Future Global Management

How to Accomplish a Successful Multinational Management

Joe Barnett, M.A. & Dr. Angela Barnett

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by Joe Barnett, M.A. & Dr. Angela Barnett
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About the Authors

The authors have over forty years of communication consultation and training experience in world-class corporations and in universities around the globe.

They have worked with companies such as Mazda Car Company (in Japan), Amdahl Mainframe Computers (U.S.), Samsung Semiconductor (Korean Co. in U.S.), Tandem (U.S.), Nishi Nihon Densing (in Japan), Tokiwa Industries (in Japan), etc. They have taught communication training to buyers, managers, engineers, software programmers, first line managers, assemblers, top managers, executive managers, vice presidents, presidents, CEO's, presidential security service members, government ministers, and to thousands of university students in Japan, Korea and in the U.S.

They have lived abroad for fourteen full years in Japan, Korea, Turkey, Cyprus and Puerto Rico. Their main focus while living overseas was to study the host culture to see how culture affects business communication in local and in international business. They have also spent much time in the U.S. studying how diversity affects management in world-class corporate environments. Their effort has always been and always will be toward the practical and successful aspects of management and doing business, focusing on the very essential, doable and successful elements that a person must know and practice in order to effectively accomplish international, multinational and local business.

Along with their new leading-edge management book, *Future Global Management*, the authors will soon be releasing the books: *Asia: Where U.S. Management Bites the Dust, Becoming an International Person, Matrix of Illusions,* and *Quantum Journey.*

The authors, besides being international experts in multinational management and successful international business, are also accomplished recording musicians and music composers. They have two CD's of their original work released. Their music is similar to a cross between Enya's music and Steve Roach's space/desert ambient music. Their music is electronic and very soothing to the soul.

Their current work, books, e-books, audio books, training, online training, and music are available through their company website - http://CrystalMagicOrchestra.com

Preface

We have lived and worked in many countries around the globe in hopes to understand how people around the world approach business and life in order to come to a practical understanding of how to most effectively accomplish business in a multinational and international environment. What we have found was beyond what we could imagine. Every country requires one to write an entirely new dictionary meaning for almost every thought and word. With this different view of the meaning of life, work and business comes a radically different way and thought of how and why one accomplishes business on a daily basis. These differences radically affect business interactions beyond imagination and cause serious problems by the thousands a day.

Future Global Management was written by both authors; however, we decided to often use "I" in the text in order to have a more personal feel to the book.

Future Global Management is a focused book on how to most effectively accomplish business interactions in a multinational and international environment and comes from over forty years of field-tested, hands-on experience. There is nothing in this book that is extraneous. We have no desire to waste your time or our time with the spouting of theories for one to contemplate but have very little relevance in the workplace. Some of the terms and theories mentioned in the book may sound familiar, but they are all redefined in unique ways that show how they are directly useful in business. We also don't have a desire to waste your time on tangents that don't directly apply. We have only included things that directly relate to your understanding and subsequent accomplishing of effective multinational business interactions at every level. There is method in our madness.

This is a powerful book, and after you read it, you will never look at business interactions in the same way again. It will have a profound influence on your approach to business and on your life. Enjoy.

Disclaimer: All business decisions of an individual or a company are always extremely complex and involved. Only the individual and/or those working in companies can know best what to do for each unique situation. By reading this book or any of the information in this book, the readers agree to assume full responsibility for their decisions that they make that affect their lives and/or their businesses. The authors are sharing their worldwide business experiences to share what they have learned. What the readers do with it is entirely up to the readers.

Acknowledgments

Introduction
WHAT
FUTURE GLOBAL MANAGEMENT
CAN DO FOR YOU

- Bring your Multinational Corporation up to the Cutting Edge of Effective and Successful Multinational Business Management - by giving each employee the ability to always interact in the most effective way for every situation that s/he will encounter at work - nationally and internationally.

- Save your Corporation many Millions of Dollars and much Wasted Time - by radically increasing the efficiency and effectiveness of all business interactions.

- Reduce your current Business Interaction DPMO (Defects Per Million Opportunities) from 60,000 DPMO to a serious World-Class competitive level - by radically reducing and eliminating errors and misunderstandings of every sort in all of your business interactions.

