



# Project Management in an International Environment

Cornelis (Kees) Vonk  
Compaq Computers



# Agenda

⇒ Introduction

⇒ Culture, what is that?

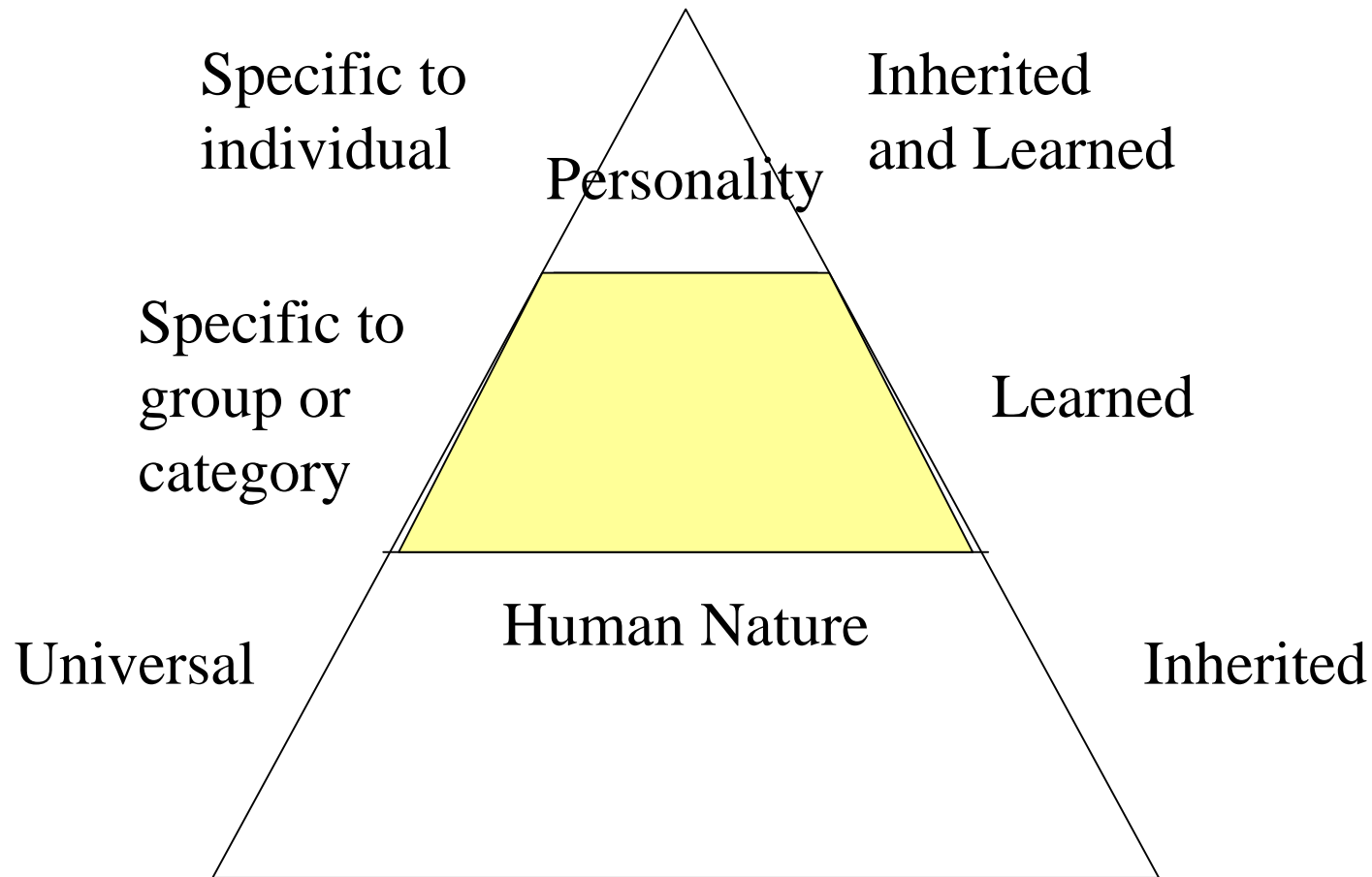
⇒ The 5 dimensions ⇒ Cultures and Organizations  
Geert Hofstede

