

Cross Cultural Leadership – 15.996

Lecture Notes

Class Four – Orientation to Time and Space

- *Focus on past, present or future*
 - *Short- or long-term horizon*
- *Monochronic or polychronic activities*
 - *Rigid or fluid schedules*
- *Space: public, private or mixed*
- *Cross-cultural dialogue*

Read:

- *Trompenaars, Fons and Hampden-Turner, Charles. Riding the Waves of Culture: Understanding Cultural Diversity in Global Business (2nd edition). New York: McGraw-Hill, 1998, pages 123–128, 132-144.*
- *Gesteland, Richard R. Cross-Cultural Business Behavior: Marketing, Negotiating and Managing across Cultures (2nd edition). Copenhagen: Copenhagen Business School Press, 2000, pages 55-62.*

Agenda

- Welcome. Reminder on Course Paper Assignment
- Time
 - Past vs. Present vs. Future
 - Monochronic or Polychronic
- Space
- Cross-Cultural Dialogue
- Next Week's Assignment

Process:

Same as last week. Dimensions posted on board. Teams explain where their regions fit along the dimension and tell stories.

Content:

Time

Past vs. present vs. Future – Know what matters!

Ascription vs. current achievement vs. potential

History as determinant (bloodlines)

Current abilities as determinant (current race)

Potential as determinant (aspirations, training plans)

Monochronic – Polychronic – Richard Gesteland

Number of concurrent tasks: Single task to multi-task

Flexibility of schedule – time allocation AND sequencing: rigid to fluid

Degree of punctuality: absolute to absent

Space

Size of “personal bubble” – Edward Hall

– What is “too close” in what situations?

Close family

Close friends

Business partners

Social acquaintances

Business acquaintances

Strangers

What is “private?”

- If I work with you, how much access do you expect to have to my office space, my personal life and home? re: Specific vs. Diffuse -- (level of involvement) – access is to a specific portion of someone’s life – or diffuse – access to one private area is access to all private areas. Plus wide range of delineation of what is public (shared readily) and what is private (your refrigerator or your car?). Separation of business and private vs. merging of biz and private.
- How do you create a private space? (physical barriers, visual delineations, aural cues, eye contact, etc)

Cross Cultural Dialogue

Each lead team does a presentation. Five minutes plus Q&A is fine. I look for themes and variations. Then I lead a discussion – looking for similarities across cultures as well as differences. And always – stories, stories, stories.

If there is not enough time for discussion, I will hold that over for the next week.