



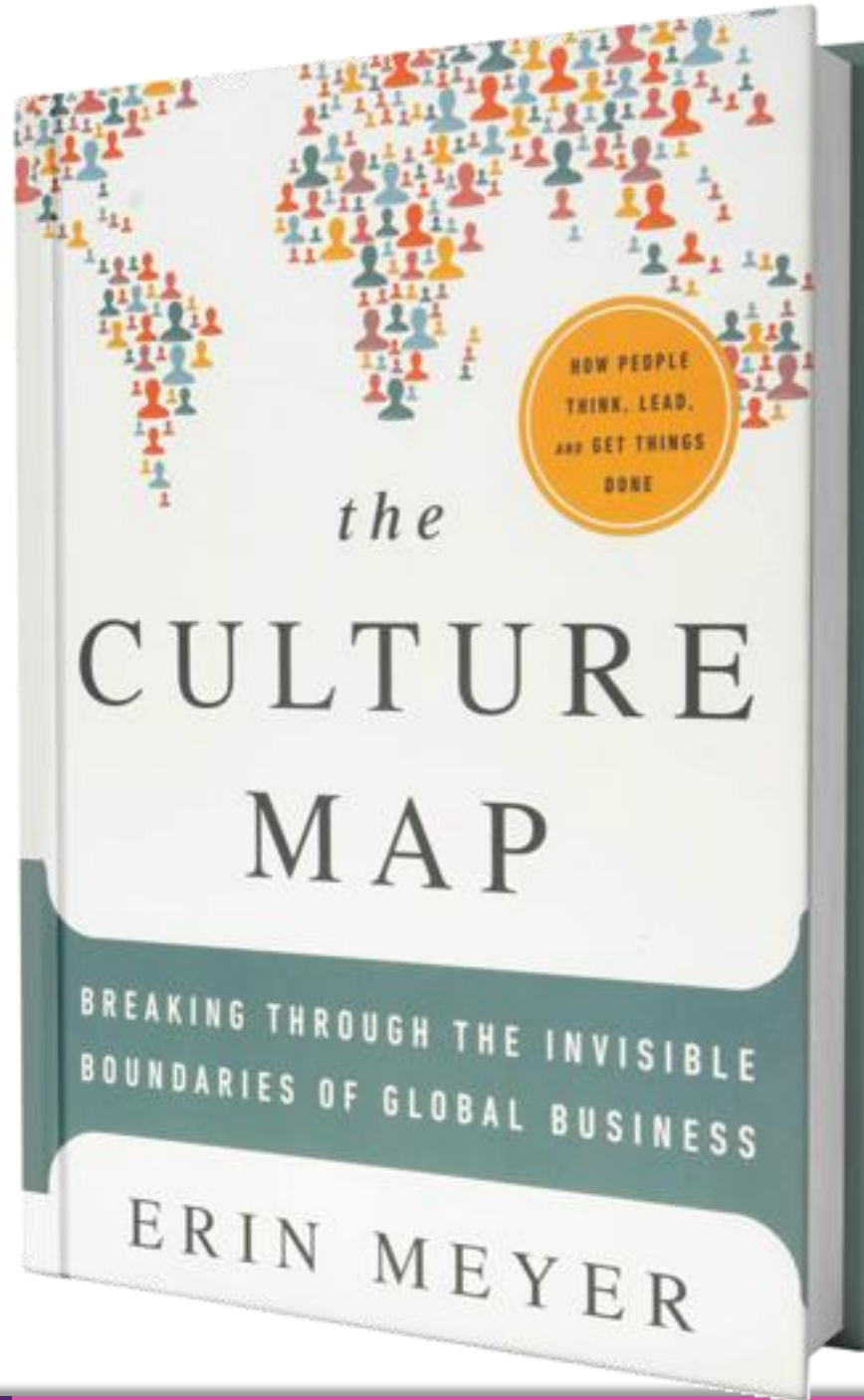
CENTRAL AND EASTERN EUROPEAN CHAMBER OF COMMERCE IN VIETNAM



SHARE & (L)EARN

Culture in the Workplace

John Knipfing





Common
Sense
is
Uncommon

Case #22

Case #57

THE INTERCULTURAL FILES

