



International and Intercultural Management

A Challenge for Managers

GfA Event
21th September 2021

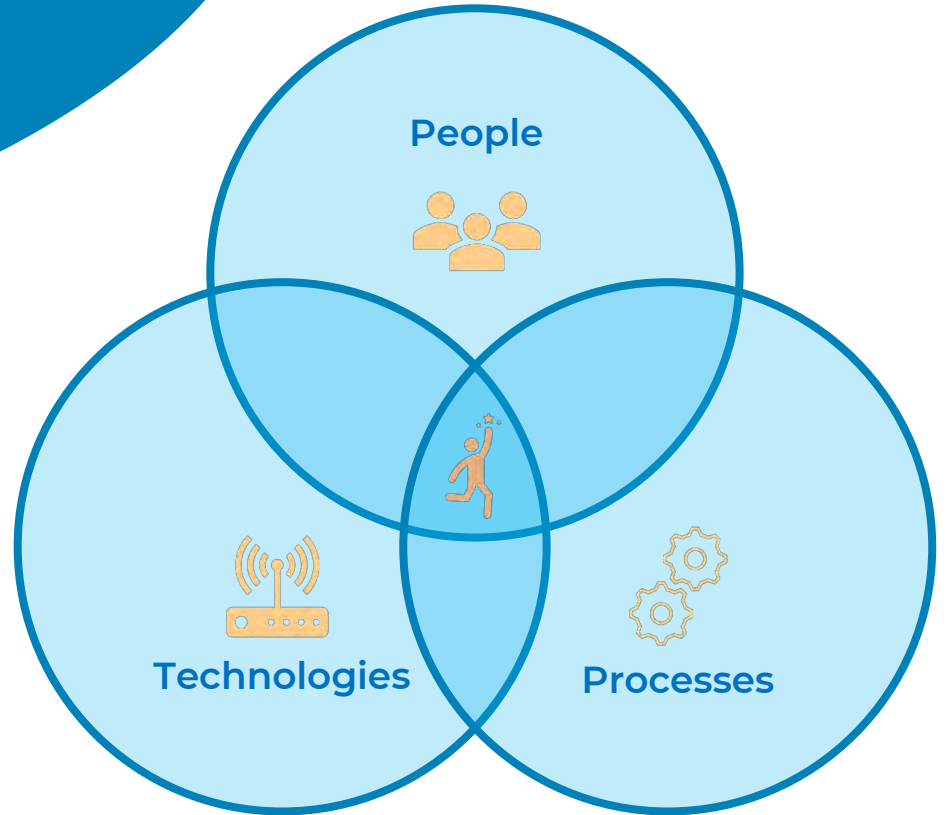
Agenda

- 1 What does "Intercultural Management" mean
- 2 The Culture Type Model by Richard D. Lewis
- 3 Influences on International Operating Models
- 4 The Experiences of an Expat
- 5 Discussion and Questions

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The Three Dimensions for Successful Management

