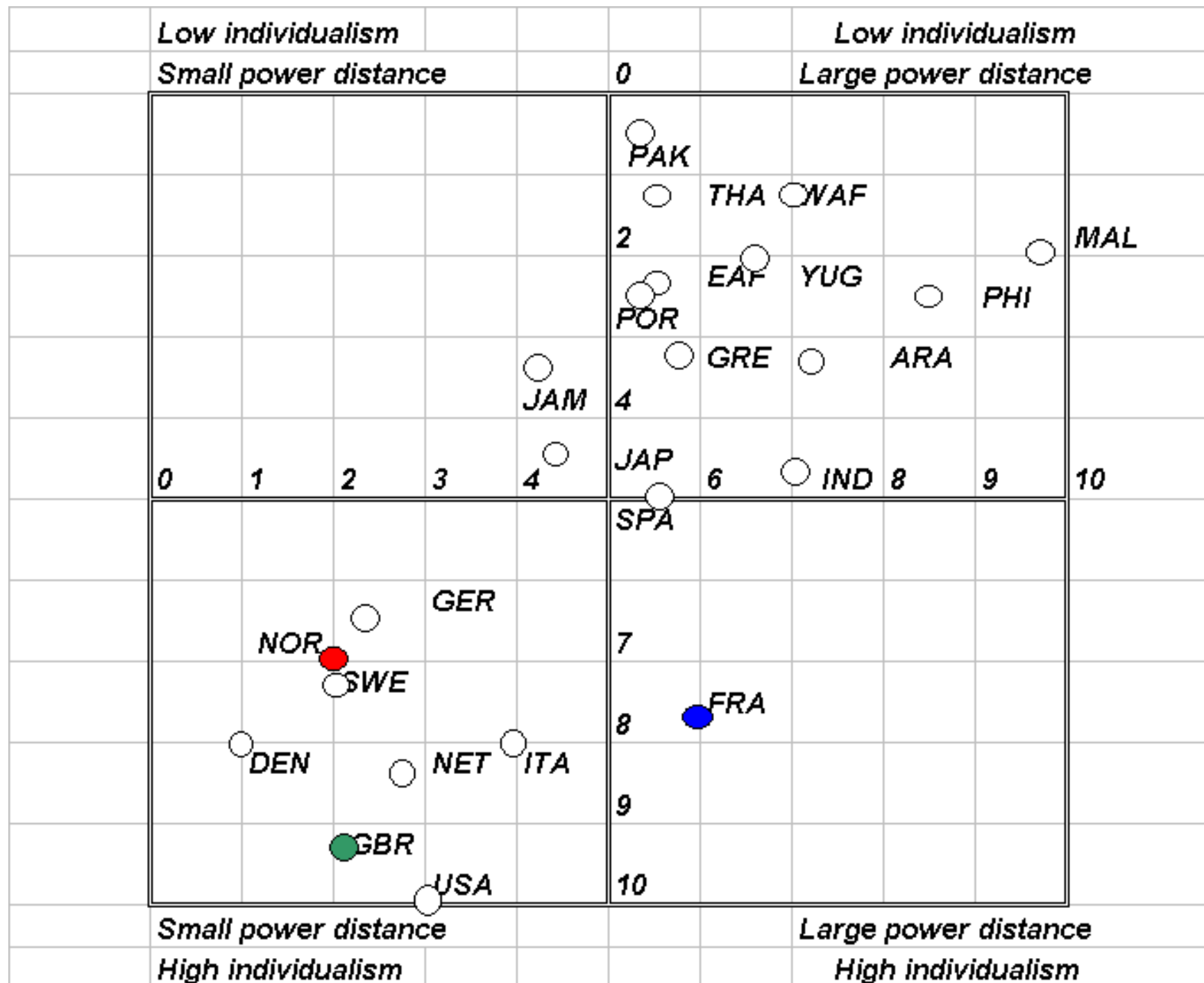
(*) Professor in Management

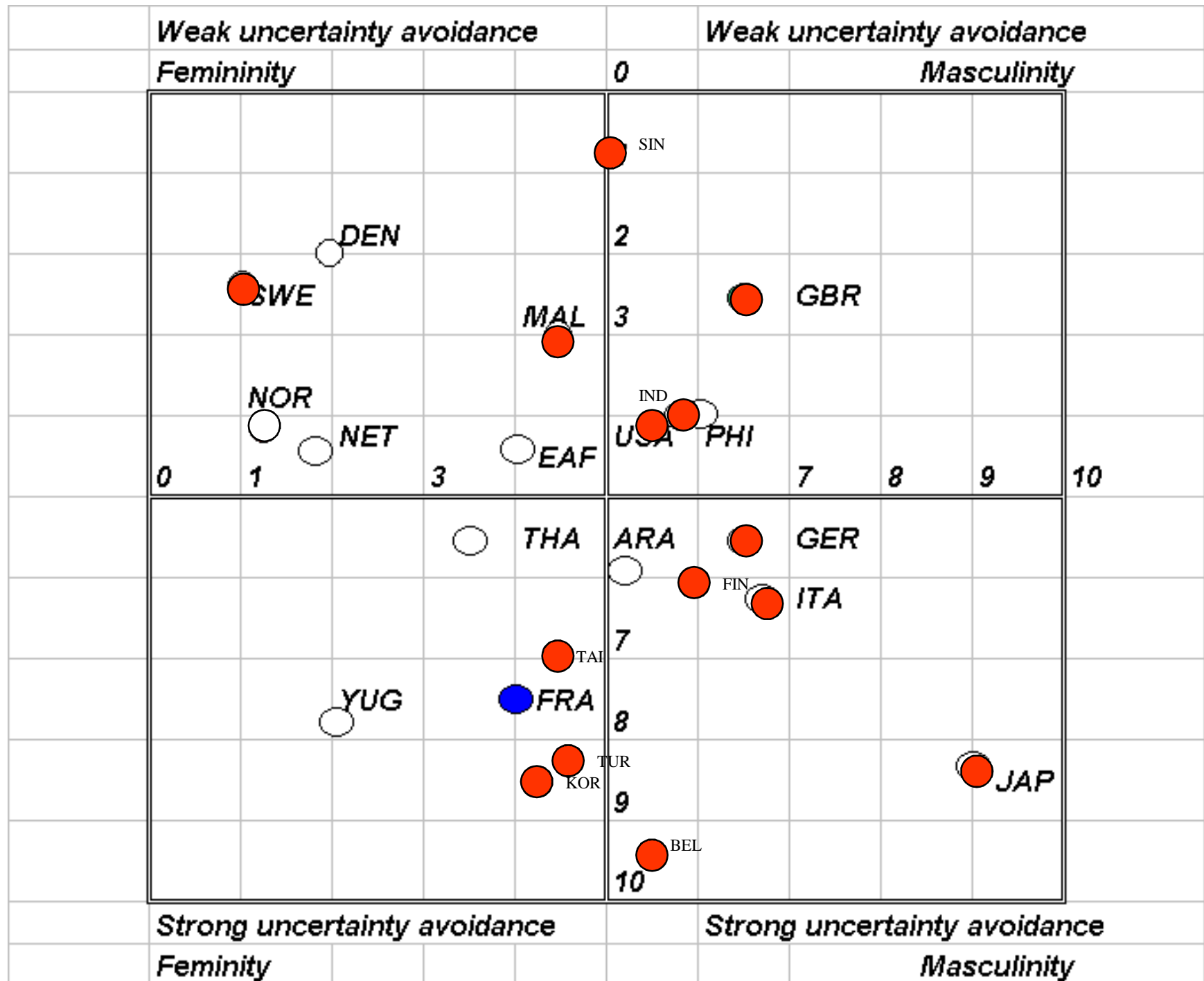
Individual exercise on project culture

Mark out, using Hofstede`s dimensions, your personal opinion about the attitude and behaviour of project managers in your country