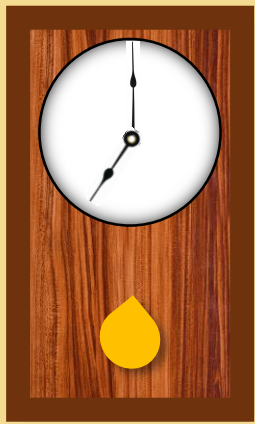
Case #22



**THE AMBASSADOR,
THE TYCOON
AND
THE MEN IN BLACK**

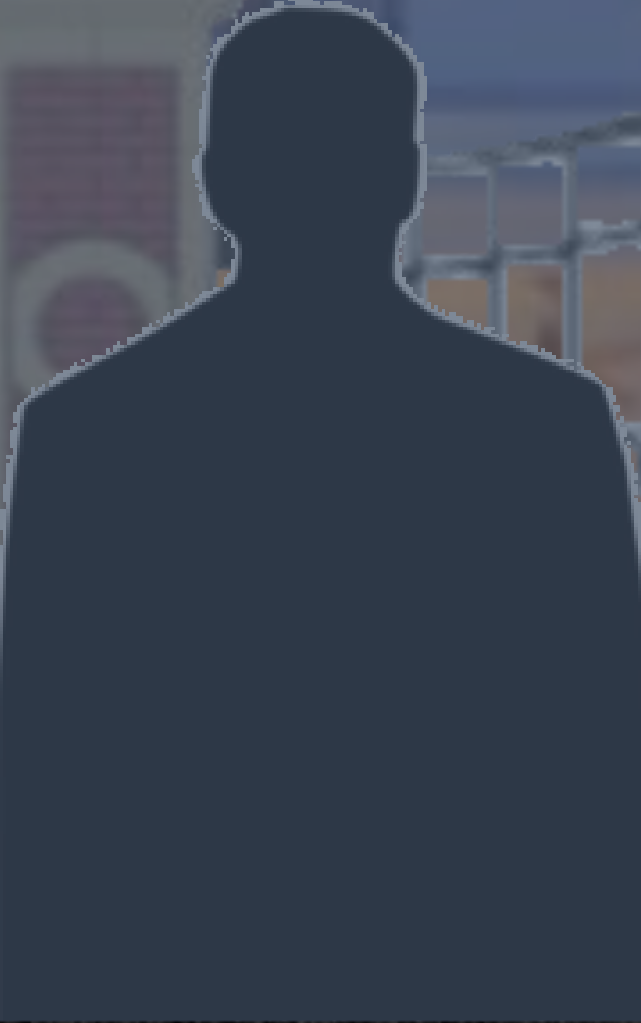


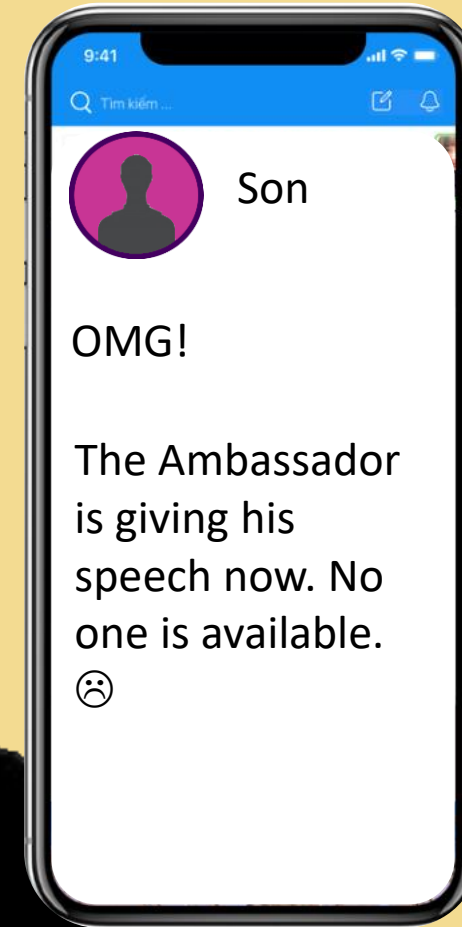
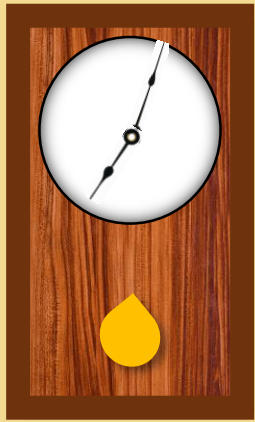






