

## Human Resource Training and Individual Development

### Cross-Cultural Preparation and Training

March 17, 2004

## Overview

- **REMINDER:** Please start reading the Covey book!
- Training issues not covered by the ISD model (i.e., special issues)
  - Legal issues
  - Cross-cultural preparation
    - Webcast training programs: gTV
  - Managing diversity (next time)
- Help with SDL reports

## Cross-Cultural Preparation

- *Cross-cultural* preparation involves educating employees and their families who are to be sent to a foreign country.
- To successfully conduct business in the global market place, employees must understand the business practices and the cultural norms of different countries.

## What is Culture?

- Culture stands for the way of life of a people, the sum of their learned behavioral patterns, attitudes and material things (Edward Hall, 1959, *The Silent Language*)
- Culture is the collective programming of the mind, which distinguishes the members of one human group from another (Hofstede, 1980).

## National Culture

- How can national cultures be described
  - Americans and international values
  - Hofstede's cultural dimensions
  - Role of context, space, and time
- Why does understanding culture matter?
  - Does culture affect managing?
  - Adjustment and training of expatriates
  - Implications for managing people

## Americans and International Values

- American cultural values are not widely shared with the rest of the world
- Americans are:
  - Informal
  - Questioners
  - Direct
  - Competitive
  - Individualistic
  - Dislike silence?
  - Value punctuality and cleanliness
- Is There a Broader Framework?

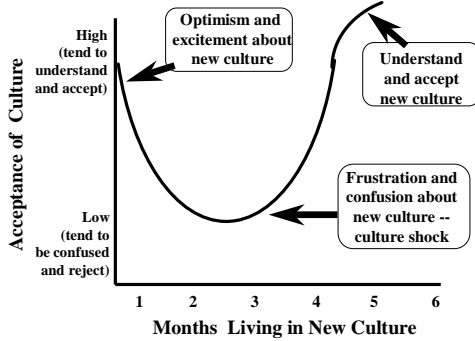
### Hofstede's Cultural Dimensions

- Power distance
- Individualism
- Masculinity
- Uncertainty avoidance

### Hofstede's Dimensions By Country

Collectivistic	Individualism/Collectivism	Individualistic
Columbia	←————→	Australia
Pakistan		United States
Venezuela		Great Britain
Low	Power Distance	High
Austria	←————→	Philippines
Israel		Mexico
Denmark		India
Low	Uncertainty Avoidance	High
Singapore	←————→	Greece
Hong Kong		Portugal
Denmark		Japan
Feminine	Masculinity/Femininity	Masculine
Sweden	←————→	Japan
Norway		Austria
Denmark		Venezuela

### Adjusting to Foreign Culture



### Webcast Training

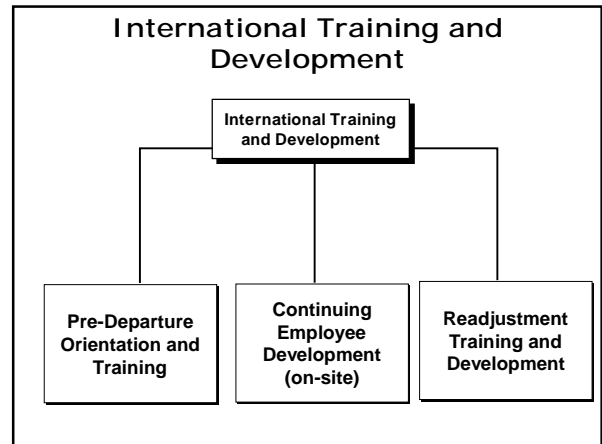
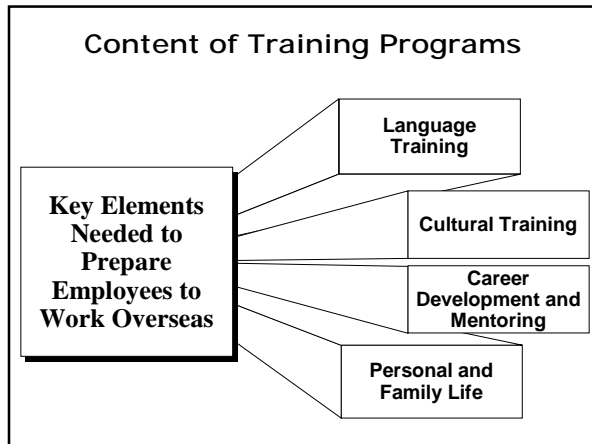
<http://www.globalspeak.com/ExportBasic.htm>

### Terminology

- **Parent-country national:** Employee whose country of origin is where the company has its headquarters
- **Host-country national:** Employee from the host country
- **Third-country national:** Employee who has a country of origin different from both the parent country and host country where he or she works

### Cross-Cultural Training

- Why do companies do it?
- Who should receive cross-cultural training?
- When is c-c training most important
- How can knowledge about countries' standing on Hofstede's dimensions aid in designing c-c training?



### Monday

- Diversity Training
- Help for SDL and PDP assignments
- Read:
  - Noe Chapter 10