



DEN BLÅ HR KONFERENCE

5. november 2008

ORGOACH.DK



KULTUREL DIVERSITET PÅ ARBEJDSPLADSEN

Forskellige kulturer blandt de ansatte.
Kan de arbejde sammen?

ORGOACH.DK



AGENDA

- Hvordan kan vi integrere medarbejdere med forskellige kulturer i virksomheden?
- Hvad skal vi være opmærksomme på med hensyn til samarbejde?
- Håndtering af fordomme samt relevante HR værktøjer og HR's rolle.

ORGOACH.DK



STEREOTYPES

**FOR THE FIRST TIME,
YOU MAY BE IDENTIFIED
AS YOUR NATIONAL
STEREOTYPE**

ORGOACH.DK



AVOID STEREOTYPES

- What's the problem with Stereotypes?
- Stereotypes are often very inaccurate negative generalizations, serve primarily to justify our own actions and protect us from bad feelings.
- Stereotypes are very ineffective if you want to learn new things and develop trust with people from other cultures.

ORGOACH.DK



See the other person as unique and special, by letting them grow beyond your own stereotypes.

Let the other person see you as more than a stereotype, by giving them the opportunity to see you as unique and special.

ORGOACH.DK



**NOBODY LIKES
BEING PUT IN A BOX!**

ORGOACH.DK



“And to add into this behavior, may I remind the readers that there is no direct word for ‘please’ in the Danish dictionary. Pretty rude isn’t it? Just imagine the way people act in the traffic then.”

ORGOACH.DK



GOLDEN RULE

**“TREAT OTHERS
AS YOU WOULD HAVE
THEM TREAT YOU.”**

ORGCORCH.DK



PLATINUM RULE

**“TREAT OTHERS
AS THEY WANT TO
BE TREATED.”**

ORGOACH.DK



FIRST IMPRESSIONS

- “Pas dig selv”
- “Lad mig i fred”
- “Du kan klare dig selv”
- “Jeg vil helst ikke blande mig”
- “Hvorfor skal jeg gøre noget anderledes?”
- Danskere tager for givet udlændinge har dét der skal til for at klare sig.
- Danskere er ikke vant til og mangler kompetencer til at vejlede, hjælpe, coache.
- Man har ikke behov for mentoring
- man har behov for klare retningslinjer.

ORGOACH.DK



CHALLENGES FACING THE ENTERPRISE

Oxford Research Expat Study 2006 (Relevant Findings)

- 33% find the Danes to be poor hosts, while 43 % have a received a negative impression of the Danes after their arrival in the country, and 33 % are negatively surprised by the cultural barriers in Denmark.
- The longer an expat stays in Denmark, the more dissatisfied he/she becomes with the Danish work culture.
- Denmark is the country having the lowest rate of international environments.
- More than a third of respondents thought Danes were not "open and inviting people".
- A large percentage of knowledge workers are negatively surprised by how "reserved and closed" Danes are.
- 36% of respondents did not think Danes have a positive attitude towards foreigners.
- 25% thought that their Danish colleagues did not show respect and tolerance for other cultures.
- 61% thought that it was difficult to develop close friendships with Danes, while 18% reported the opposite.

ORGOACH.DK



OXFORD RESEARCH EXPATS IN DK IN 2006

Factor	Priority	Rating	Factor	Priority	Rating
Personal safety (e.g. crime, traffic)	92	97	International Flight connections	64	74
Professional Development Opportunities	90	70	Low cost of living	64	7
Interesting jobs and careers in company	88	67	Credibility of Public Authorities	63	61
Possibility to improve career	87	65	Quality of International Schools	62	56
General Quality of Life and Social Stability	87	85	Cultural Attractions	61	72
Personal Development Opportunities	85	66	Language barriers	61	91
Quality of Health Care Services	77	53	Quality of public service	61	70
Interesting jobs and careers in other companies	75	54	Possibility to work for world-class company	51	65
Environment (Green & Clean)	73	86	Low Taxing	39	9
Open and inviting community/ population	73	33	Level of bureaucracy	37	44
Job opportunities for partner/spouse	72	45	Low cultural barriers	35	38
Professional skills level and expertise in host country	69	71	Opportunities to meet other expats	24	50
Good public transport and infrastructure	65	83	Oxford Research A/S, 2006.		

ORGOACH.DK



HVAD SKAL MAN GØRE MERE AF?

- Mere professionel og faglig udvikling
- Jobmuligheder for ægtefælle/partner
- Karrieremuligheder
- Mere åbenhed, lyst til at invitere med
- Internationale miljøer og forbedre adgang til det offentlige på sprog andet end dansk.
- Kulturel Intelligens hos danske ledere og medarbejdere for at sikre integration i det daglige.

ORGOACH.DK



**“THE LITTLE MERMAID
HAS GONE TO CHINA;
THE GREAT WALL
HAS COME TO DENMARK”**

ORGOACH.DK



KULTUR

“... som praksis mellem mennesker i et fællesskab. Kultur er de filtre vi fortolker vores tilværelse igennem, og de orienteringssystemer vi handler efter. For fællesskabets medlemmer indeholder en kulturel sammenhæng en usagt forskrift på hvad der er rigtigt og forkert at gøre og sige i forskellige situationer, og der er rutiner og indforståede måder at handle på. Vores egen kultur er noget som får os til at føle os hjemme på arbejdspladsen, i vores land, i vores familie, inden for vores fag og i vores etniske gruppe.”