It's only 3
minutes after 7.

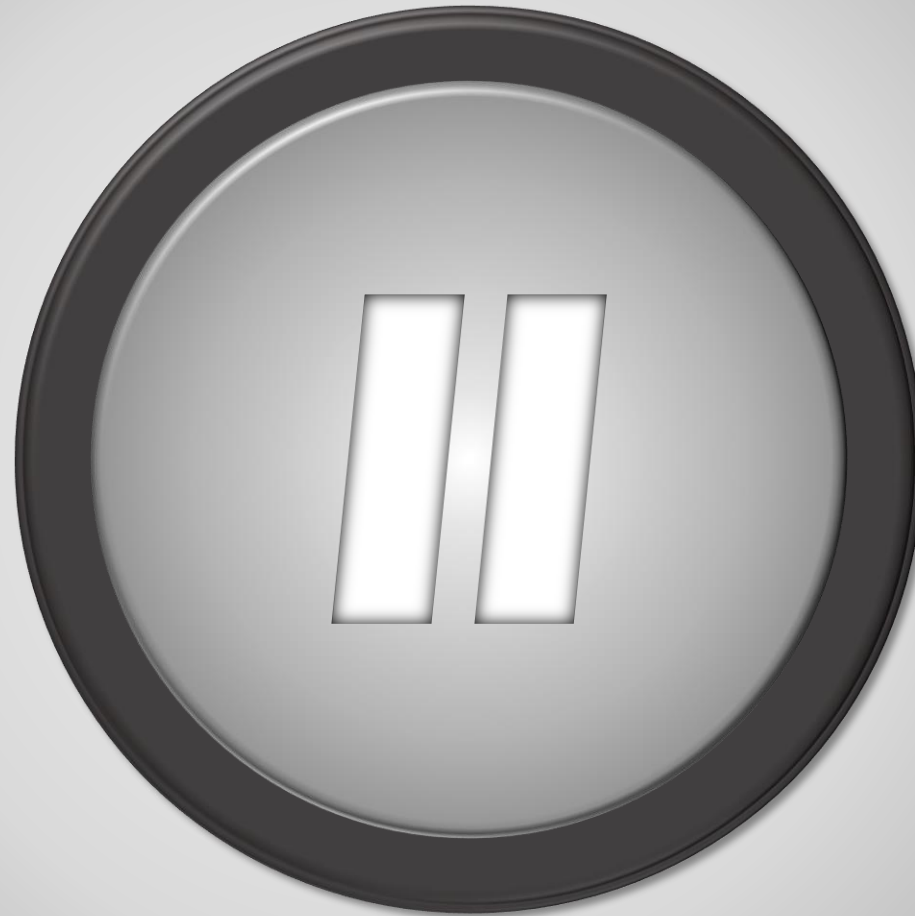








Discussion



Why?



- **V.I.P.**

- **Just 3 minutes late**

Why?



- He did come late.
- Should it matter who he is?



Remember



Common sense is
uncommon

Dimension



LEFT EXTREME

RIGHT EXTREME

C



A



B

LEFT EXTREME CHARACTERISTICS

- Characteristic 1
- Characteristic 2
- Characteristic 3

RIGHT EXTREME CHARACTERISTICS

- Characteristic 1
- Characteristic 2
- Characteristic 3

Leading



EGALITARIAN

HIERARCHICAL



EGALITARIAN

- The ideal distance between a boss and a subordinate is low.
- Organizational and societal structures are flat.
- Communication often skips hierarchical lines.