- Give you a Strong and Long Lasting Future-Oriented Multinational Corporation that develops Deep Roots - by developing trust, respect, and strong business relationships within the company, between companies, and internationally.

- Increase your Employees Job Satisfaction - by giving each employee a great sense of accomplishment in everything that s/he does through the ability to successfully handle each situation.

- Create a very Enthusiastic and Involved Workforce - by making business and life very interesting and a Great Adventure through Future Global Management.

- Put your Corporation on the very Leading Edge of Global Competitiveness - by bringing your already excellent management up to the level of an extremely successful Multinational Management system by using Future Global Management.

ABOUT FUTURE GLOBAL MANAGEMENT

FUTURE GLOBAL MANAGEMENT (FGM):

- is necessary for the success of global management now and in the future.

- can be accomplished in any corporation using any set of management systems because FGM is like a giant Web that is placed over all of the existing systems.

- is separate from all of the existing management systems, yet it is an integral part of how the existing management systems are carried out in the day-to-day activities of the corporation at all levels.

- is accomplished by the individual, so it can be learned and developed one person at a time.

- depends upon the individual and is not dependent upon others for it to be successfully accomplished; however, the corporation, as a whole, cannot bring itself up to the maximum professional globally competitive level without everyone in the corporation accomplishing FGM at a professional level. It's like a how a professional soccer team must have every player playing at the peak of his/her professional ability in order to win at the Global competitive level.

- is mind-boggling once you learn about it and learn how to accomplish it; you will never be the same, and you will never look at business in the same way again.

- is a global ADVENTURE because it is more fascinating than the movie *The Matrix*, and once you have taken the "red pill," there is no turning back, and the Adventure never ends (Wachowski Brothers, 1999).

So, if you are ready, take the red pill and see how deep FUTURE GLOBAL MANAGEMENT goes.

The ADVENTURE BEGINS

Since FUTURE GLOBAL MANAGEMENT is accomplished by the individual, it revolves how the individual accomplishes business interactions. There is the NORMAL way of handling interactions, which leads to the thousands of faulty business interactions a day, and there is the professional, internationally competitive and successful FUTURE GLOBAL MANAGEMENT way - the way that will bring your Multinational Corporation to the leading edge of Global Competitiveness in the world.

FUTURE GLOBAL MANAGEMENT is COMPLEX

FUTURE GLOBAL MANAGEMENT is very complex because it revolves around the most efficient and effective way for a person to accomplish successful internationally competitive business interactions. Multinational business interactions occur between and among people with different levels of knowledge, skills and ability who are from different cultures and backgrounds, so the variables involved in successful interactions are immense. However, this mass of subjectivity can be dealt with in a systematic way that ensures the most successful outcome for the given circumstances. This systematic way is FUTURE GLOBAL MANAGEMENT.

What are Defective Business Interactions?

Everyone has experienced defective business interactions - business interactions that just didn't turn out as well as they could have. Currently, these defective interactions are just considered a part of doing business and are factored into the business plan. However, it doesn't have to be this way. Defective business interactions can be radically reduced and do not have to be a part of doing business.

Have you ever had:

- Misunderstandings among the local employees or with local vendors?
- Unclarity of meaning and intention behind certain communications?
- Incorrect items shipped, due dates missed?
- Incorrect orders or misunderstood directions?
- Contract specifications misunderstood?
- Custom product orders specifications misunderstood?
- Time and place misunderstood?
- Misunderstandings about responsibilities and relationships?
- A business associate feel that the agreement is different than what you understood?
- Executive management's memos to the company being misunderstood?
- HR's memos to the employees being received with confusion and sometimes anger?
- Internal email communication within the company resulting in anger and misunderstanding?
- Local (host country) employees being resistant or reluctant to do things when asked by management?
- Local employees (host country) refusing to cooperate on projects when asked by management?
- Local employees (host country) becoming openly upset and angry in the daily operation of the business?

   Defective Business Interactions are quantifiable because everyone knows when they happen.