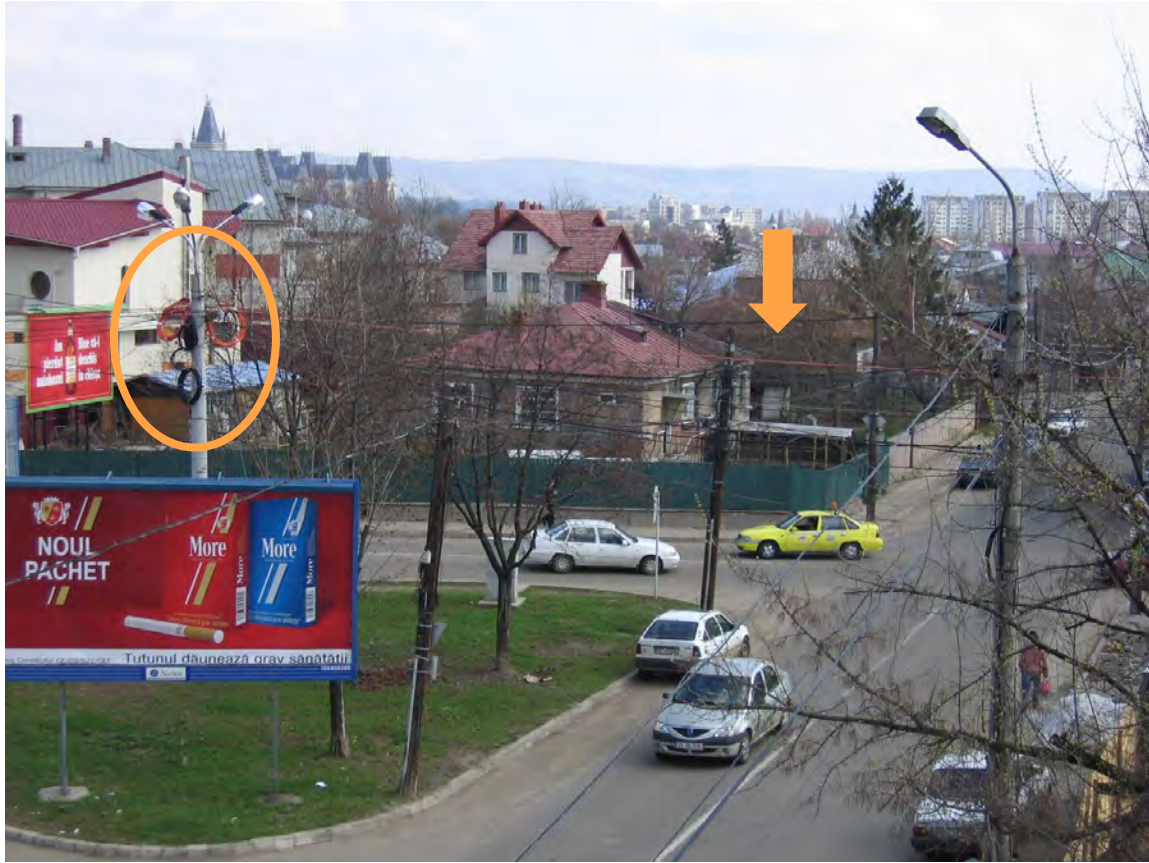




Success through
precise alignment...



... of the team,
the processes and