⇒ How does this help the Project  
Manager

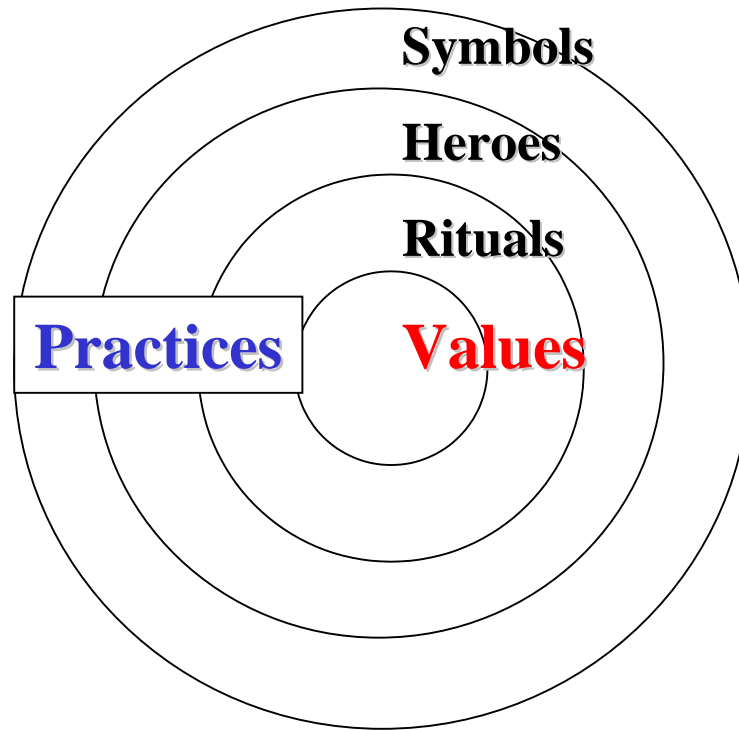
⇒ Questions



# Levels of uniqueness in human mental programming



# Cultural 'Onion'



# What is Culture?

- ⇒ Collective programming of the mind which distinguishes the members of one group or category of people from another.
- ⇒ Group - people having contact with each other (example: family)
- ⇒ Category - people who belong to one group but not necessarily have contact (example: all pregnant woman)



# Layers of culture

⇒ National



# 5 Dimensions of Culture

Power Distance (PDI)

Collective vs Individual (IDV)

Masculine vs Feminine (MAS)

Uncertainty Avoidance (UAI)

Long term orientation (LTO)



# Power Distance (PDI)

⇒ The extent to which the less powerful members of institutions and organizations within a country **expect and accept** that power is distributed **unequally**.

⇒ Afraid to express disagreement with manager

⇒ Perception of actual decision-making style (autocratic ⇔ paternalistic)

⇒ Preference of decision-making style



# PDI

⇒High:

⇒Philippines

⇒Mexico

⇒Arab countr

⇒Indonesia

⇒Middle:

● ⇒France

● ⇒Hong Kong

⇒Spain

● ⇒Italy

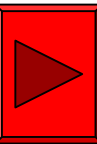
⇒Low:

● ⇒USA

⇒Netherlands

⇒Great Britain

⇒Denmark



# Collective vs Individual(IDV)

⇒ Individualism pertains to societies in which the ties between individuals are **loose**; everyone is expected to look after **him/herself and immediate family**.



# Collective vs Individual(IDV)

⇒ Collectivism pertains to societies in which people from birth onwards are integrated into **strong, cohesive in-groups**, which throughout people's lifetime continue to **protect** them in exchange for **unquestioning loyalty**.



