

INTERCULTURAL COMMUNICATION & MANAGEMENT

Alfred F. Praus



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- Austrian, MBA
- 25 years of business experience worldwide: Controlling, M & A, Strategic Planning, Chairman of Board of Directors of multinational group: 200 million €, workforce 1,000 on 3 continents
- Ukraine for 15 years, Managing Director of 2 companies, B2B Austria – Ukraine and vice versa
 - Founder & President of Ukrainian-Austrian Association (from 2017)
 - ICBAC: General Secretary 2019-20; Member of Executive Board
- Charter President of Rotary Club Kyiv International Business (2021-22)
- Chairman 2021-24 of Rotary Inter-County Committee Ukraine - Austria



Ukrainian-Austrian Association

Non-profit, non-political. Established in 2017 in Kyiv

Open for institutions, businesses and individuals
interested in bilateral relations.

Mission:

Strengthening social, civil, cultural, and business
ties between Ukraine and Austria and beyond
through bilateral initiatives and projects

Kyrylivska Str. 1-3, 04080 Kyiv/Ukraine

www.ukrainian-austrian-association.com

Kyiv, 24 June 2021



International Council of Business Associations and Chambers in Ukraine

www.icbac.org

Improving business self-governance conditions

Representing and protecting business interests of foreign and local investors

Strengthening and deepening business dialogue with the Government

Assisting in development of business environment

Creating conditions for further growth of the economy



Kyiv, 24 June 2021

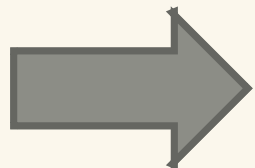
Why Intercultural Communication & Management?



- Association Agreement European Union - Ukraine
- Visa-free travel to EU

In business:

- Growth is a prime prerequisite of prosperity
- Growth requires foreign investment
- Foreign investment requires:
 - Rule of law, law enforcement, etc.
 - “Western” norms and standards
 - **Speaking the same “language”**



Bridge the cultural gaps through intercultural communication and management

WHAT IS CULTURE?

A system of values and beliefs which we share with others, all of which gives us a sense of belonging or identity.

MAIN ELEMENTS OF CULTURE

- Language
- Symbols
- Religion
- History & Traditions
- Norms
- Values
- Beliefs
- Cognitive Elements

It Is All About Values



Cultural Values

Values are important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable.

- support for democracy
- tolerance of foreigners and ethnic minorities
- support for gender equality.
- the role of religion and changing levels of religiosity
- the impact of globalization
- Attitudes: environment, work, family, politics, national identity, culture, diversity and subjective well-being.

Personal Values

Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations.

Internal reference for what is good, beneficial, important, useful, beautiful, desirable and constructive

Personal Values



Accountability
Accuracy
Achievement
Adventurousness
Altruism
Ambition
Assertiveness
Balance
Being the best
Belonging
Boldness
Calmness
Carefulness
Challenge
Cheerfulness
Clear-mindedness
Commitment
Community
Compassion
Competitiveness
Economy
Effectiveness

Efficiency
Elegance
Empathy
Enjoyment
Enthusiasm
Equality
Excellence
Excitement
Expertise
Exploration
Expressiveness
Faith
Fidelity
Fitness
Fluency
Focus
Consistency
Contentment
Continuous
Improvement
Contribution
Control