the technology!



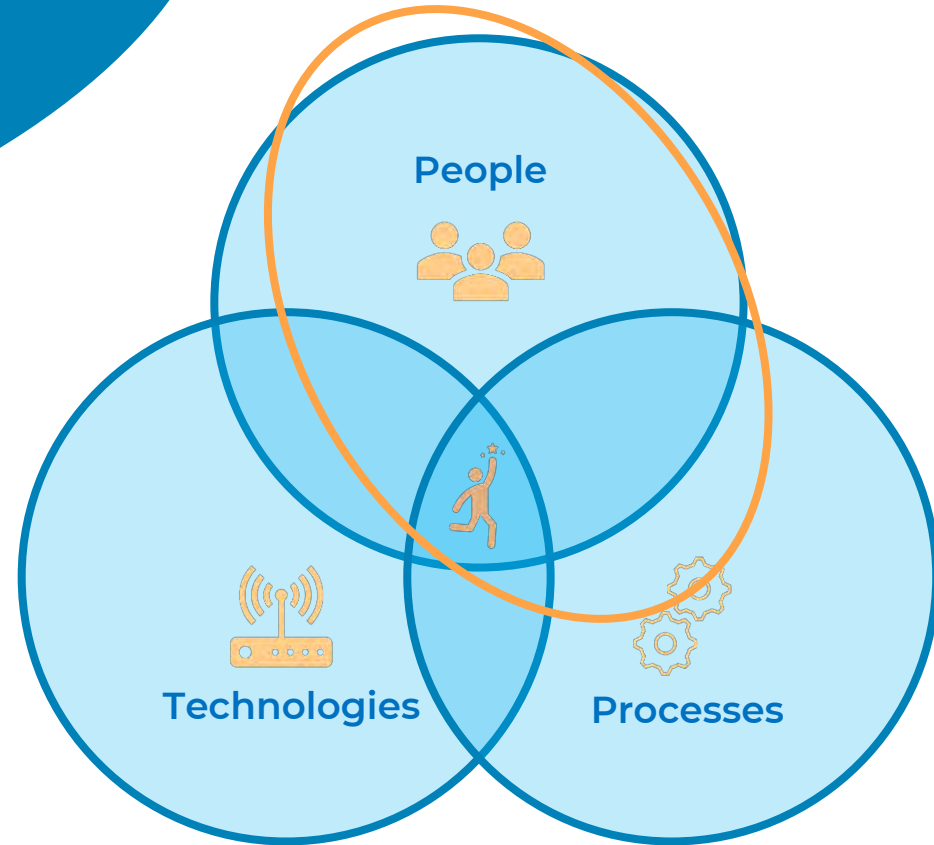
Connection of the local data center to the European backbone