# WorkGoal Items

⇒Collectivism

⇒Training

⇒Physical Condition

⇒Use of Skills

⇒Individualism

⇒Personal Time

⇒Freedom

⇒Challenge



# IDV

⇒High:

- ⇒USA
- ⇒Great Britain
- ⇒France
- ⇒Italy

⇒Middle:

- ⇒Israel
- ⇒Spain
- ⇒Japan
- ⇒Philippin

⇒Low:

- ⇒Hong Kong
- ⇒Singapore
- ⇒Thailand
- ⇒Indonesia

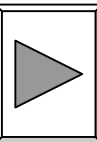


# Some Ideas

⇒Collectivism

⇒Individualism

<b>School</b>	<b>Higher status, social acceptance, more important than self-respect</b>	<b>Get a grade, self-respect</b>
<b>Hiring</b>	<b>Person of in-group, will act in interest of in-group, which not necessarily is his own interest</b>	<b>Individual</b>
<b>Firing</b>	<b>You do not dismiss your own child</b>	<b>Individual</b>
<b>Work Ethics</b>	<b>Works best anonymously</b>	<b>Mark work with your name</b>
<b>Incentives</b>	<b>Group incentives</b>	<b>Personal</b>
<b>Grouping</b>	<b>Keep ethnic groups together if possible</b>	<b>Mix them</b>
<b>Evaluating</b>	<b>Communicate bad news via intermediate or withdrawal of normal favor</b>	<b>Individual</b>
<b>Feelings</b>	<b>Not shared</b>	<b>Shared</b>
<b>Approach</b>	<b>People from in-group have preference</b>	<b>Treat all people equal</b>



# In Summary:

⇒ In the collectivist society *the personal relationship prevails over the task* and should be established first

⇒ In the individualist society *the task is supposed to prevail over any personal relationships.*



# PDI & IDV

Individualist  
Index

Small power distance  
Collectivist

Large power distance  
Collectivist

Small power distance  
Individualist

Large power distance  
Individualist

Hong Kong

France

Italy

USA

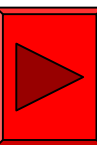
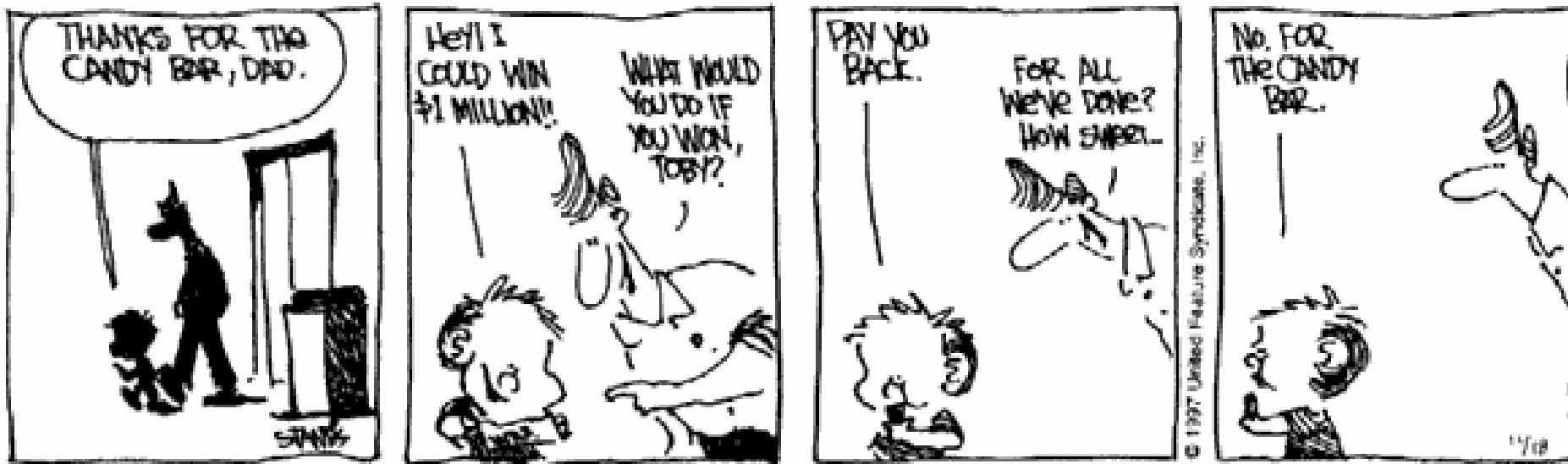
Power distance Index



# Question: Where do you think this takes place?

- a) Germany
- b) Netherlands
- c) USA
- d) Philippines

The Buckets® by Scott Stantis



# Masculine vs Feminine (MAS)

⇒ Masculinity

⇒ Stands for a society in which social gender roles are clearly distinct; **men** are supposed to be assertive, tough, and focused on material success; **women** are supposed to be more modest, tender and concerned with the quality of life.