HIERARCHICAL

- The ideal distance between a boss and a subordinate is high.
- Organizational and societal structures are multilayered and fixed.
- Communication follows set hierarchical lines.

Scheduling



LINEAR TIME

FLEXIBLE TIME



Linear Time

- Project steps are taken in sequence.
 - One task at a time.
- No interruptions.
- Meet deadlines.
- Stick to schedules.
- Promptness and good organization are valued over flexibility.

Flexible Time

- Project steps are taken in a fluid manner.
 - Change tasks as opportunities arrive.
- Multitasking
- Interruptions accepted.
- Adaptability, and flexibility are valued over organization.

Trusting



TASK-BASED

RELATIONSHIP-BASED

TASK-BASED

- Trust based on honesty.
- Doing what you say you will, when and how you say it.
- Work is first priority, relationships are secondary.
- A clear line between work and personal lives.

RELATIONSHIP-BASED

- Trust based on loyalty and familiarity.
- Sharing emails, evening drinks, meals and coffee.
- Relationships are a priority and build up continuously over the term.
- Work and personal lives are intertwined.

Trusting



TASK-BASED

RELATIONSHIP-BASED



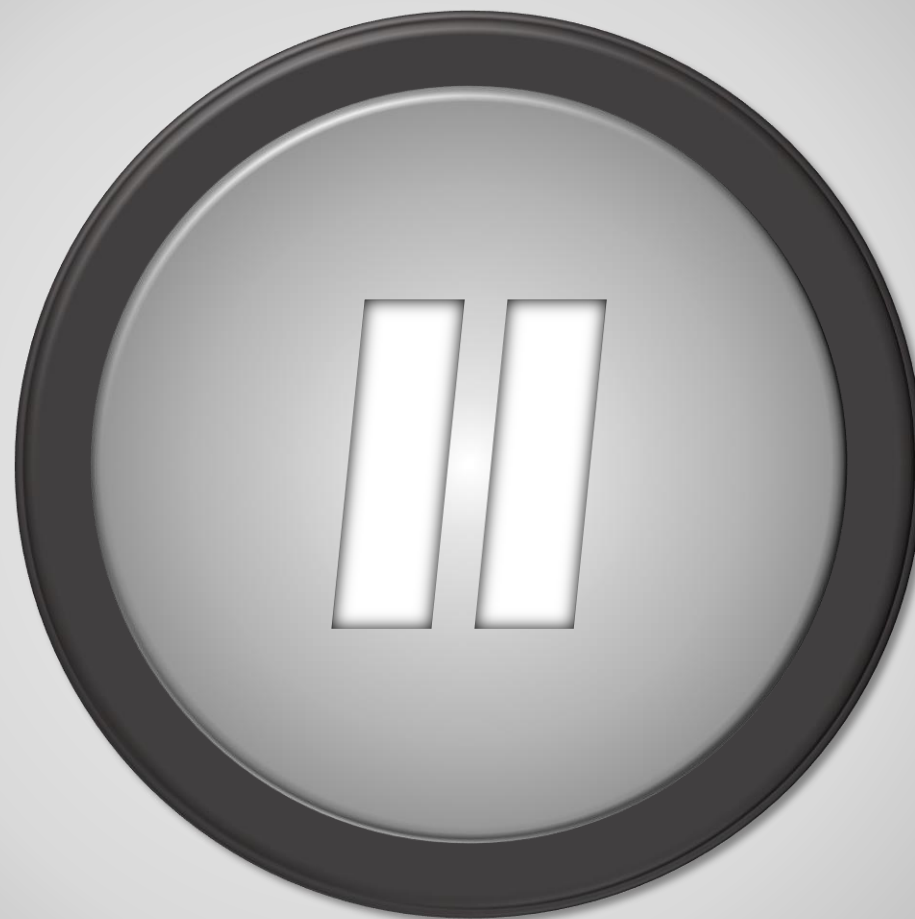
TASK-BASED

- *You do good work consistently.*
- *You are reliable.*
- *I enjoy working with you.*
- ***I trust you.***

RELATIONSHIP-BASED

- *I've seen who you are at a deep level.*
- *I've shared personal time with you.*
- *I know others well who trust you.*
- ***I trust you.***

The cases continues...