Romania, Iasi / 2005

The Focus of Intercultural Management

The subject of intercultural management is a sub-aspect of international management that deals with cultural issues of cross-border corporate activities. Intercultural management concerns itself with interpersonal interactions between different cultural specialists and managers...

Quelle: www.personalwirtschaft.de (translated into English)



The Cultural Iceberg

Visible

Behaviours
&
Practices

Invisible

Climate

Media

Perceptions

Geography

Education

Attitudes

Demographics

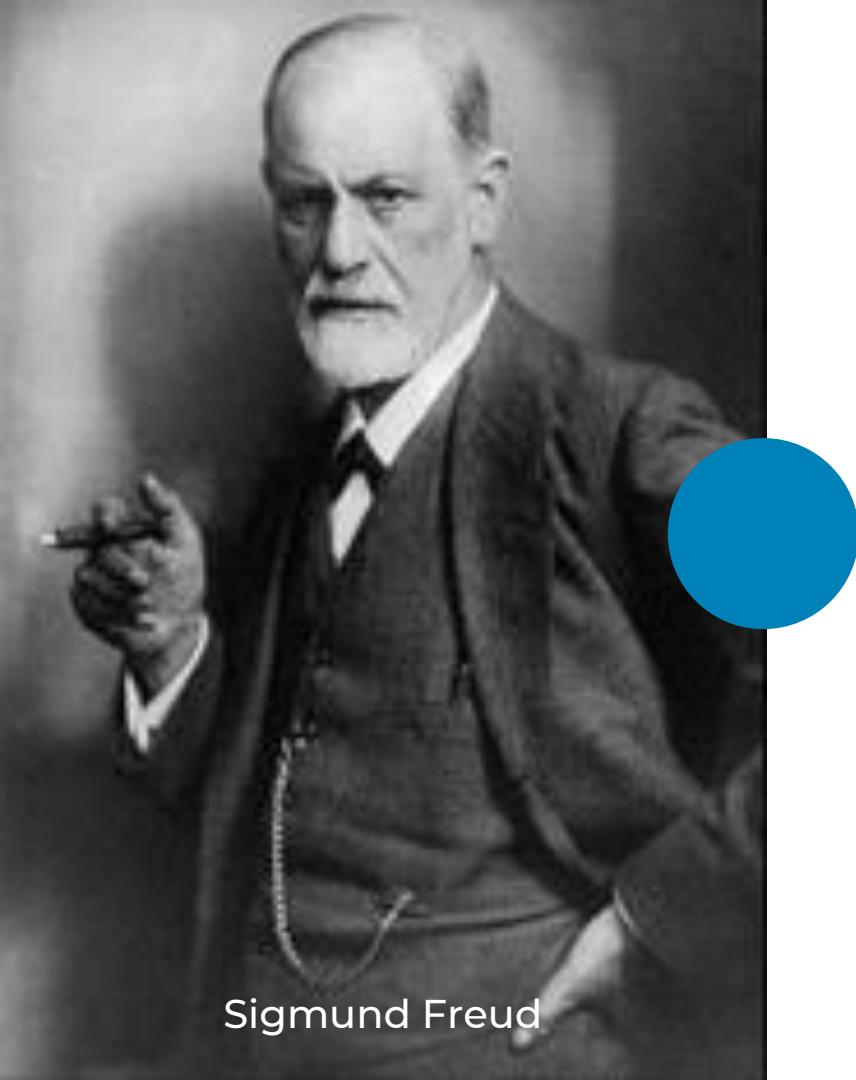
Ideologies

Beliefs

Economics

Religion

Values



Sigmund Freud

“ Were we fully to understand the reasons for other people's behavior, it would all make sense. ”

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One of the **Pioneers** in terms of Intercultural Competencies

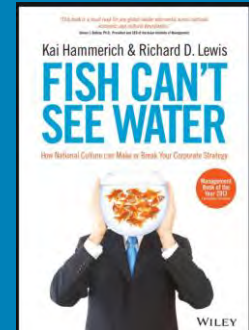
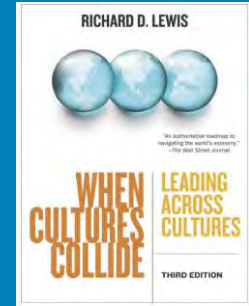


Richard D. Lewis
born 13th July 1930

Richard D. Lewis is an English communication consultant, writer, polyglot (11 languages) and social theorist.

In the 1990s, he developed the well-known "Lewis Model of Intercultural Communication."

After visiting 135 countries, and also working in more than 20 of them, he came to the conclusion that people can be divided into three clear categories. It is not the nationality or the religion that is decisive, but the behavior. He gave the three typologies the names **linear-active**, **multi-active** and **reactive**.