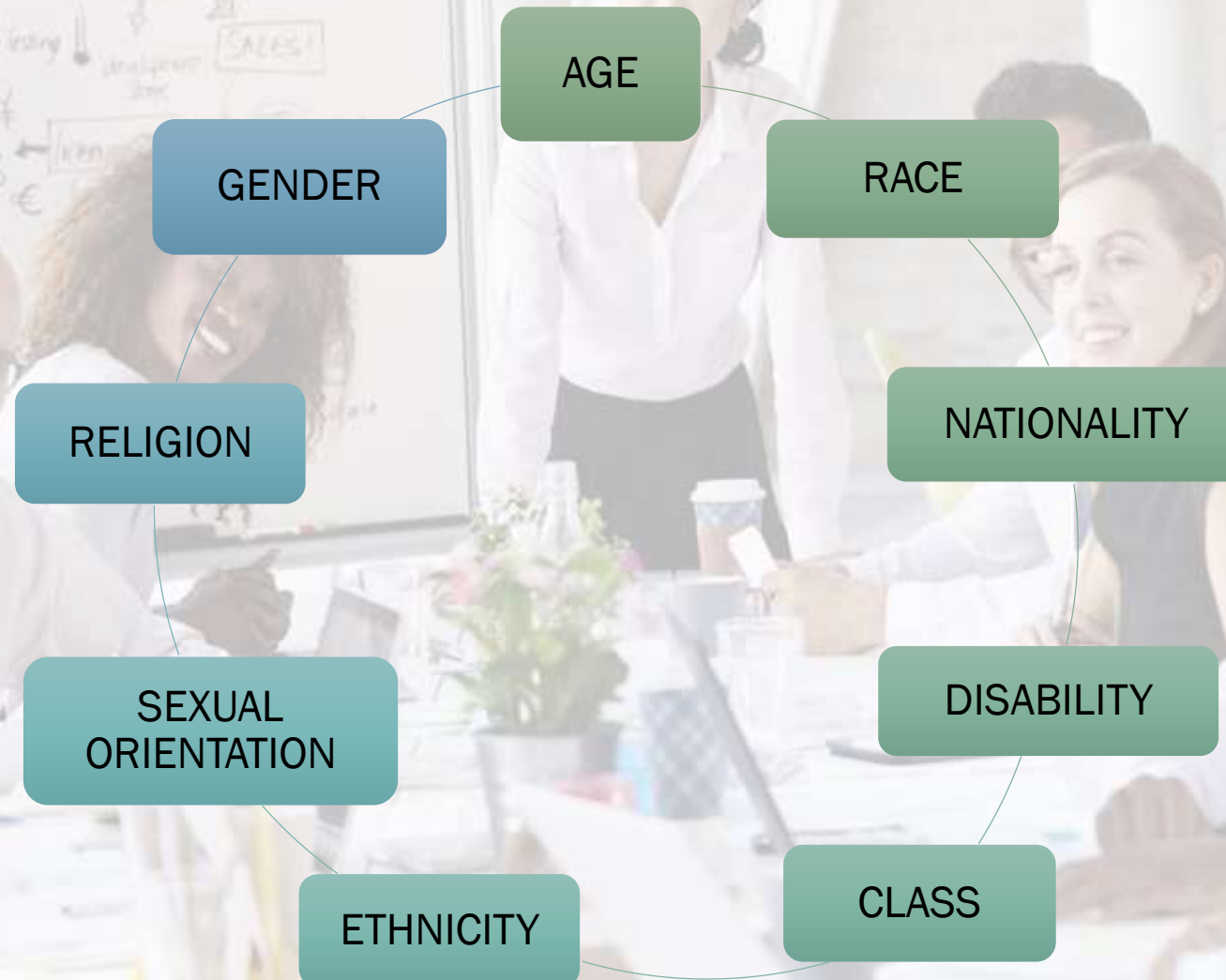
Cooperation
Correctness
Courtesy
Creativity
Curiosity
Decisiveness
Dependability
Determination
Devoutness
Diligence
Discipline
Legacy
Love
Loyalty
Making a difference
Mastery
Merit
Obedience
Openness
Order
Originality
Patriotism
Perfection

Piety
Positivity
Practicality
Preparedness
Professionalism
Prudence
Quality-orientation
Reliability
Resourcefulness
Restraint
Results-oriented
Security
Self-actualization
Self-control
Selflessness
Discretion
Diversity
Dynamism
Freedom
Fun
Generosity
Goodness
Grace
Growth