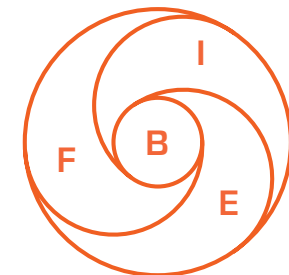
Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 57)

ORGOACH.DK



KULTUREL INTELLIGENS MODEL

- B** Kulturel Bevidsthed
- E** Interkulturel Engagement
- F** Kultur Forståelse
- I** Interkulturel Kommunikation



Kultur Intelligens · Elisabeth Plum · Børsens Forlag

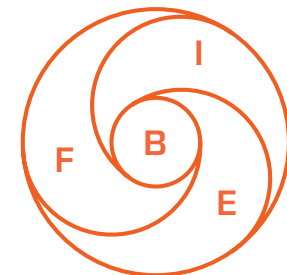
ORGOACH.DK



KULTUREL INTELLIGENS

“Kulturel Intelligens (KI) er evnen til at handle passende i situationer hvor kulturforskelle har betydning, og evnen til at gøre sig forståelig og etablere et konstruktivt samarbejde på tværs af kulturforskelle. Kulturel Intelligens bedømmes på resultatet af kulturmødet - ikke på deltagernes intention og tanker.”

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 19)



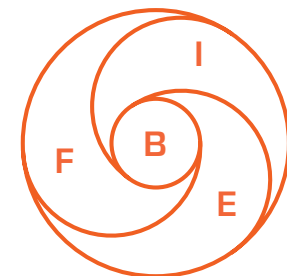
ORGOACH.DK



KULTUREL BEVIDSTHED

“Kulturel Bevidsthed handler om at forstå sine egne attituder, følelser og adfærd i kulturmødet og hvordan man opleves af andre. Man skal kunne observere sig selv i interaktion med mennesker fra andre kulturer, vide hvornår der er behov for en højere opmærksomhed på kulturforskelle, og kontrollere sine reaktioner på usikkerhed, tvivl og det at miste kontrol.”

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 20)



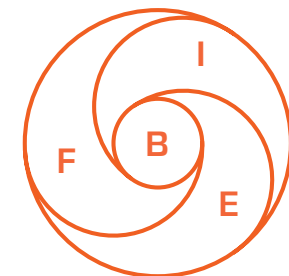
ORGOACH.DK



INTERKULTUREL ENGAGEMENT

“Det handler om motivation, indstilling til kulturforskelle og mod til at lade sig forandre...om måden at være til stede på sammen med mennesker der tænker og handler anderledes end en selv.”

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 22)



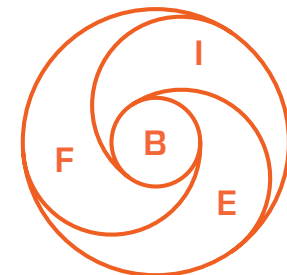
ORGOACH.DK



INTERKULTUREL ENGAGEMENT

- Motivation til at skabe resultater sammen med nogen der er anderledes end en selv. Interesse i at forstå den anden part og gøre sig forståelig.
- Evnen til at rumme og håndtere egne og andres følelsesmæssige reaktioner, vel vidende at reaktionerne kan være kulturelt betingede.
- Følelsesmæssig modenhed og mental smidighed til at gøre op med sin kulturelle selvforståelse og forforståelse om andre.
- Lærende indstilling, nysgerrighed og mod til at blive forandret af kulturmøder.
- Nærvær, dvs. at være i kontakt med den anden og med sig selv i situationen.

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 277)



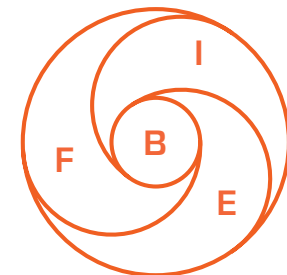
ORGOACH.DK



KULTURFORSTÅELSE

“Kulturforståelse handler både om at have kulturel selvforståelse og at kunne forstå de personer med et andet kulturelt udgangspunkt som man har over for sig i kulturmødet.”

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 26)



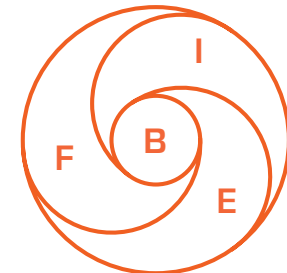
ORGOACH.DK



KULTURFORSTÅELSE

- Kulturel forståelse, dvs. at se sig selv som et kulturelt væsen og vide at ens tanker og handlinger kan være kulturelt betingede.
- Forståelse for den anden, dvs. generel viden om kulturforskelle og specifik viden om den andens kultur.
- Kulturel situationsforståelse, dvs. at sanse og opdage at der er kulturforskelle på spil.
- Evnen til at kunne uddrage erfaringer fra kulturmøder i én dimension og overføre dem til en anden.
- Forståelsesmæssig fleksibilitet så man kan se en situation fra forskellige kulturelle positioner og i et større perspektiv.