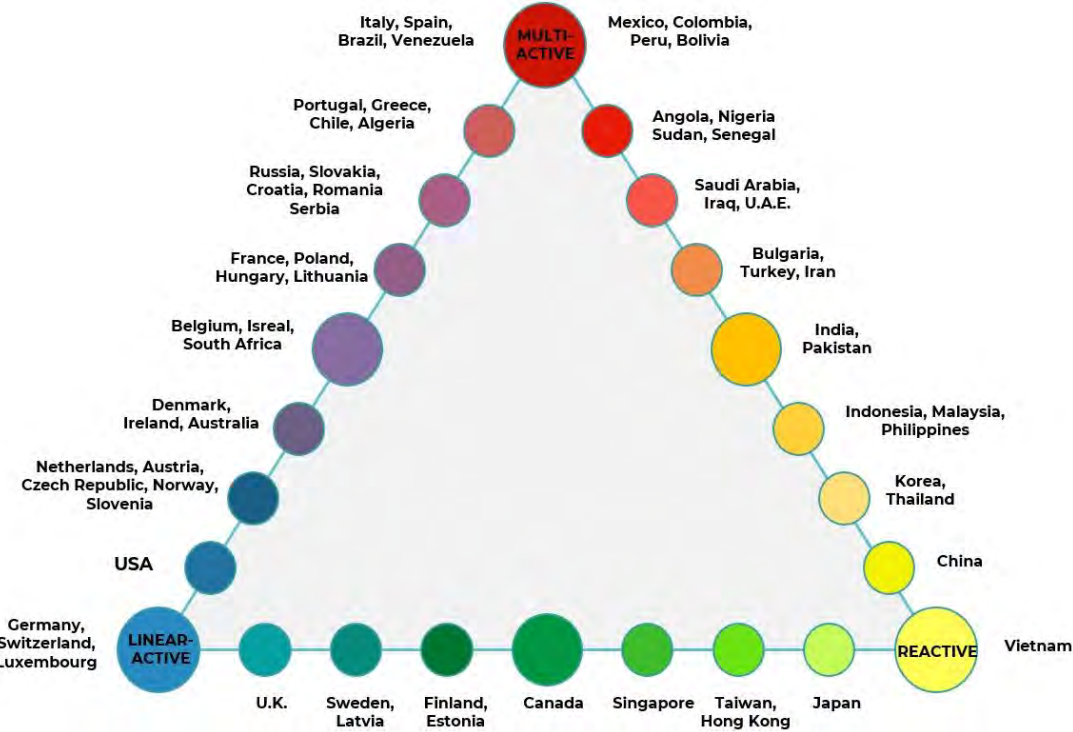


The Culture Type Model by Richard D. Lewis

- **LINEAR-ACTIVE** – fact- and task-oriented, structured way of working, direct statements
- **MULTI-ACTIVE** – dialog- and relationship-oriented, flexible
- **REACTIVE** – respectful and attentive, factual- and relationship-oriented, avoiding confrontation



The Lewis Model – Dimensions of Behaviour



LINEAR-ACTIVE

... task-oriented, highly-organized planners, who prefer getting things done, one task at a time in a planned sequence. Arguments are made with logic, while rules are to be followed. .

MULTI-ACTIVE

... emotional, loquacious and impulsive who see family, feelings and relationships ahead of following an agenda. They are comfortable do many things at the same time..

REACTIVE

... polite, attentive listeners, who rarely initiate action or discussion, instead react to it and form their own opinion. Harmony and avoiding embarrassment to themselves or others is core.

The Lewis Model – Dimensions of Behaviour



- Talks half the time
- Does one thing at a time
- Plans ahead step by step
- Polite but direct
- Partly conceals feelings
- Confronts with logic
- Dislikes losing face
- Rarely interrupts
- Job-orientated
- Uses many facts
- Truth before diplomacy
- Sometimes impatient
- Limited body language
- Respects officialdom
- Separates the social and professional



- Talks most of the time
- Does several things at once
- Plans grand outline only
- Emotional
- Displays feelings
- Confronts emotionally
- Has good excuses
- Often interrupts
- People-orientated
- Feelings before facts
- Flexible truth
- Impatient
- Unlimited body language
- Seeks out key person
- Interweaves the social and professional