# Masculine vs Feminine (MAS)

⇒Femininity

⇒Stands for a society in which social gender roles **overlap**; both men and women are supposed to be modest, tender and concerned with the quality of life.



# Masculine vs Feminine (MAS)

⇒ Masculine

⇒ Earnings

⇒ Recognition

⇒ Advancement

⇒ Challenge

⇒ Feminine

⇒ Manager

⇒ Cooperation

⇒ Living Area

⇒ Employment  
Security



# MAS

⇒High:

⇒Japan

● ⇒Italy

⇒Switzerland

⇒Great Britain

⇒Middle:

● ⇒USA

● ⇒Hong Kong

⇒Singapore

● ⇒France ⇒Low:

⇒Denmark

⇒Netherlands

⇒Norway

⇒Sweden



# Project Management in an International Environment

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Compaq Computers



# Masculine vs Feminine (MAS)

## ⇒ Masculine

⇒ Best in Class ⇒ norm

⇒ Career Opportunity

⇒ Failing is not allowed

⇒ Fighting "let the best man win"

⇒ Live in order to work

⇒ Better in production of equipment (Japan)

⇒ Show off

## ⇒ Feminine

Average ⇒ norm

⇒ Interest prevails

⇒ Permission to fail

⇒ Compromise, negotiation

⇒ Work in order to live

⇒ Service industry, consulting (DK, NL)

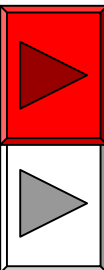
⇒ Solve problems

Mention

Hari Kiri

Falkland/Åland

Meetings



# Uncertainty Avoidance (UAI)

⇒ Extend to which the members of a culture feel threatened by uncertain or unknown situations.



# UAI

⇒High:

⇒Portugal

⇒Japan

●⇒France

⇒Spain

⇒Middle:

●⇒Italy

⇒Arab countries

⇒Germany

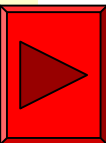
⇒Netherlands ⇒Low:

●⇒USA

●⇒Hong Kong

⇒Sweden

⇒Denmark



# The 5th dimension

## “Confucian dynamics”

⇒ Long Term orientation

⇒ persistence

⇒ ordering relationship by status and observing this order

⇒ thrift

⇒ having a sense of shame

⇒ Short term orientation

⇒ personal steadiness and stability

⇒ protecting your “face”

⇒ respect of tradition

⇒ reciprocation of greetings, favors and gifts.



# Truth and Thinking

⇒ Western

⇒ If A is true and B is the opposite, B must be false

⇒ Analytical

⇒ Eastern

⇒ If A is true, its opposite B can be true as well, and together they produce a wisdom which is superior to either A or B.

⇒ Synthetic



# LTO

⇒High:

⇒China

●⇒Hong Kong

⇒Japan

⇒India

⇒Middle:

⇒Singapore

⇒Netherlands

⇒Sweden

⇒German: ⇒Low:

●⇒USA

⇒Great Britain

⇒Canada

⇒Philippines



# How does this help the Project Manager?

- ⇒ PMBOK model
- ⇒ Organization of Project Team
- ⇒ Managing the Project Team



# How Hofstede maps to PMBOK

	Initiating	Planning	Execution	Control	Closeout
PDI				High	High
IDV		Medium	Medium	Low	Low
MAS	Medium	Medium	Medium	Medium	Medium
UAI	Low	Medium	Medium		