From: Ambassador@embassy.com
To: Tycoon@VIP_Company.com
CC: His_Son@VIP_Company.com

Dear Tycoon,
I'm very sorry.....



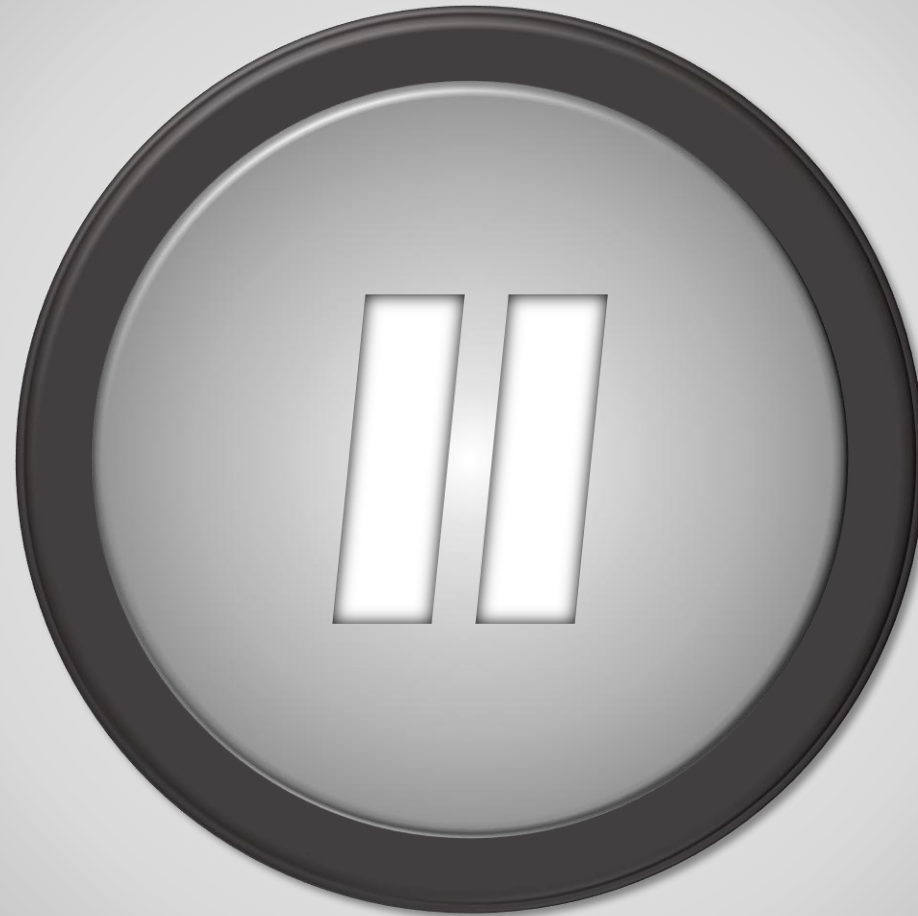




I tried to explain, but



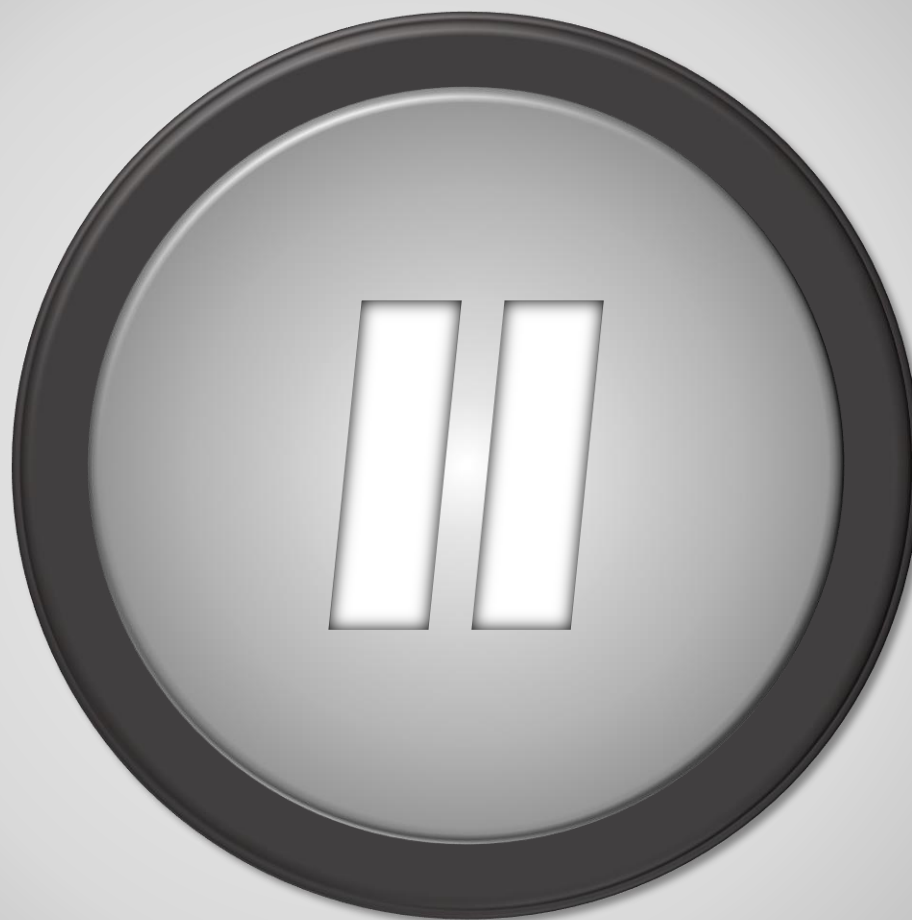
Discussion



What would you do?



NDisaAulsstien



Let's focus on one dimension.

Trusting



TASK-BASED

RELATIONSHIP-BASED



Trust has been broken.
The relationship is damaged.
How can you repair it?



TASK-BASED

RELATIONSHIP-BASED



Why didn't he respond
to your attempts to contact
him?

Was your focus on the **task** or
the **relationship**?



TASK-BASED

RELATIONSHIP-BASED



Oh... I tried to explain
what happened.
That's ***task-based***.

I need a ***relationship-based***
solution.



TASK-BASED

RELATIONSHIP-BASED



Yes.
.....



TASK-BASED

RELATIONSHIP-BASED



What if I invited him for coffee?



TASK-BASED

RELATIONSHIP-BASED



The ambassador's focus had shifted to the **relationship**.

I gave him my advice.



TASK-BASED

RELATIONSHIP-BASED



Epilogue







Asked what his parents' favorite restaurant was.
Dinner at the restaurant where he had happened
and son to dinner there with my "wife and I.
JOHN,

everything is
fine now!"

Case #22



The Ambassador, The Tycoon and The Men In Black

Case #57



MY BOSS HATES ME

(The names have been changed to
protect their identities)



She hates me !

Ngoc, HR Manager



Kieu An
(Gina)



Kieu An (Gina)

- A year and a half
- Speaks English
- Technically proficient
- Popular





Andrea

- Gina's line manager
- Austrian. One year in Vietnam
- Easy going





- She is so blunt!
- She loves to say I am wrong!
- In my performance review, she had nothing good to say about me.





- She is so blunt!



n and

ed but not

able.

DISAGREEMENT



- She loves to say I am wrong!

CONFRONTATION

• e are

• break group
• impact the

EVALUATING

IVE FEEDBACK



- In my performance review, she had nothing good to say about me.