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 279)



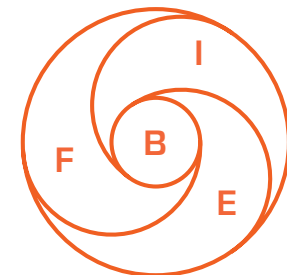
ORGOACH.DK



INTERKULTUREL KOMMUNIKATION

“Kulturelt intelligent kommunikation er at kunne give slip på sine kulturelle reservationer, overskride en eventuel pinlighedstærskel og springe ud i et spørgsmål eller en handling. Det drejer sig om at tage initiativ og reagere når noget uventet sker. Man må bearbejde sin egen kulturelle praksis i situationen, det vil sige at iagttage sig selv og justere sine handlinger i nuet til noget mere hensigtsmæssigt. Eller man må tage det op næste gang man mødes..”

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 30)



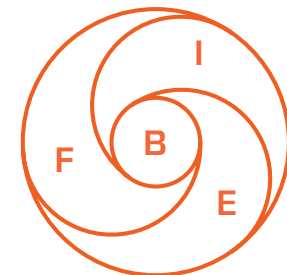
ORGOACH.DK



INTERKULTUREL KOMMUNIKATION

- Slå sin kulturelle autopilot fra og gå over til manuel styring, dvs. stoppe nogle af sine egne kulturelle rutiner og agere så man får kontakt med den anden på en fælled grund.
- Flytte samtalen til metaplan, dvs tale omhvordan man taler, så deltagerne bliver opmærksomme og kan tale om situationen set lidt oppefra.
- Eksperimentere i situationen og evt. overskride en pinlighedstærskel for at bringe situationen konstruktivt videre.
- Være vedholdende, fokusere på mulighederne i situationen og opsøge feedback.
- Have et handlingsberedskab af forskellige kommunikationsformer og metoder til at forbedre kontakten i kulturmødet.

Kultur Intelligens · Elisabeth Plum · Børsens Forlag (side 279)



ORGCOACH.DK



UDVIKL KULTUREL INTELLIGENT PRAKSIS

- Åbne det kulturelle felt
- Udforsk væsentlige koder
- Spilleregler
- Refleksion & evaluering
- Byg relationer og tillid
- Feedback

ORGOACH.DK



**KULTUR
KAN HAVE EN STOR
INDFLYDELSE PÅ
MANGE FORSKELLIGE
SITUATIONER PÅ
ARBEJDET**

ORGOACH.DK



WORK SITUATIONS

Visioning

Inspiring

Involving

Supervising

Collaborating

Staying ahead

Creating

Influencing

Decision Making

Cooperating

Leading

Task



People

Supporting

Negotiating

Listening

Project Managing

Reporting

Empathizing

Conflict Management

Keeping Up

Networking

Sharing Information & Knowledge

Giving & Receiving Feedback

Growing

Delegating

ORGOACH.DK



UDFORSK KODER & SPILLEREGLER

- Hvordan træffer man beslutninger - hvordan ser processen ud?
- Hvordan man bringer forslag frem?
- Hvordan man giver udtryk for uenighed eller kritik?
- Hvordan man udtrykker påskønnelse (støtte)?
- Hvordan man forholder sig til konflikt?
- Hvordan holder man møder, f.eks. punktlighed, afbrydelse (telefon) ?
- Hvordan giver man feedback?

ORGOACH.DK



HOW CAN WE DEFINE AND CHARACTERIZE DIFFERENCES IN CULTURE?

ORGOACH.DK



HOFSTEDE'S DIMENSIONS OF CULTURE

- Power Distance
- Uncertainty Avoidance
- Individualism vs. Collectivism
- Masculinity vs. Femininity
- Long-term Orientation vs. Short-term

ORGOACH.DK



DANISH CULTURE

- Low Power Distance, Low Uncertainty Avoidance, Low Masculinity, High Individualism
- Consensus, “Foreningskultur”, Democratic, Solidarity
- Differences are distributed horizontally rather than vertically
- Not overly emotional, withdrawn, and dislike conflict
- Irony and Sarcasm - black humor
- Informal, but say hello to all guests on arrival at party
- Strong separation between work and private life
- More critical than praising, skeptical and provocative
- Everyone helps out, no matter what level or job
- “Jante Law”
- Hygge - (hoo-ga, hoo-ga-ly)