They also indirectly cause:

- lowered productivity
- lack of buy in
- lack of company loyalty
- a lowering of motivation
- more defective business interactions
- hostility, lack of trust, and defacement of employees

- customers to become angry with the company
- employees to become angry with the company
- vendors to become angry with the company
- the spreading of ill will about the company
- an environment where the worst employees can get away with workplace abuse, embezzlement, and corruption

Normal business interactions include all of these Defective Business Interactions and all of the negative results of defective interactions.

FUTURE GLOBAL MANAGEMENT training gives your employees the:
- knowledge and skills necessary to be able to accurately assess the complete business circumstance
- knowledge and skills to thoroughly and successfully accomplish business interactions within the company, between companies, and internationally for the best results possible with the least amount of errors.

FUTURE GLOBAL MANAGEMENT gives the employee the
- SKILLS
- KNOWLEDGE
- ABILITY and a
- PLAN and METHOD
to accomplish a successful Globally Competitive Multinational Management that will

Put your Multinational Corporation on the very Leading Edge of Global Competitiveness.

THE PROBLEM & SOLUTION

1 - The Normal Business Interaction

Defective Business Interactions are a part of Normal Business Interactions and are thought of as part of doing

business.   These errors in Business Interactions do not have to be part of doing business. They can be eliminated. Also, the Normal Business Interaction approach handles all business interactions without a clear plan or method on how to accomplish the process in the most beneficial way. Business interactions are left to chance on how they turn out. Hoping errors will be eliminated by chance and having no plan or method of improvement is not a strong or successful management approach for Global Competitiveness.

In any company there are hundreds of thousands of business interactions a day and among those interactions there are many thousands of defective business interactions a day. A very conservative estimate of the amount of Defective Business Interactions Per Million Opportunities would be 10,000 DPMO (Defects Per Million Opportunities).

However, Defective Business Interactions breed more Defective Interactions exponentially and causes the defective interactions to spiral out of control. Every misunderstanding, error, wrong information sent or received, negative feeling that results from the misunderstandings easily cause more Defective Business Interactions to occur, which leads to further misunderstandings, loss of trust, and even more Defective Business Interactions. A very conservative estimate would be 5 more Defective Business Interactions result from every 1 Defective Business Interaction.

NORMAL BUSINESS INTERACTIONS create a constant accumulating snowball-down-the-hill effect of ever increasing Defective Business Interactions. This makes the 10,000 DPMO actually more like 60,000 DPMO. A Globally Competitive level of DPMO is usually considered less than 10 DPMO - not 60,000 DPMO!

These defective business interactions can be radically reduced through Lunar Visions FUTURE GLOBAL MANAGEMENT training.

A 100 Business Interaction DPMO is a very ambitious, no-nonsense goal that can be strived for through Lunar Visions FUTURE GLOBAL MANAGEMENT training.

Six Sigma and Total Quality Management (TQM) do not work with the effectiveness of business interactions. This is

why Six Sigma has difficulty with implementing Six Sigma in the Administrative and Customer Service areas. Future Global Management (FGM), however, could directly improve both Administrative and Customer Service areas by a factor of 600 (FGM makes the entire company, including the administrative and the customer service areas, 600 times better) going from 60,000 DPMO to 100 DPMO.

Management legend Peter Drucker on CNBC recently stated, "No company has yet successfully built a multinational management - not even CitiCorp" (CNBC Interview, 2002). No wonder Peter Drucker states that there are no Successful Multinational Managements at this time. How could there be with so many problems occurring at every level of the Multinational Corporation.

Lunar Visions sincerely believes that a competitive Multinational Corporation can develop a truly successful Multinational Management model when they use Future Global Management.

2 - Consider the Customer

In order for a Multinational Corporation to become Globally Competitive, they must always consider the customer. The corporation must meet the customer's needs at every level in order to ensure a strong place in the world market.

Future Global Management (FGM) goes much farther by establishing that every person an employee interacts with is a customer, and FGM lays out a plan and a method for the best way to work with every customer. This ensures that every interaction is handled in the most effective way for the situation at hand. In Future Global Management, every person an employee interacts with is a customer.

3 - What are the Root Causes of the Defective Business Interactions?

Since Normal Business Interactions are left to chance on how they turn out in the corporation, the employees' lack of
- SKILLS

- KNOWLEDGE
- ABILITY and a
- PLAN and METHOD
 to accomplish consistently successful Business Interactions is at the root of the problem.

