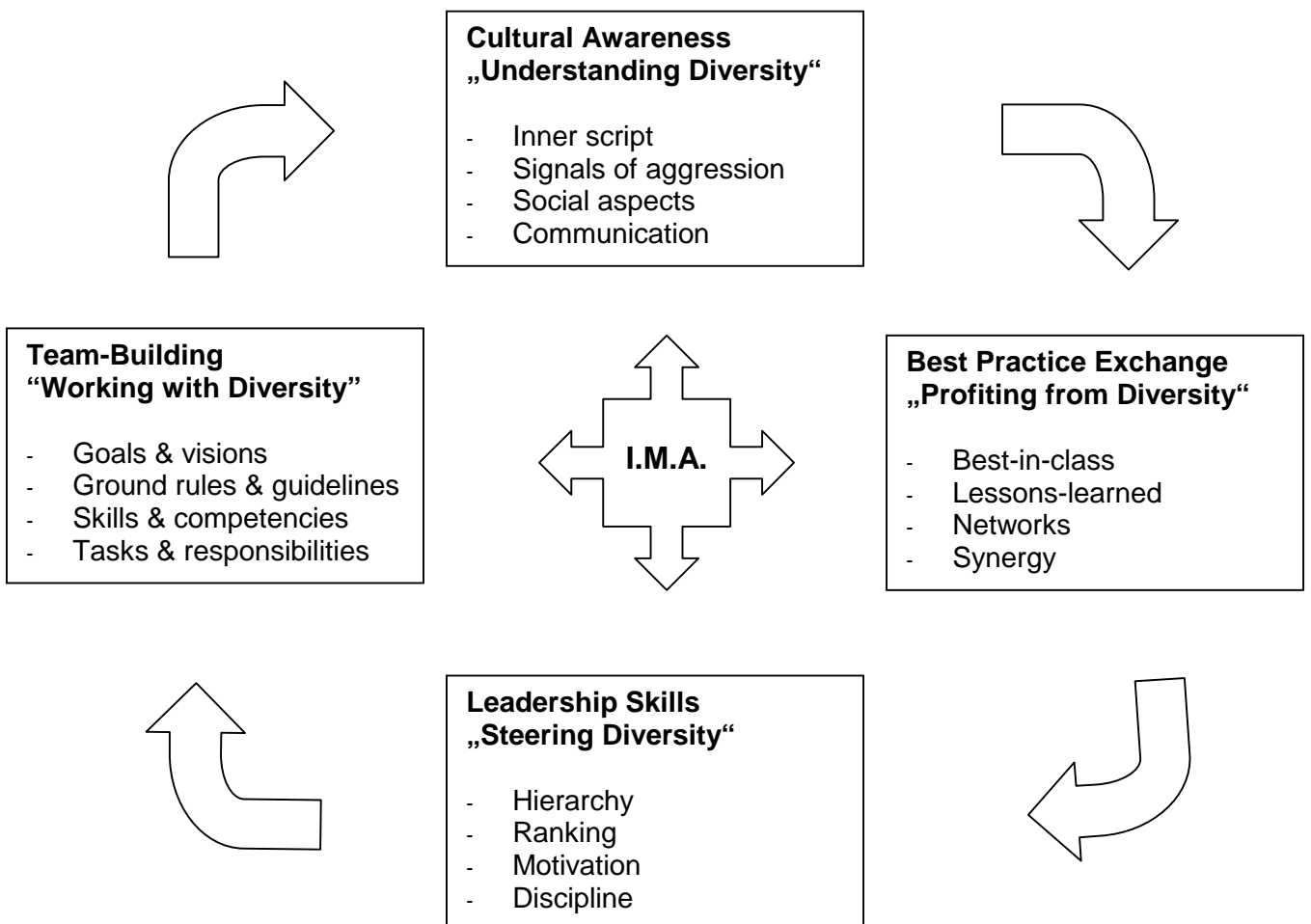


Integrated Management Approach to International Business

Premises:

1. Local culture and business practices should be understood and respected.
2. Clarity of communication is more important than grammatical perfection.
3. Best Practice Exchange signals that each side can learn from the other.
4. Successful leadership balances the strengths and weaknesses of the team.
5. A team is more effective than a group of people working together.



1. Cultural Awareness: Understanding Diversity

D.I.E. Model: the power of the 'inner script'

"Eat or be eaten": signals of aggression or submission

➤ Social aspects

- Orientation: task/relationship
- Social structure: individualist/collectivist
- Success factors: achievement/ascription (nepotism)
- Face: face-keeping/face-saving
- Physical signals: space, gestures, contact, emotion

➤ Communication

- Language: verbal and body language
- Style: linear-active/multi-active/reactive
- Pattern: data-focused/contextual
- Manner: explicit/implicit
- Type: structured/unstructured
- Time-frame: monochronic/polychronic



2. Best Practice Exchange: Profiting from Diversity

Signaling mutual respect

Creating a win-win environment

- Identifying 'best-in-class' practices
- Exchanging experience: 'lessons-learned'
- Establishing networks
- Identifying synergy potentials



3. Leadership Skills: Steering Diversity

Learning from the alpha wolf

*Identifying & modifying own/company/local leadership:
autocratic/hierarchical/consensus/*

- Hierarchy: clarifying own role and establishing respect
- Ranking: defining roles & responsibilities
- Encouragement & motivation: pro-actively sharing vision & goals
- Discipline: training and education



4. Team-Building: Working with Diversity

Learning from the wolf pack

Team identity: "All for one and one for all"

- Consensus on vision & goals
- Commitment to ground rules and guidelines: project manager
- Understanding meeting & communication styles: structured creat
- Personality profiles: dominant, influential, supportive, conscientious
- Skills & responsibilities: balancing strengths & weaknesses/generating excellence
- Constructive feedback: mutual praise & advice