ORGOACH.DK

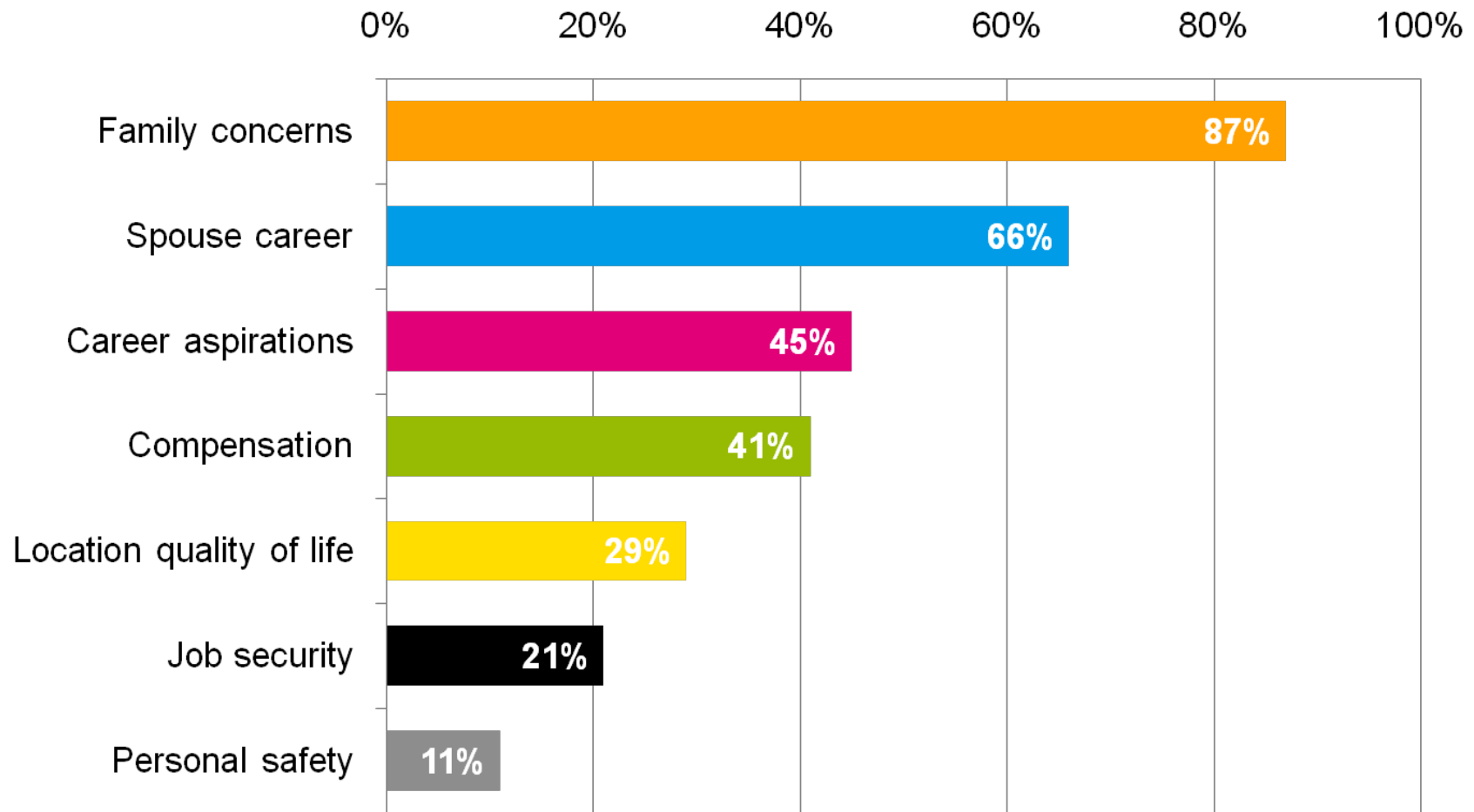


DANISH ORGANIZATIONAL CULTURE

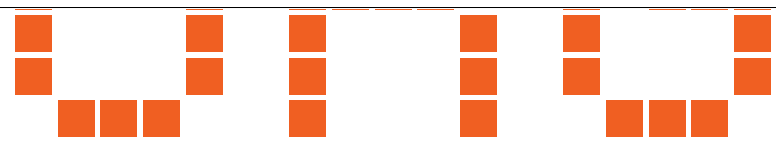
- “Village Market”
- Egalitarian - low power distance, Few layers as possible
- Professional bureaucracy - identity goes beyond organization
- Standardization of skills (competence focussed)
- Less clarity in work roles and methods
- Results rather than methods focussed (more individual freedom in methods)
- Uncomfortable with strict, formal rules
- Involving, consensus decision-making
- Create a supporting and nurturing environment for the individual (“feminine” and “individualistic”)
- Highly flexible workforce, changing jobs often
- Lots of retraining and adult education focussed on professionalization rather than skills/work-role specific