This leads to the normal amount of Defective Business Interactions for a corporation at an approximate rate of 60,000 DPMO. Remember, less than 10 DPMO is considered World Class Competitive.

4 - The Depth Behind the Customer - What Makes the Customer Tick?

In FUTURE GLOBAL MANAGEMENT the customer's circumstances, background and experiences that influence the customer's interaction are considered so you know what you are dealing with so you know how to deal with it. You can't fix something that you don't know about.

Why does everyone have a different interpretation of a message?
 People have differences in:
- Nationality
- Corporate Culture
- Office Procedures
- Personal Procedures
- Expectations
- Understanding of a Situation
- Understanding of the Relationships
- Understanding of the Agreements
- Upbringing
- Family
- Family History
- Ethnicity
- Life and Work Experiences
- Friends
- Geography

- Success
- Failure
- Religion
- Education
- Personality
- Age, etc.

So, each person will naturally have a difference of interpretation of any verbal or written message. Does this fact effect daily business interactions? Much more than you think or could even imagination!

5 - What Must be Done to Solve the Problem?

The Multinational Corporate employee must gain the:
- knowledge and skills necessary to be able to accurately assess the complete business circumstance
- knowledge, skills, and ability to thoroughly and successfully accomplish business interactions within the company, between companies, and internationally for the best results possible with the least amount of errors.

6 - THE SOLUTION

FUTURE GLOBAL MANAGEMENT gives the employee the
- SKILLS,
- KNOWLEDGE,
- ABILITY, and a
- PLAN and METHOD

to accomplish a successful Globally Competitive Multinational Management that will put your Multinational Corporation on the very Leading Edge of Global Competitiveness.

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CHAPTER ONE
BUSINESS INTERACTION
FUNDAMENTALS

Effective Business Interactions

Since FUTURE GLOBAL MANAGEMENT is accomplished by the individual, it revolves around how the individual accomplishes effective business interactions. There is the NORMAL way of handling interactions, which leads to the thousands of faulty business interactions a day, and there is the professional, internationally competitive and successful FUTURE GLOBAL MANAGEMENT way - the way that will bring your Multinational Corporation to the leading edge of Global Competitiveness in the world.

FUTURE GLOBAL MANAGEMENT is very complex because it revolves around the most efficient and effective way for a person to accomplish successful internationally competitive business interactions. Multinational business interactions occur between and among people with different knowledge, skills and ability that are from different cultures and backgrounds, so the variables involved in successful interactions are immense. However, this mass of subjectivity can be dealt with in a systematic way that ensures the most successful outcome for the given circumstances. This systematic way is FUTURE GLOBAL MANAGEMENT.

Peter Drucker, in his book *The Essential Drucker* (2001, p. 267) stated, "Communication in an organization . . . is not a *means* of organization. It is the *mode* of the organization." In order for a business interaction to take place, communication must occur between and among the people that are doing business. If there were no communication, everyone would be sitting around like bumps on a log and no business would transpire. It's communication that moves the business forward (or backward if the communication is messed up).

The communication I am speaking of is not what is taught in the university courses around the U.S. Some of the terms may sound similar, but they are not. For example, what is defined as Transactional communication in Future Global Management is probably most closely related to what academicians call Constructivist communication. The principles may sound familiar in name only, but the application of theory that is shown in Future Global Management has been developed by the way communication actually works in successful Business Interactions around the world. Universities do not teach this.

Bonnie Hubbard, a rather famous academician who wrote a well-used organizational communication textbook, was hired a number of years ago by Intel to help with their organizational communication. She visited my Organizational Communication class when I was getting my M.A. because she was a personal friend of my instructor. After she talked for a bit about communication within Intel, our instructor asked her what she felt was most valuable about the communication education that was offered at the university. She hesitated, then stated that most of the information learned within the university communication program is basically useless in the business arena. That was 20 years ago and it still holds true today. They are still rehashing and renaming the same old theories that didn't work 20 years ago within the universities. Academicians who quote academicians, who quote academicians, who quote academicians, who quote . . . it's an infinite closed loop that has very little to do with the actuality of business management.