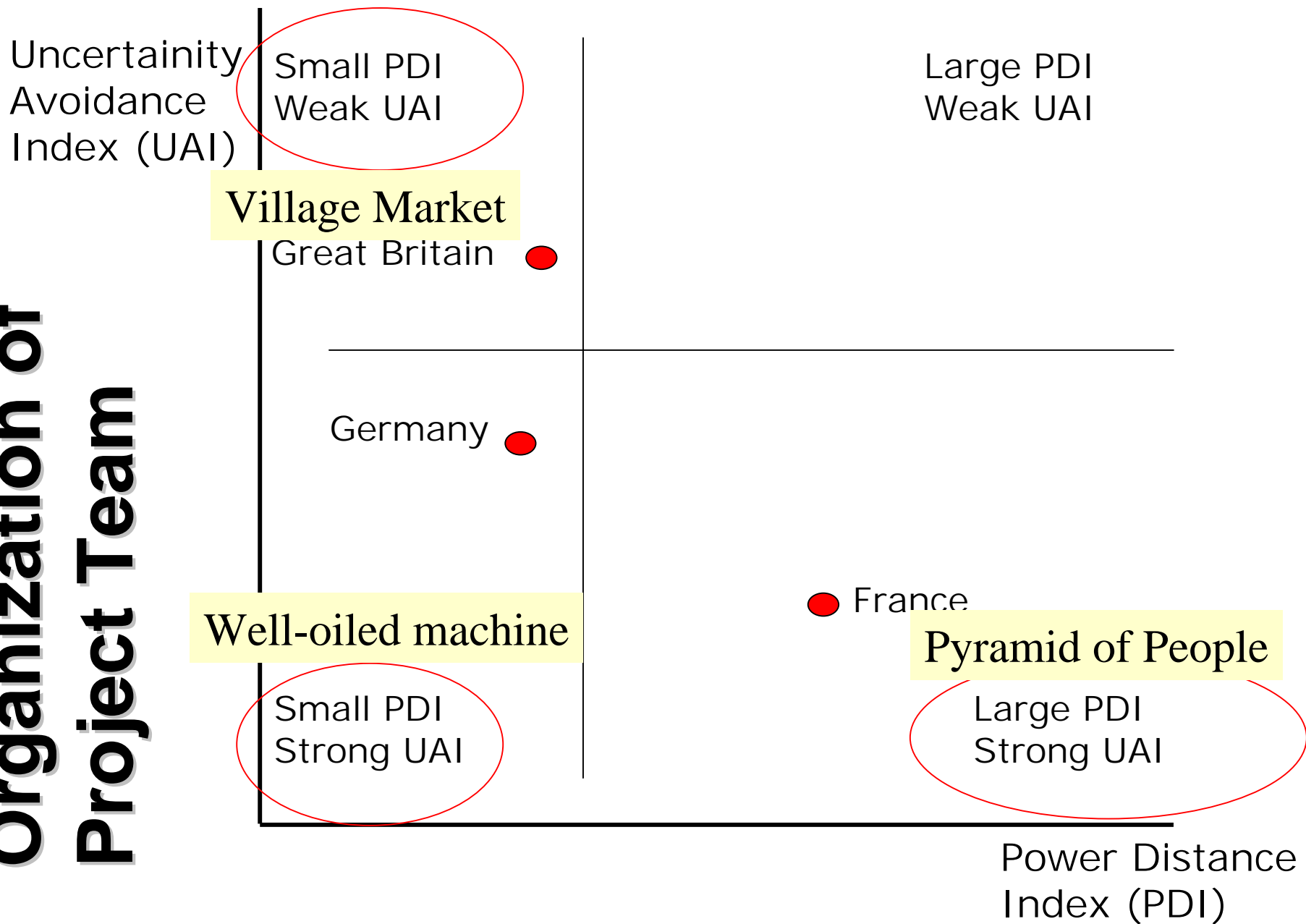
Priority to requirements and direction from top  
Creativity needed

People should work together and be responsible  
for planning and executing

No risks here



# Organization of Project Team



# Management Professors

Uncertainty  
Avoidance  
Index (UAI)

Small PDI  
Weak UAI

Large PDI  
Weak UAI

Taylor

Sun Yat-sen

Weber

Fayol

Small PDI  
Strong UAI

Large PDI  
Strong UAI

Power Distance  
Index (PDI)