ORGOACH.DK

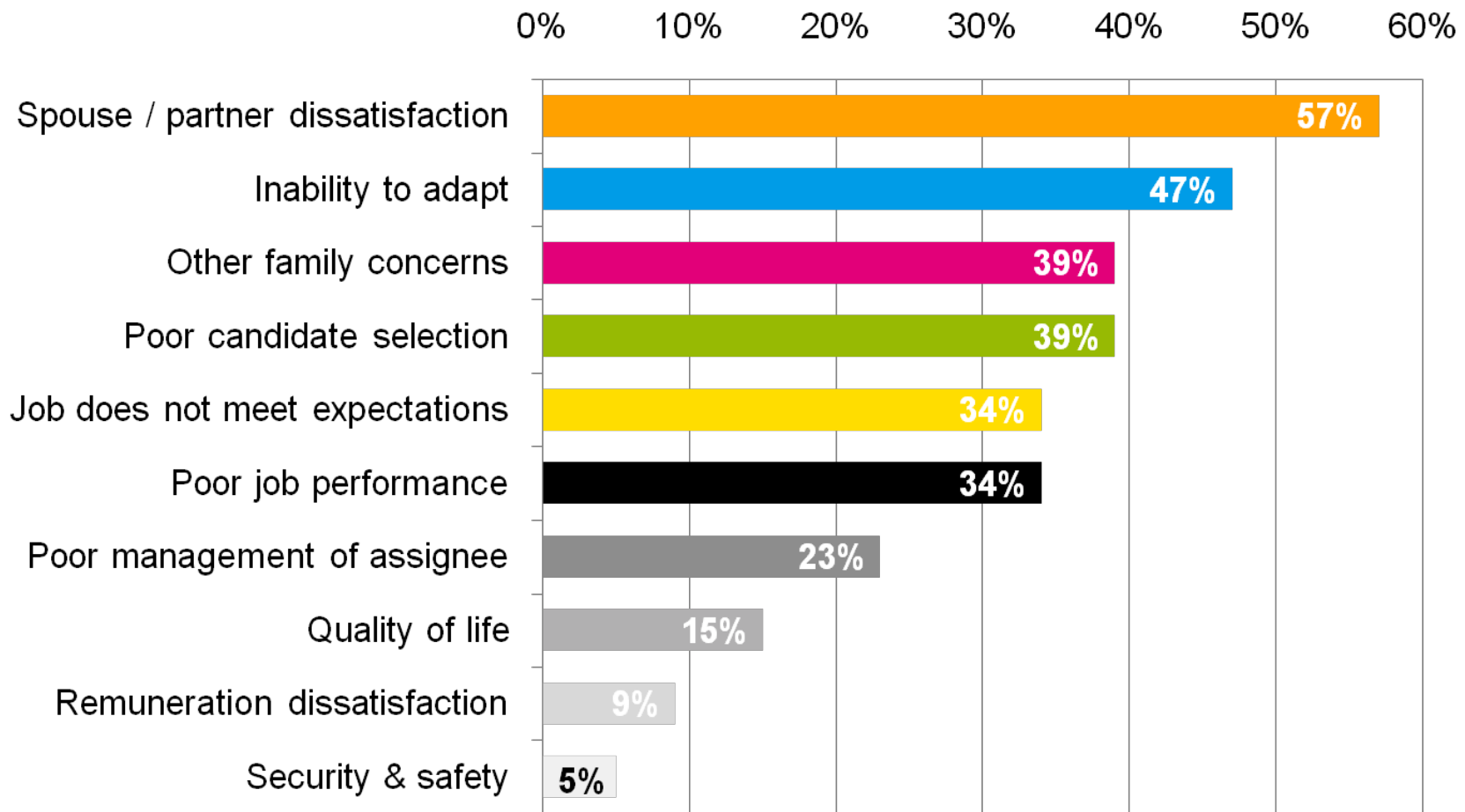
Assignment Refusal Reasons



ORGOACH.DK

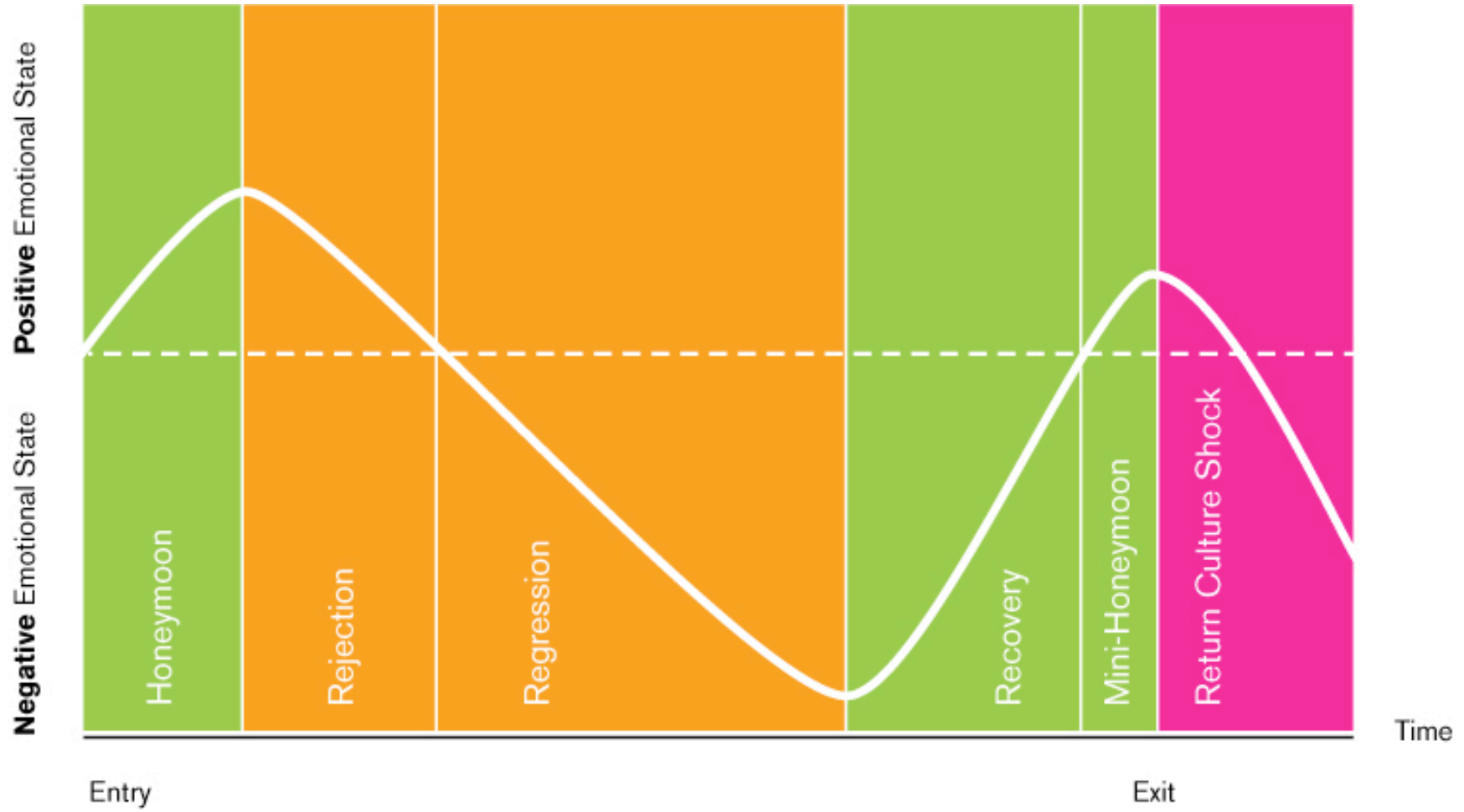


Factors Leading to Assignment Failure



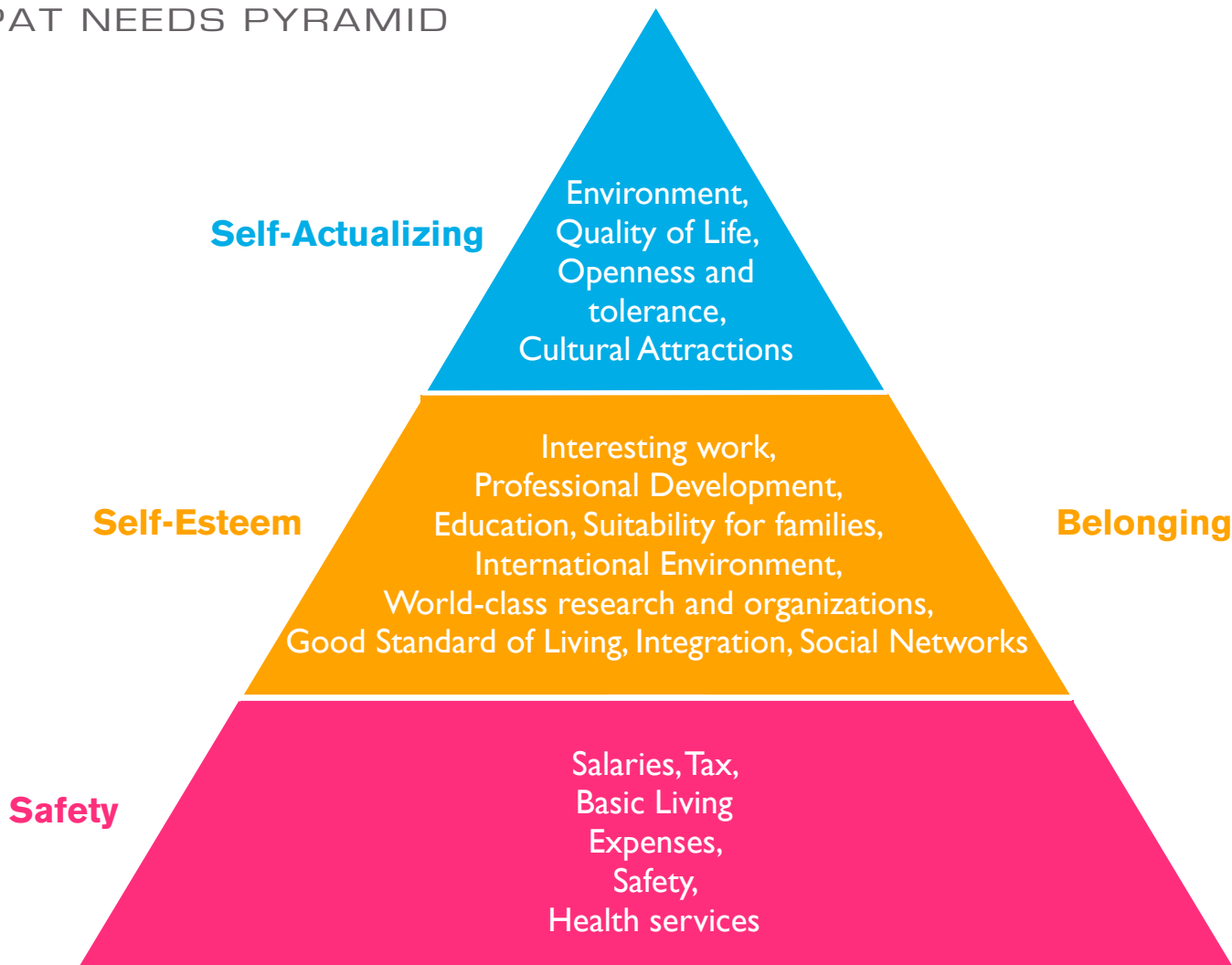
ORGOACH.DK

CULTURE SHOCK



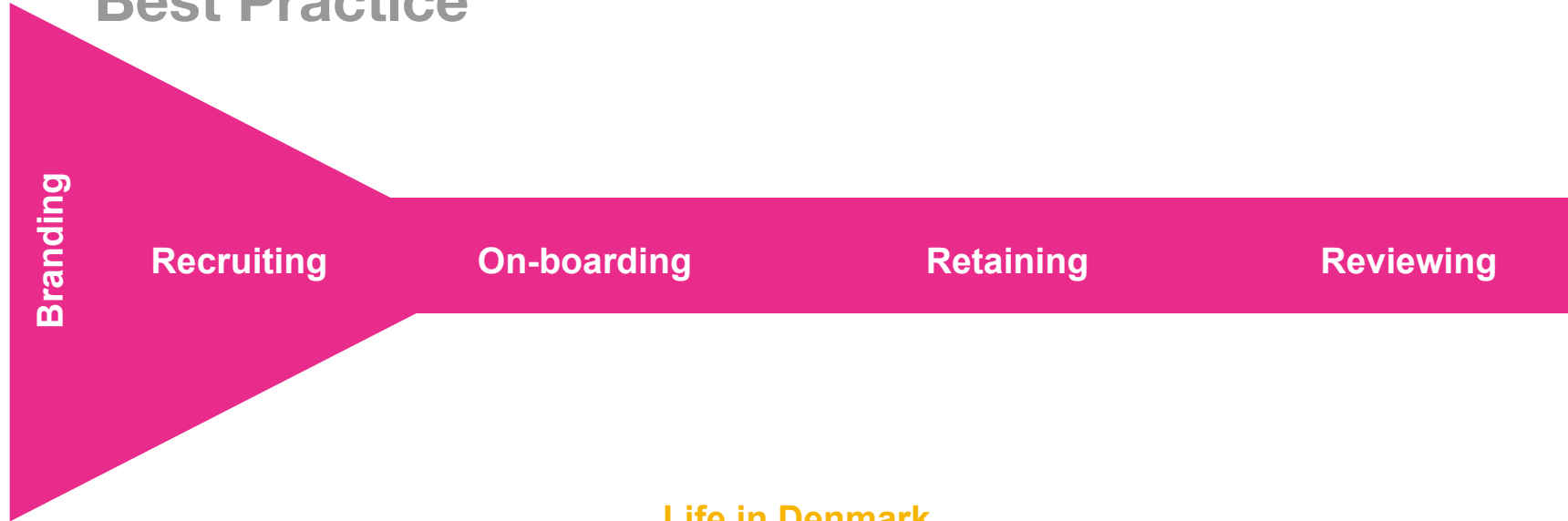


EXPAT NEEDS PYRAMID

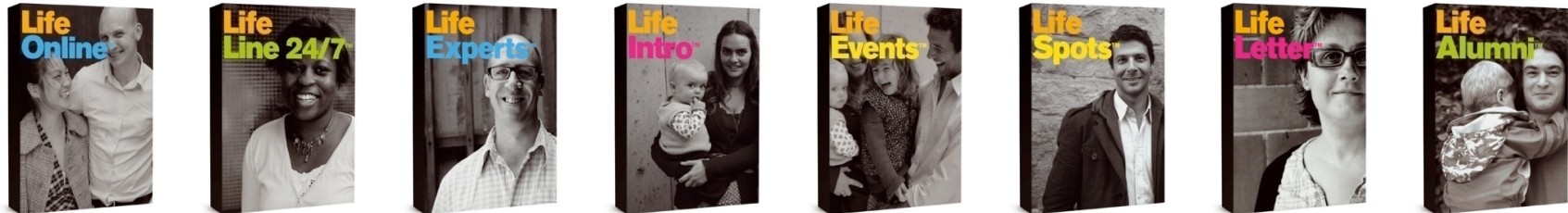


ORGOACH.DK

Best Practice



Life in Denmark



-3

0

3

6

9

12 Months

Expatriate candidate



RECRUITING - BEST PRACTICE

Companies wanting to attract international employees should ...

- Develop targeted branding of company and location for all applicants.
- Establish and actively manage a Candidate Pool (including Life Online™)
- Develop programs to support for family and spouse during all aspects of recruitment process.
- Offer interactive opportunities for candidates to find relevant information 24/7.
- Help candidates build network at company and in local community before arrival.
- Connection to Expat Mentors during recruitment process.
- Develop screening tools specific for international employees.

Goal: Attract more qualified candidates and make sure they (and their dependents) are **READY** to move to Denmark.

ORGOACH.DK



ONBOARDING - BEST PRACTICE

Companies wanting to onboard international employees should ...

- First impression Management - “Meet and Greet” program
- Buddy-program - Social/personal focus
- In-house “Dine-with-a-Dane”
- Introduction program - org. culture, HR practices, critical cultural situations
- Mix Danes and Expats in onboarding program
- Expat social network including company group (e.g., Life in Nokia)
- Life Intro™ including spouses
- Monitor Productivity and Job Satisfaction closely and provide structured opportunities for discussion of problems with HR and manager.
- Mentor - program - Profession/Career focus

Goal: Accelerate time to full productivity by solving relocation and onboarding issues quickly and effectively.

ORGOACH.DK



RETENTION - BEST PRACTICE

Companies wanting to retain international employees should ...