Happiness
Hard Work
Health
Helping Society
Holiness
Honesty
Honor
Humility
Independence
Inner Harmony
Inquisitiveness
Insightfulness
Intelligence
Intellectual Status
Intuition
Joy
Justice
Leadership
Self-reliance
Sensitivity
Serenity
Service
Shrewdness
Simplicity

Soundness
Speed
Spontaneity
Stability
Strategic
Strength
Structure
Success
Support
Teamwork
Temperance
Thankfulness
Thoroughness
Thoughtfulness
Timeliness
Tolerance
Traditionalism
Trustworthiness
Truth-seeking
Understanding
Uniqueness
Unity
Usefulness
Vital

Dimensions of Diversity



Cultural Iceberg



Constituent Elements of Intercultural Competence



(adapted from Deardorff, 2006)



Ten Cultural Value Differences

(Hofstede et al.)

- Individualism vs Collectivism
- Power Distance
- Uncertainty Avoidance
- Orientation to Time
- Gender Egalitarianism
- Assertiveness
- Being vs Doing
- Humane Orientation
- Indulgence vs Restraint
- Performance Orientation

Elements of Intercultural Communication

Cultural differences can extend themselves to:

- the way in which people of different cultures address each other
- what level of formality or informality makes people comfortable
- non-verbal behavior, eye contact, hand gestures, physical proximity, etc.
- personal grooming such as dress code and hygiene issues.

Cultural elements affecting the outcome of intercultural communication

Verbal
Processes

Perception

Non-Verbal
Processes

Non-Verbal Communication

“Listen With Your Eyes”

- Posture
- Clothing
- Gestures
- Distance / Space
- Eye Contact
- Movement & Body Position
- Touch
- Voice / Paralinguistic

Accounts For 60-80 % of Communication

Anglo-EU Translation Guide



What the British say	What the British mean	What others understand
I hear what you say	I disagree and do not want to discuss it further	He accepts my point of view
With the greatest respect...	I think you are an idiot	He is listening to me
That's not bad	That's good	That's poor
That is a very brave proposal	You are insane	He thinks I have courage
Quite good	A bit disappointing	Quite good
I would suggest...	Do it or be prepared to justify yourself	Think about the idea, but do what you like
Oh, incidentally/ by the way	The primary purpose of our discussion is...	That is not very important
I was a bit disappointed that	I am annoyed that	It doesn't really matter
Very interesting	That is clearly nonsense	They are impressed
I'll bear it in mind	I've forgotten it already	They will probably do it
I'm sure it's my fault	It's your fault	Why do they think it was their fault?
You must come for dinner	It's not an invitation, I'm just being polite	I will get an invitation soon
I almost agree	I don't agree at all	He's not far from agreement
I only have a few minor comments	Please re-write completely	He has found a few typos
Could we consider some other options	I don't like your idea	They have not yet decided

Ideal World vs Living Hell



In an ideal world ...

- the policemen would be English
- the car mechanics would be German
- the cooks would be French
- the innkeepers would be Swiss,
- and the lovers would be Italian

In a living hell ...

- the policemen would be German
- the car mechanics would be French
- the cooks would be English
- the innkeepers would be Italian
- and the lovers would be Swiss

Guidelines for Bridging the Gap Between Different Cultures

- Seek information about the culture
- Be other-oriented
- Ask questions
- Develop mindfulness
- Develop flexibility
- Tolerate ambiguity
- Avoid negative judgments

Culture Affects International Business in Three Core Areas

Communication

risk of your message getting “lost in translation”

English is the de facto language of business

non-verbal communication

Organizational hierarchy

Clan Culture

Adhocracy Culture

Market Culture

Hierarchy Culture

Workplace etiquette

formality of address

punctuality

differences in attitude towards work

Intercultural Management Issues/Examples

- Developing international markets
- Investing in company premises or facilities in other location overseas
- Dealing with customers in different parts of the world
- Planning a global strategy
- Developing international leadership

- Merging or integrating with other companies across borders
- Developing multi-cultural teams
- Dealing with cross-cultural conflict
- Conducting major international negotiations
- Managing international customer relation

Roles of Management



Thank You!

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