# Managing the Project Team

⇒ Learning intercultural communication

⇒ **Awareness** (Hofstede's book, PM Network)

⇒ **Knowledge** (Tools)

⇒ **Skills** (awareness + knowledge + practice)

⇒ **Language**

⇒ **Formal training courses**

(Culture Assimilator)



# Managing the Project Team

## Awareness

### Some Ideas

#### ⇒Collectivism

School	Higher status, social acceptance, more important than self-respect	Get a grade, self-respect
Hiring	Person of in-group, will act in interest of in-group, which not necessarily is his own interest	Individual
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#### ⇒Individualism

### Masculine vs Feminine (MAS)

#### ⇒Masculine

- ⇒ Best in Class ⇒ norm
- ⇒ Career Opportunity
- ⇒ Failing is allowed
- ⇒ Fighting "let the best man win"
- ⇒ Live in order to work
- ⇒ Better in production of equipment (Japan)
- ⇒ Big is beautiful

#### ⇒ Feminine

- ⇒ Average ⇒ norm
- ⇒ Interest prevails
- ⇒ Permission to fail
- ⇒ Compromise, negotiation
- ⇒ Work in order to live
- ⇒ Service industry, consulting (DK, NL)
- ⇒ Small is Beautiful



# Managing the Project Team

## Knowledge - Tools

- ⇒ Benchmark questions
- ⇒ Guidelines for remote conferencing
- ⇒ Conference call converter



# Benchmark questions \*

\* PM Network March 1999 - W. Richard Minor, PMP

⇒PDI

- ⇒Are team members afraid to disagree with their project managers?
- ⇒Do project team members like to be involved with management-level decisions?
- ⇒What are team members' reactions to a supervisor with an autocratic management style?



# Benchmark questions

⇒ IDV

⇒ Do supervisors manage at the individual or at the group level?

⇒ Do project members prefer individual or team-level recognition?

⇒ Which traits does the project hold in highest regard - an individual's ability to work well within a team or an individual's skills?



# Benchmark questions

⇒ IDV (cont)

⇒ Do ambitious project members try to “stand-out”

⇒ To what degree will a project member sacrifice his needs for those of the team?



# Benchmark questions

⇒MAS

- ⇒How different is the professional behavior of women workers from that of men?
- ⇒Is empathy for other team members a common trait of both men and women?
- ⇒Are men expected to be more assertive and ambitious than women? To what degree?



# Benchmark questions

⇒UAI

- ⇒Do project team members face unfamiliar situations with curiosity, or apprehension?
- ⇒Is there resistance to innovation?
- ⇒Will a team member break company policy if he/she believes it is in the best interest of the organization?



# Guidelines for remote conferencing

⇒Chair

- ⇒ask participants to introduce themselves (voice, line-quality)
- ⇒remind often where the meeting is on the agenda
- ⇒check for questions during presentations
- ⇒speak clearly and slowly
- ⇒avoid background noise



# Guidelines for remote conferencing

## ⇒Participants

⇒put phone on mute when listening

⇒avoid cross-talk

## ⇒Tools

⇒NetMeeting

⇒Teleconference

⇒Videoconference



# Conference call converter

## Worldwide Con-Call Converter

October to March

Sydney	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00
Tokyo	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00
Singapore	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00
Munich	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00
London	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00
EST	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00
MST	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00
PST	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00

March to October

Sydney	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00
Tokyo	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00
Singapore	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
Munich	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00
London	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00
EST	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00
MST	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00
PST	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00

How to use: Select the appropriate chart  
 Select the meeting time you want to convert from  
 Check up and down the column to find local time  
 Caution: Check exact date of change to daylight saving time in March and October with this table.

