

# Cross-Cultural Issues in Enterprises Related to OBOR Cooperation

## 一带一路企业对接中的文化碰撞

邵鸣 SHAO MING

咨询培训师 Senior consultant of ChinaConduct® Ltd.

## ChinaConduct® Ltd.



- Cross-cultural Leadership
- Training – coaching (1 on 1 or small groups)
- Corporate culture development (EU-China)
- Pre and post M&A
  
- Clients
- Government: EU-Commission, Ministry of Economy
- Automotive: Punch Powertrain, Volvo
- High-tech: Rogers Corporation, Barco, Premium Sound Solutions
- Pharmaceutical: Bayer, GSK
- Financial: Nagelmackers/ Anbang Group

ChinaConduct® Ltd.

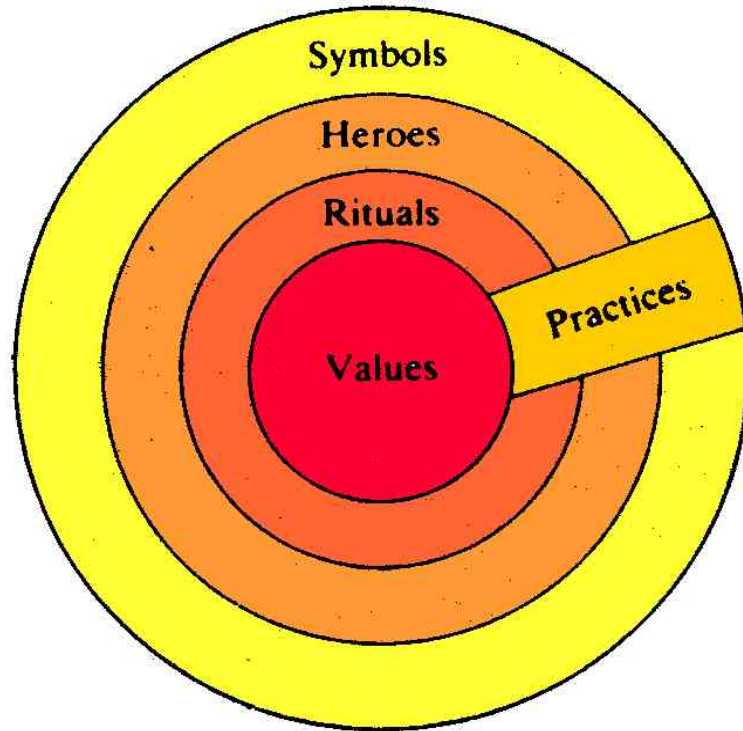


- Cross-cultural intelligence?
- What is culture?
- Business context: Legal, political, economic, cultural
- Research + Practice is needed
- Awareness + knowledge for strategic cooperation

ChinaConduct® Ltd.

# 文化的洋葱式结构 Cultural Onion

China   
Conduct®



© ChinaConduct® Ltd.

# Theories



- Hofstede, Trompenaars, ... Cultural dimensions
  - Power distance
  - Group versus individual
  - Masculine - feminine
  - Uncertainty avoidance
  - Long term – short term
  
- Boden: Five-Step Method

## Theory and Practice



- Boden Five-Step Method
- 1. Awareness
- 2. Context
- 3. Analysis of situation at hand
- 4. Negotiate positions and agreements
- 5. Develop common goals and strategy

# Common Issues

- Leadership
- Organization
- Time and planning
- Communication
- Problem solving
- Relationships



# Case1 Cross-Cultural Project



## EU

- Brainstorming: all participate
- Planning: from A to Z, in detail, all participate
- Executing: stick to plan
- Responsibility: task-oriented

## CN

- Brainstorming: not all participate
- Planning: general frame towards objective
- Executing: Adapt to changing situations
- Responsibility: people-oriented



## Case2

### Cross-cultural leadership



#### **EU**

- Power distance: low
- Transparency to all people involved
- Responsibility with experts
- Debate culture: confrontation
- Separation of professional/private time
- Working relationship: independent, between individuals

#### **CN**

- Power distance: high
- Transparency at top; not bottom
- Responsibility sits with boss
- Face culture: avoid confrontation
- No clear separation of professional and private time
- Working relationship: complex networks, interdependence

# Conclusion 结论



- Challenges: not enough awareness leads to lack of **trust**
- 跨文化企业对接面对的挑战：文化差异处理不当，导致信任危机
- Trust build-up: understand, respect each others culture, and each others concepts of value
- 互信的建立：从根本上理解和尊重对方文化传统，思想意识形态和价值观念体系
- Enterprise top managers such as CEOs should understand the importance of cultural integration
- 需要大批具有跨文化整合理念的高级经理人员（目前培训大多数在中层，高层介入较少）
- Suggestion: Cultural integration training should be in the enterprise training process and planning, and continuous reviewing procedure installed
- 建议：企业对接之初，把文化整合列入必走的程序当中，如同职工上岗培训一般. 还要有持续的督促检查机制保障其在工作中的应用。



China   
Conduct®

DON'T LET YOUR CROSS-CULTURAL EXPERIENCE  
BE A CHINESE PUZZLE. **MANAGE IT.**

# 谢谢

[info@chinaconduct.com](mailto:info@chinaconduct.com)  
[www.chinaconduct.com](http://www.chinaconduct.com)