In Lunar Visions Future Global Management, only tools and approaches that get immediate results are used. Every tool and approach used in Future Global Management has been time tested in the field from over 40 years of combined field research and practice and has a direct practical application to the improvement of Business Interactions within the company, between companies, with clients/customers, and internationally. Not a moment of time or effort is wasted on learning irrelevant material that does not

apply to improving a person's specific situation within the Business Interaction.

THE FIRST STOP - MEANING

There are many aspects of FUTURE GLOBAL MANAGEMENT, but it is helpful to first look at how "meaning" works in Business Interactions.

Meaning is NOT what and where you might think.

We have been taught that if you say or write something in a clear way, others will understand the meaning. We have been taught that the meaning is in the text or the message. "I just told them what to do. What's the confusion?" This is the biggest reason for most of the faulty interactions in business. The meaning is NOT contained in the text or message!

Where is the meaning in a Business Interaction?

A poem gives a good example of how Business Interactions really work. Will everyone who reads a simple poem have the same interpretation? No, of course not. Everyone knows this. Is everyone's interpretation of the poem valid in and of itself? Yes, of course.

Will everyone who reads a simple business memo have the same interpretation? No, of course not. However, no one seems to realize this! Is everyone's interpretation of the memo valid in and of itself? Yes, of course! Here lies a very large problem in accomplishing business. Since most people think that the meaning is contained in the message, they think that everyone is interpreting the message in the same way. In reality, everyone is interpreting the message in a different way. Some people are interpreting the message somewhat like the writer or speaker and some people are not.

Meaning in Business Interactions always works like the interpretation of a poem where everyone will always have a different interpretation of the message. It is literally

impossible for two people to have the exact same interpretation of a message.

People have differences in:

- Nationality
- Corporate Culture
- Office Procedures
- Personal Procedures
- Expectations
- Understanding of the Situation
- Understanding of the Relationships
- Understanding of the Agreement
- Family
- Family History
- Ethnicity
- Experiences
- Friends
- Age
- Geography
- Success
- Failure
- Religion
- Education
- Personality
- etc.

Each person will naturally have a different interpretation of any one verbal or written message because of these differences. Does this fact effect business interactions on a daily basis? It effects business much more than one might think or could even imagine.

THE BARNETT COMMUNICATION MODEL

In order to analyze the many aspects of a business interaction, it would be helpful to see the fundamental model of international business communication. The following

Barnett Communication Model
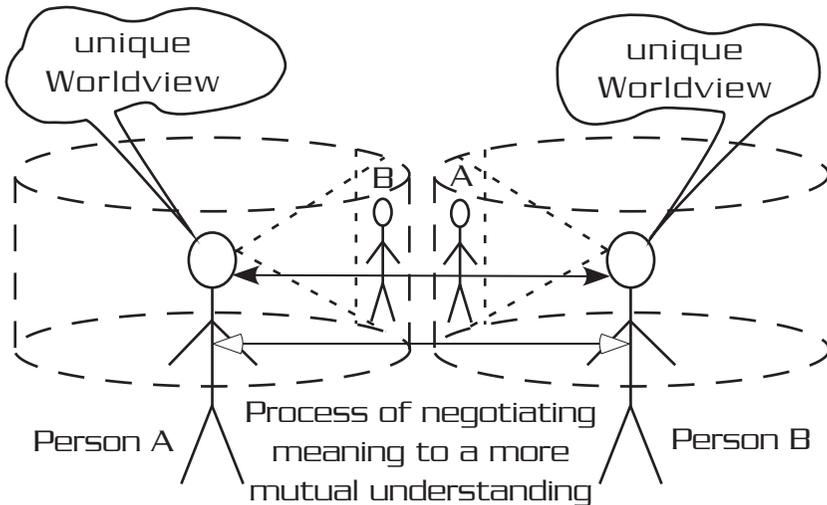
Figure 1.

Barnett Communication Model is a result of over forty years of combined hands-on field communication research in the U.S. and abroad and of the synthesizing of communication principles in relation to practical application. (see Figure 1.)

This model displays universal principles and represents how communication works between/among people internationally and within the same culture. The model shows two people: Person A and Person B.