Color Codes:

	= normal work day, should be available for con-call at work location
	= signifies before/after normal work day. Could work calling at home
	= signifies middle of night. Preferably no con-calls during this time

Region	DST Begins	
North America	First Sunday in April	Last Sunday in October
Europe	Last Sunday in March	Last Sunday in October
Australia	Last Sunday in October	Last Sunday in March
New Zealand	First Sunday in October	Third Sunday in March
Brazil	First Sunday in October	First Sunday in February
Chile	First Sunday in October with day greater than or equal	First Sunday in March
Egypt	Last Friday in April	Last Friday in September
Israel	DST for Israel is determined by the government on a yearly basis. Underneath	
	Third Friday in March	First Sunday in September



# Managing the Project Team

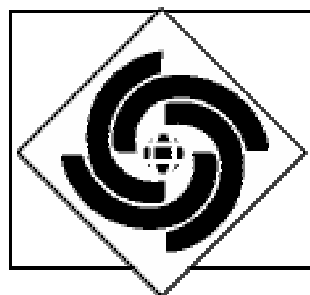
## Language

- ⇒ Non-English speakers are often considered to be less intelligent by English native speakers.
- ⇒ Language and humor
  - ⇒ Different sense of humor

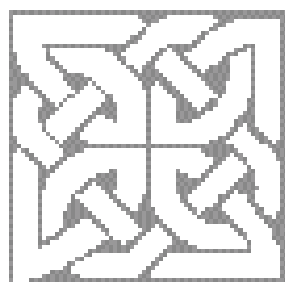


# Managing the Project Team

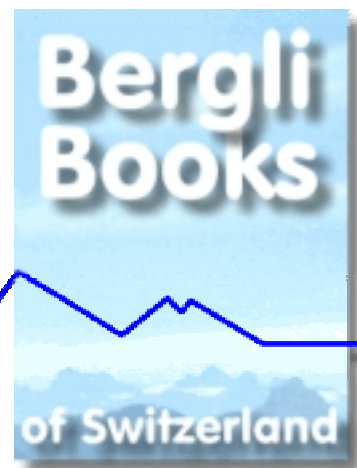
## Formal training courses



*Intercultural*  
**P R E S S**



**SoCoCo**  
Intercultural  
Incorporated



# Managing the Project Team

## Formal training courses

<http://www.interculturalpress.com/>

<http://www.understanding-europe.com/>

<http://www.bergli.ch/>

<http://www.webofculture.com/>

<http://www.europublic.com/>



## HONG KONG

# Quiz

Your Hong Kong Chinese colleague tells you that the "*feng shui*" man recommended that his office door be remodeled so as not to be exactly perpendicular to the street. What would be an appropriate response?

- 1) Move his desk to face away from the door
- 2) Ask him to explain this further so you can evaluate his concern
- 3) Tell him that there is no room in the modern business world for ancient superstitions

### 2) CORRECT ANSWER!

Ask him to explain further so you can evaluate his concern.

Many Chinese business people are respectful of traditional beliefs and practices and these should be taken seriously



# SAUDI ARABIA

You have just sat down with a potential joint venture partner at his home in Jeddah, Saudi Arabia. The small-talk before business includes a question about your father and his health. What should you say?

- 1) That it is a private matter
- 2) That he is well
- 3) That he was doing well in the nursing home when you last visited him two months ago

## 2) CORRECT ANSWER!

That he is well would be a diplomatic response.

Saying it is a private matter would be rude.

If you had answered #3 or something like it, you would have likely lost credibility in the eyes of a person to whom filial responsibilities come before all others.

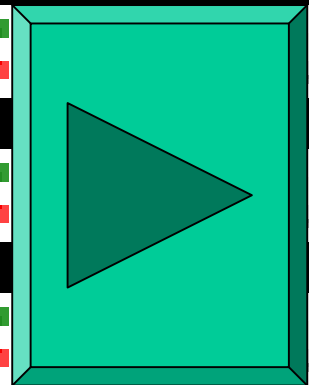


The Germans live in Germany,  
the Romans in Rome,  
the Turkeys live in Turkey;  
but the English live at home

Nursery Rhyme Goring 1909



# Questions



# Sources

⇒ Cultures and Organizations

Geert Hofstede

⇒ Handbook of Project-Based Management

J. Rodney Turner

⇒ Strangers in a Strange Land

W. Richard Minor, PMP (PM Network- March 1999)