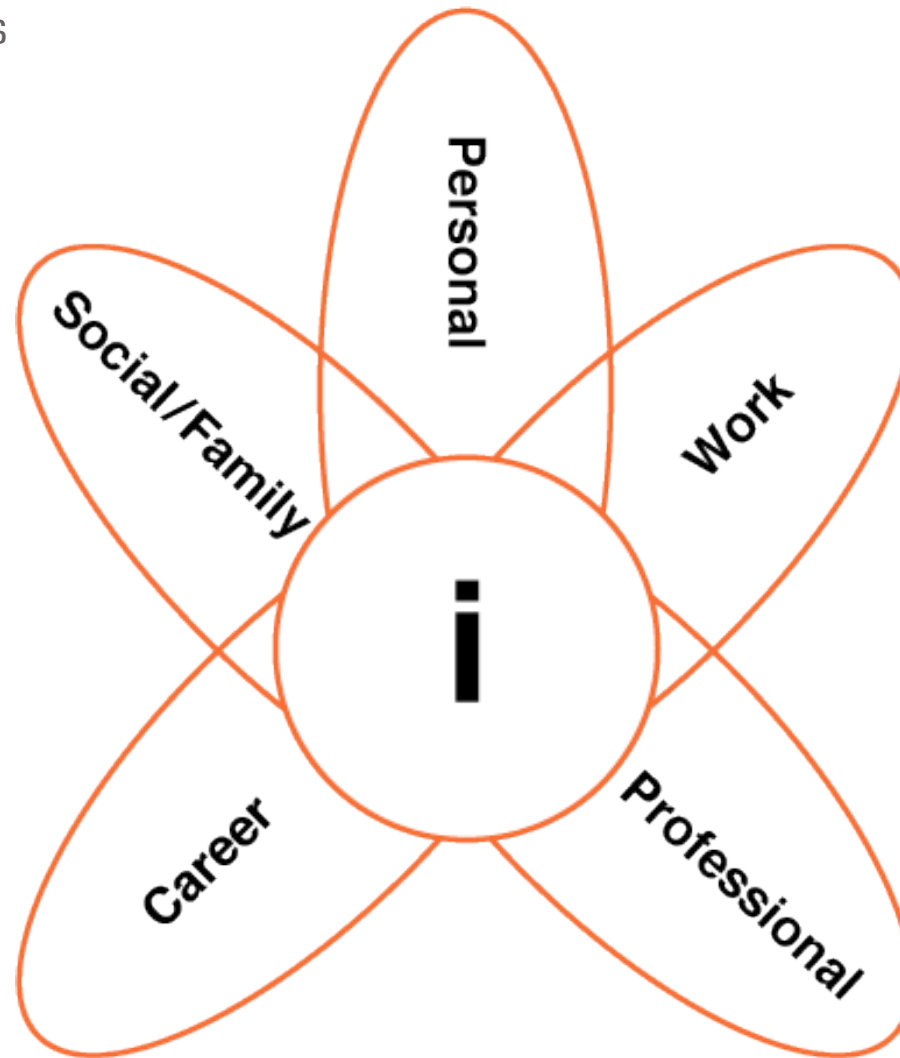
- Expat social network including company group (e.g., Life in Nokia)
- Social events and activities, with special focus on spouses and family
- Language policy
- Cultural Intelligence Training for managers
- Monitor Productivity and Job Satisfaction closely and provide structured opportunities for discussion of problems with HR and manager.
- “Expatriate Retention Survey”
- Group coaching and mentoring by professional expat coach
- Mentor - program - Profession/Career focus

Goal: Stop people leaving early due to dissatisfaction.

ORGOACH.DK



FIVE ANCHORS



ORGOACH.DK



CROSS CULTURAL ADAPTABILITY INVENTORY™

The inventory is comprised of 4 factors:

- Emotional Resilience
- Flexibility / Openness
- Perceptual Acuity
- Personal Autonomy
- Support recruitment and development of Expats

ORGOACH.DK



CULTURAL CHARACTERISTICS SURVEY

The inventory is comprised of 5 factors:

- Power Distance
- Uncertainty Avoidance
- Individuality
- Masculinity
- Long-term orientation
- Support leadership, team and personal development in cross cultural situations.

ORGOACH.DK



EXPAT SATISFACTION AND DEVELOPMENT SURVEY

Key factors:

productivity, intention to stay, satisfaction, social, development

- Electronic survey of satisfaction and development
- External provider
- Group/individual coaching and supervision
- Reporting back to HR

Difficult to get line managers to spend enough time with their expat employees.

ORGOACH.DK



SKIP BOWMAN

Founder & Direktør

Organizational Coach ApS

skip@orgcoach.dk

www.orgcoach.dk

- Direktør i Organizational Coach ApS
- Medstifter i Institut for Kulturel Intelligens
- Cross Cultural Expert hos Life in Denmark
- Cand Mag (Psyk & Eng)
- Master of the Psychology of Organisations (MPO)
- 7 års erfaring som chef for leder- og organisationsudvikling i Ericsson og Tryg-Vesta
- 4 år som seniorkonsulent
- Kunder: Danske Bank, NNIT, BHP Billiton, BankWest, United Credit Union, Nokia, Center for Ledelse
- Autoriseret i forskellige personlighedstest & udviklingsværktøjer: DiSC, CPI, FIRO-B, MBTI, LSI, GSI, OCI, OEI

ORGOACH.DK