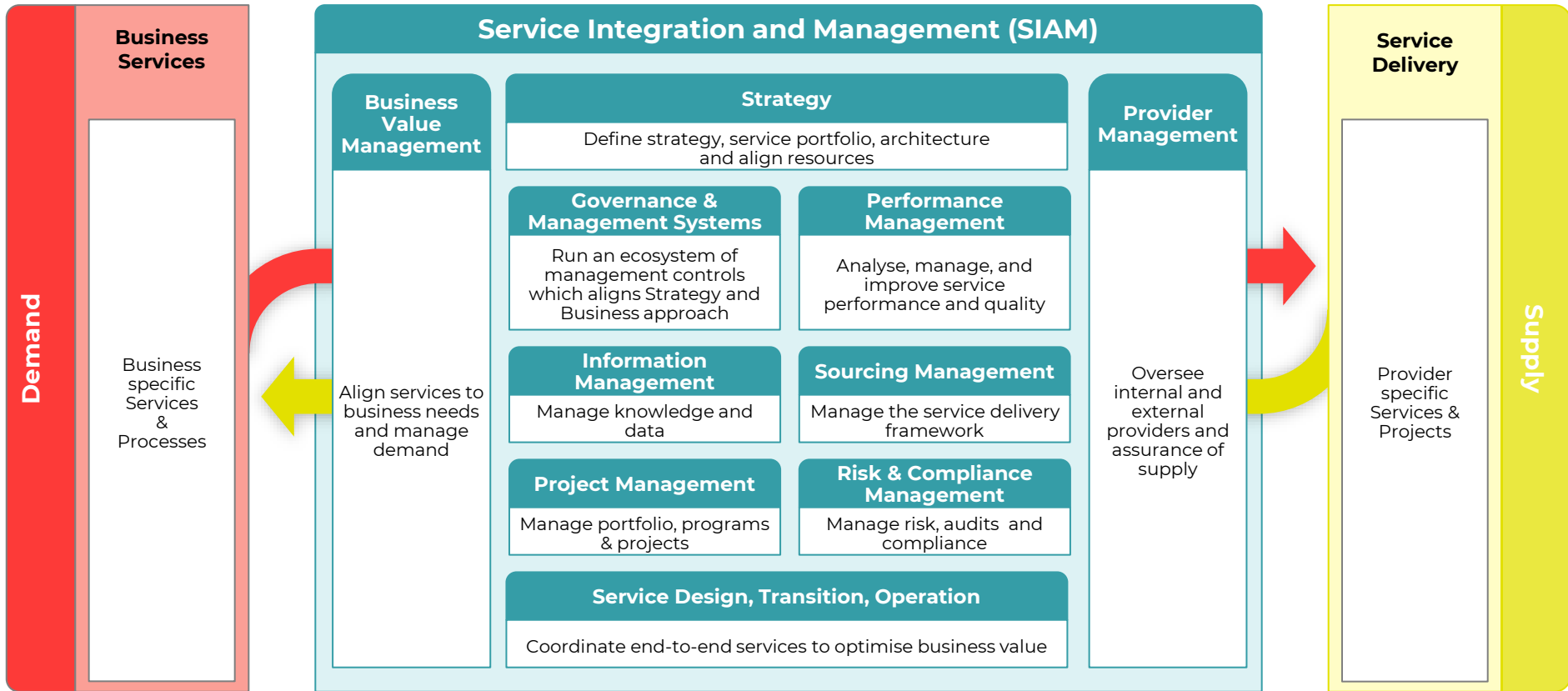


- Listens most of the time
- Reacts to partner's action
- Looks at general principles
- Polite, indirect
- Conceals feelings
- Never confronts
- Must not lose face
- Doesn't interrupt
- Very people-orientated
- Statements are promises
- Diplomacy over truth
- Patient
- Subtle body language
- Uses connections
- Connects the social and professional

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IT Operating Model



The Balance - Centralized or Decentralized Service

IT budget

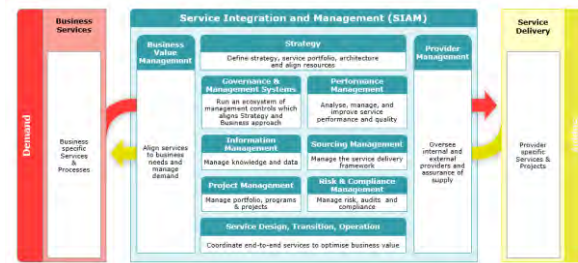
IT control model

IT architecture

IT security

IT service management (ITIL)