Time: 3 minutes







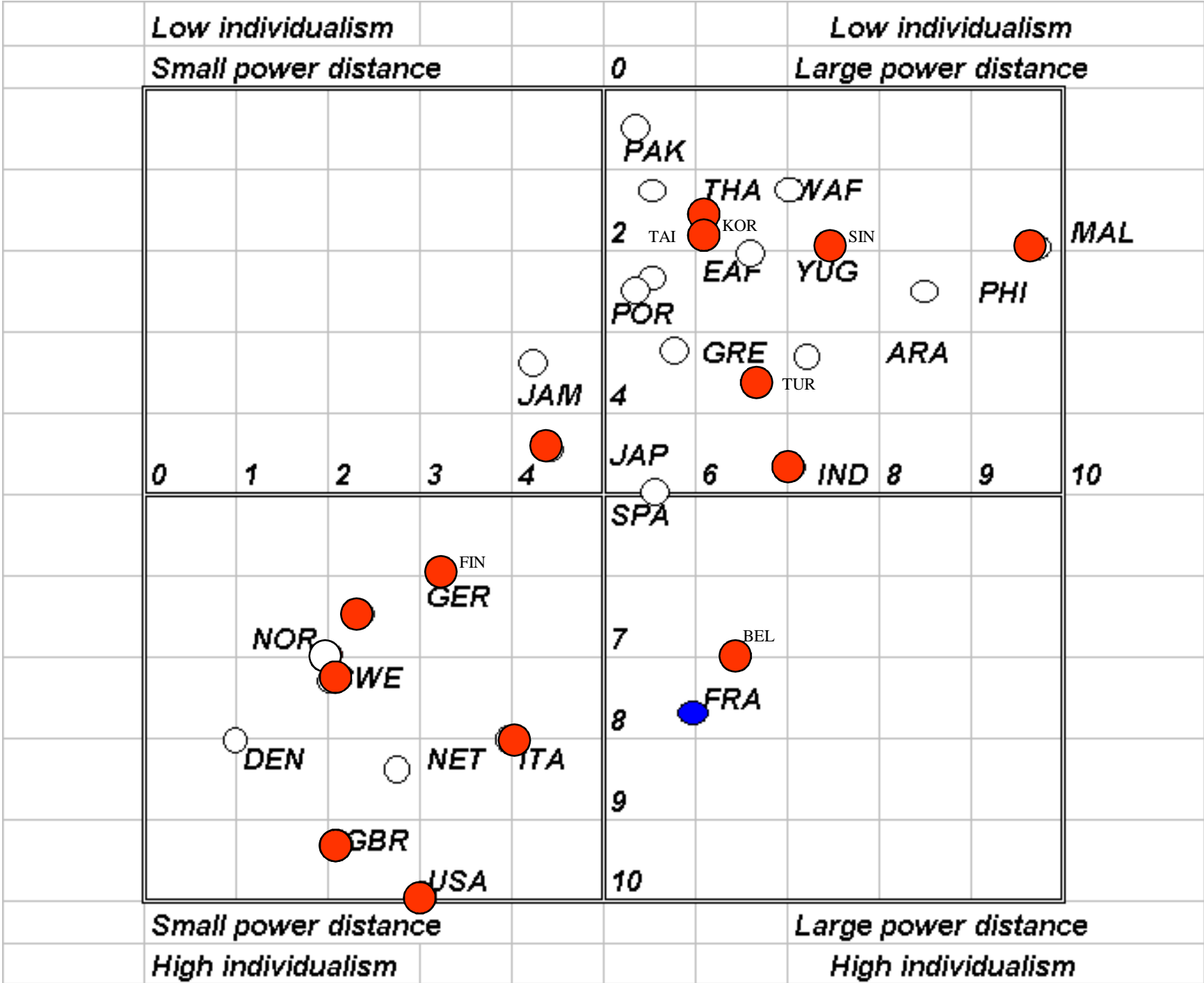


Table 19.2 Preferred cultural approach, and assumed attitude scores, at each stage of the project life cycle

<i>Trait</i>	<i>Feasibility</i>	<i>Design</i>	<i>Execution</i>	<i>Close-out</i>
Power distance	High (7.5)	Low (2.5)	Low (2.5)	High (7.5)
Individualism	High (7.5)	Medium (5.0)	Medium (5.0)	Low (2.5)
Masculinity	Medium (5.0)	Medium (5.0)	Medium (5.0)	Medium (5.0)
Uncertainty avoidance	Low (2.5)	Medium (5.0)	Medium (5.0)	High (7.5)

Table 19.1 Country ranking of fitness for project management

<i>Rank</i>	<i>Country</i>	<i>Code</i>	<i>Initiation score</i>	<i>Planning score</i>	<i>Execution score</i>	<i>Termination score</i>	<i>Total score</i>
1	Germany	GER	6.10	2.17	2.17	2.49	12.93
2	Italy	ITA	5.56	3.86	3.86	2.43	15.71
3	France	FRA	5.10	4.80	4.80	3.61	18.31
4	USA	USA	5.23	5.03	5.03	4.28	19.57
5	Netherlands	NGT	5.89	4.66	4.66	4.44	19.65
6	Norway	NOR	6.70	4.28	4.28	5.09	20.35
7	Gt Britain	GBR	5.45	5.12	5.12	5.26	20.95
8	Arab Countries	AR	5.48	5.11	5.11	6.49	22.19
9	East Africa	EAF	6.07	4.57	4.57	7.13	22.38
10	Sweden	SWE	6.57	5.17	5.17	6.41	23.32
11	Denmark	DEN	7.18	5.15	5.15	6.44	23.92
12	Japan	JAP	8.10	5.48	5.48	5.62	24.68
13	Thailand	THA	7.43	5.16	5.16	7.43	25.18
14	West Africa	WAF	6.74	5.91	5.91	8.21	26.77
15	Philippines	PHI	5.59	6.80	6.80	8.73	27.92
16	Yugoslavia	YUG	8.17	6.58	6.58	7.67	29.00
17	Malaysia	MAL	6.07	7.93	7.93	10.04	31.97

Score Rank	Country or Region	LTO Score
1	China	118
2	Hong Kong	96
3	Taiwan	87
4	Japan	80
5	South Korea	75
6	Brazil	65
7	India	61
8	Thailand	56
9	Singapore	48
10	Netherlands	44
11	Bangladesh	40
12	Sweden	33
13	Poland	32
14	Germany (F.R.)	31
15	Australia	31
16	New Zealand	30
17	United States	29
18	Great Britain	25
19	Zimbabwe	25
20	Canada	23
21	Philippines	19
22	Nigeria	16
23	Pakistan	00

PM`s role in managing cultural differences

- *Being the best fitted Project Manager*
- *Being aware of own mental programming*
- *Being aware of others`cultural programme*
- *Being able to understand and build multi-cultural teams*
- *Have the ability to respect established ways of working*
- *Accellerate personal network development*
- *Decide common working language*
- *Identify cross-boarder coaches*
- *Establish good communication infrastructure*