DIRECT NEG

- Negative feedback is often provided in a direct manner.
- Feedback is given in front of the group.
- Negative feedback is given directly to the individual.
- Negative feedback is given in front of the group.
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- Negative feedback is given in front of the group.
- Negative feedback is given directly to the individual.
- Negative feedback is given in front of the group.

often used
appropriate,"

- Criticism is given only in private

LOW-CONTEXT

COMMUNICATING

HIGH-CONTEXT



DIRECT NEGATIVE FEEDBACK

EVALUATING

INDIRECT POSITIVE FEEDBACK



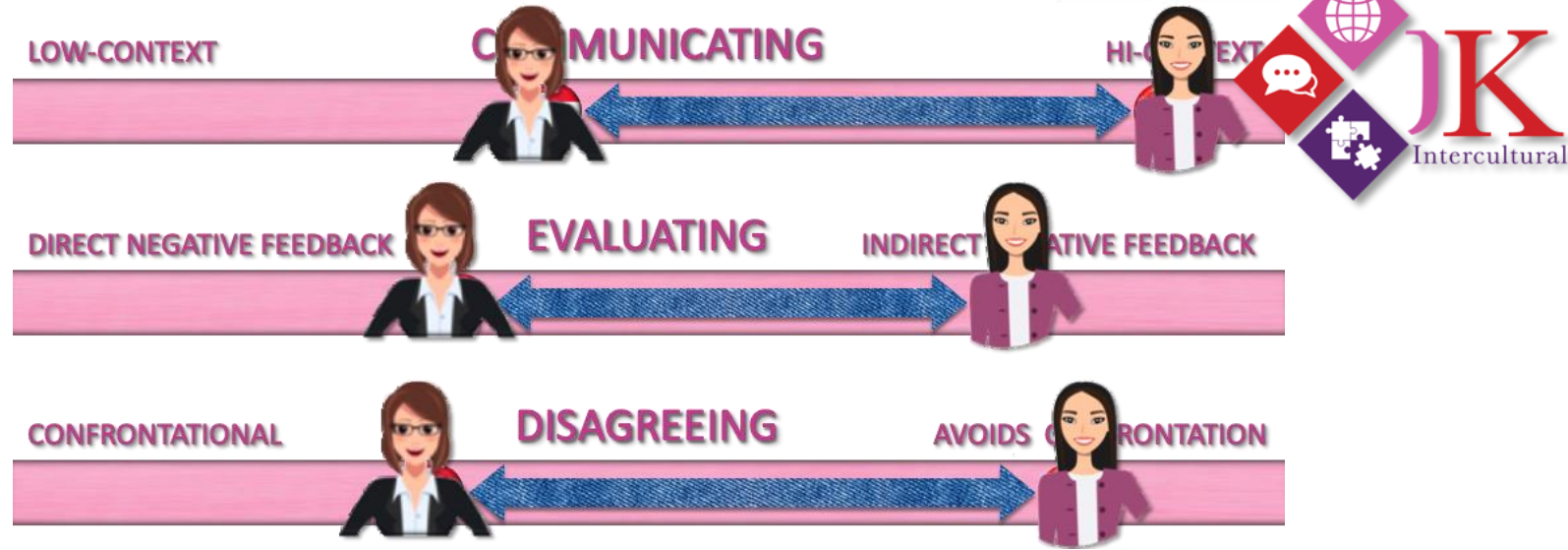
CONFRONTATIONAL

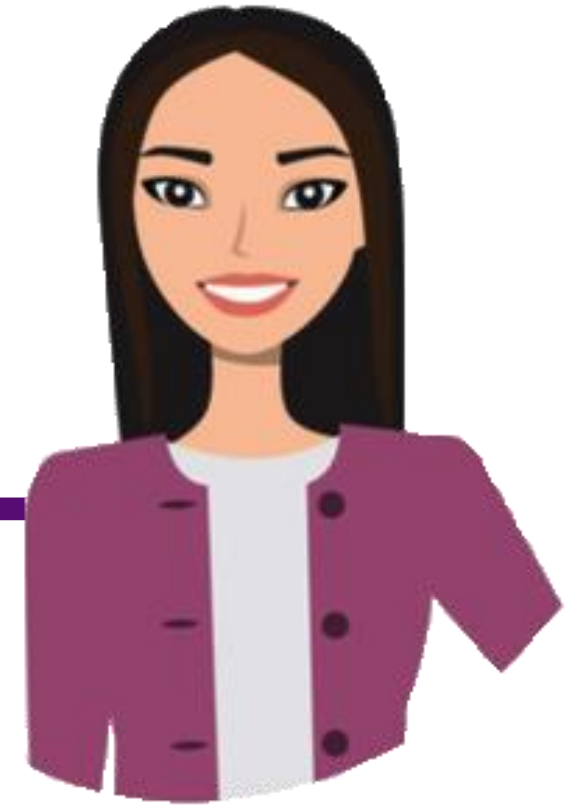
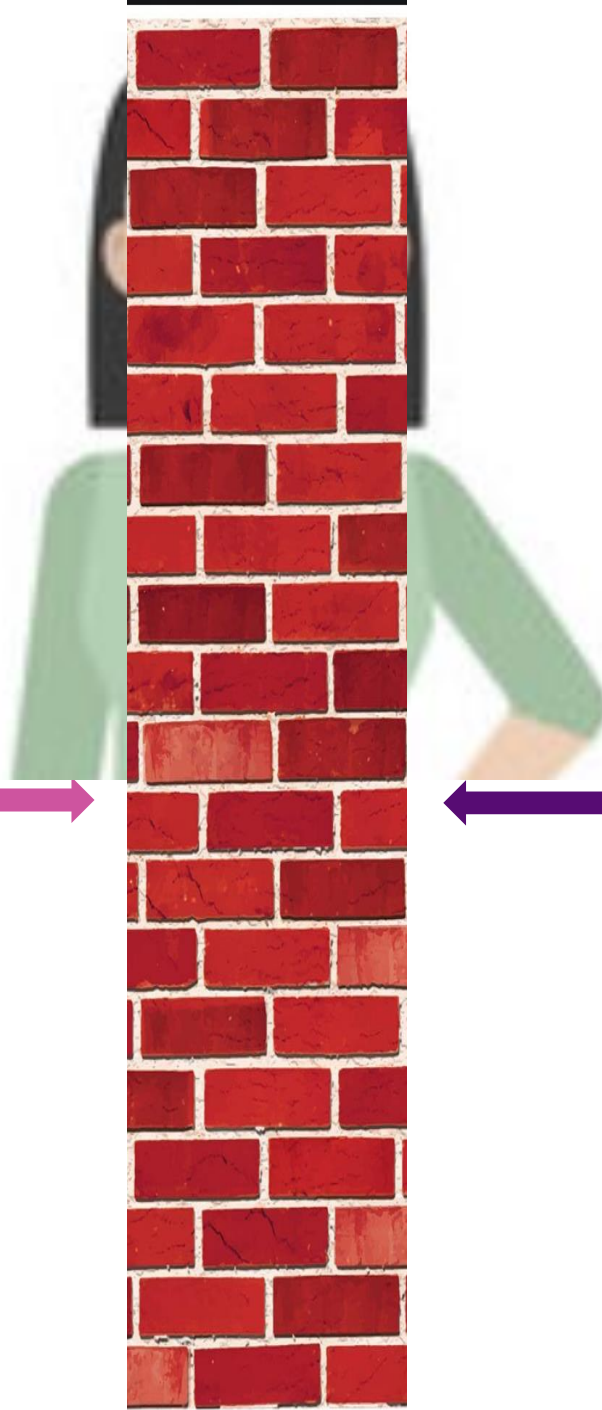
DISAGREEING

AVOIDS CONFRONTATION



- She is so blunt!
- She loves to say I am wrong!
- In my performance review, she had nothing good to say about me.







Case #57



My Boss Hates Me



THANK YOU!

www.jk-intercultural.com