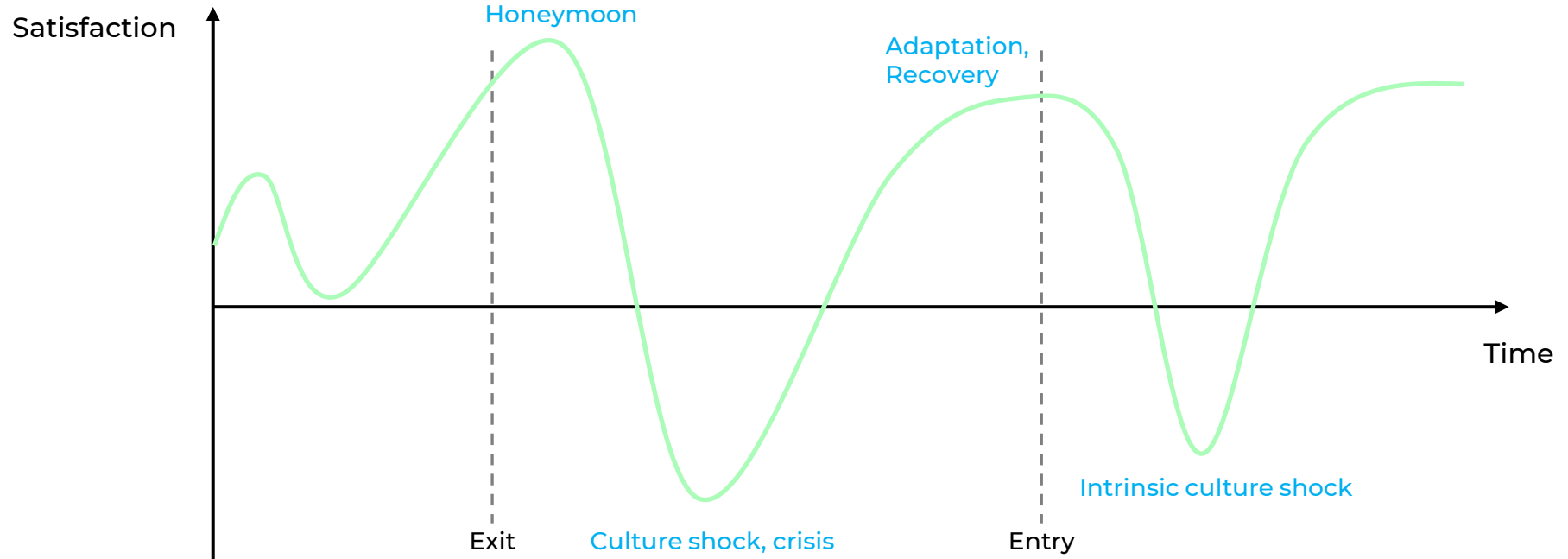
Business vs. IT strategy



Agenda

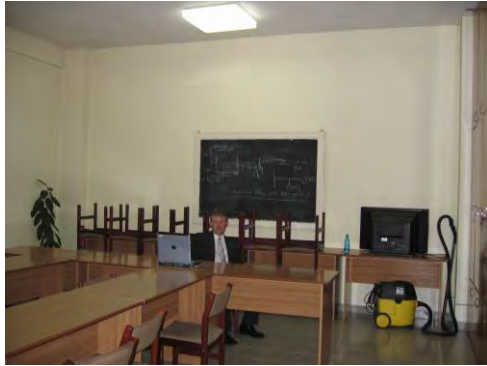
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Phases of Culture Shock



Romania

2005 - 2006



Romania

2005 - 2006



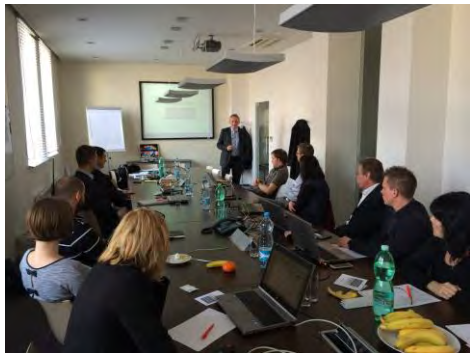
Italy

2007 - 2010



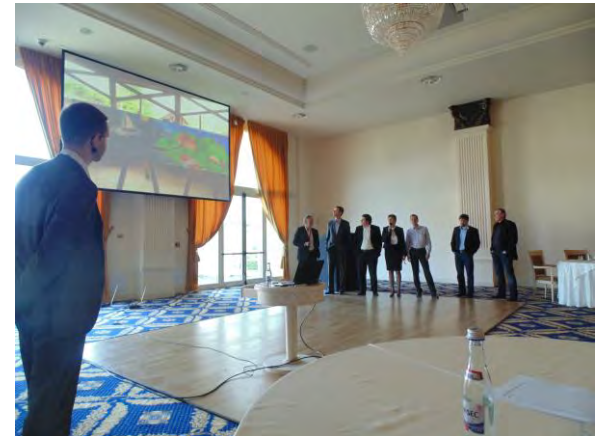
Slowakei

2010 - 2017



Slovakia + CEE

2014 - 2015



India



India



Intercultural Core Competencies



Openness / Adaptability



Respect



Communication skills



Cultural and political awareness



Empathy



Ambiguity Tolerance

... attendance of a country-specific intercultural training...

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Discussion and Questions

Thank You for Listening!

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