The cylinder around each person is like a 360 degree movie screen around the person. The person then projects his/her perception/view of the world onto the screen, like onto the inside of a can, and no matter which way the person looks, the person only sees his/her interpretation of the world. The whole world looks homogenous to the individual because it is entirely from his/her mind. Also, from the person's viewpoint, everyone else views the world in the same way that s/he does because s/he cannot see anything outside of his/her own screen. From his/her viewpoint, all decent and civilized people view "reality" in this way because that's the way it is. If others don't view the world in this way, there is something the matter with them.

When Person A looks at Person B, Person A only sees his/her personal interpretation of the other. So, in essence, Person A does not really see the other, but only sees a holographic projection of the other on the worldview screen that only exists in Person A's mind. So, when Person A speaks to the other, s/he is speaking to the imagined holographic image of the other (to the little Person B that appears on the inside of the 360 degree worldview screen), and does not really speak to the other. Person B is doing the exact same thing but in reverse.

When they communicate, the two people actually speak with each other at an audible level, but what is being "seen" (the little picture of the other on the screen) by each is only from each person's unique worldview. We are the world in our minds only.

Initially, there is basically little or no shared meaning and very little understanding of what is being communicated by the other. It's more like two ships passing in the night. Through the process of communication, if one of the two works towards effective communication, a more mutual understanding of meaning can occur between them. Communication is the process of negotiating meaning between the two to develop a more mutual understanding.

The heart arrows represent an Existential Respect for the other. This is the respect for the existence of the other and for the others right to express his/herself. This often cuts through many of the concepts and allows a more authentic type of communication to occur between humans rather than it being solely a dual between two battling sets of concepts.

Communication is the process of negotiating meaning to a more mutual understanding.

THE TRANSMISSIONAL VIEW

The transmissional view of communication is how communication is usually viewed in business and education. In the transmissional view of communication, the meaning is considered in the text/message. In this view, all one needs to do is learn the grammar and vocabulary and one can fully

understand the text/message and then also be able to write or speak well.

Most traditional academic English and Linguistic Programs in the U.S. are based upon this approach; however, it is quickly and easily seen that this approach is not accurate when the interpretation of a poem is considered. If everyone in a group read the same poem, would everyone have the same interpretation? Traditional education would say that everyone would have the same interpretation because everyone knows and speaks English. And if a person doesn't know a word, that person could look it up in the dictionary and could then know the full meaning of the words and of the poem. The poetry teacher would then grade the students on how close they came to the "correct" interpretation of the poem that the teacher had prepared. The teacher knows the correct interpretation because the teacher has the deepest understanding of grammar and vocabulary. This is known as the transmissional view of communication.

Another interesting thought to this is . . . who is it then that gets the "A" in the class and who gets the "C" in traditional education. This leads to a type of mental and social conditioning to lead to a certain societal result that is desired by the government. Much of this was developed by the Prussian government in the mid-1800s and spread throughout Europe and to the U.S. by 1900 (Gatto, 2001).

The transmissional view of communication causes so many Defective Business Interactions. A manager gives information to his/her subordinates and is surprised to find that they do not accomplish the job in the correct way. The immediate thought of the manager might be to think that maybe these people are a little dense or lacking in education or ability. However, the most likely scenario is that they had a different interpretation of what was said by the manager. Examples of these types of misunderstandings are infinite, and permeate throughout every company at every level.

THE TRANSACTIONAL VIEW

Where is the meaning? Is it in the people? We know it is not in the text or message as in the transmissional view, so where is it? Meaning is negotiated as a process between and among people in order to come to a more mutual understanding. This is called the transactional view of communication (academicians can look up the constructivist view for a similar interpretation in academics). Almost everyone knows that every person in a group would interpret the poem differently because each person has different background influences such as culture, family, history, education, geography, media exposure, religion, personal experiences, etc. Actually, it would take more than a large library to house all of the books about the background influences behind just one person. So, it is natural that each person would interpret the poem differently according to each person's respective worldview.

Meaning is always negotiated between two people in the Business Interaction whether one realizes it or not. This emphasizes two aspects of communication: that each individual interprets everything differently and that understanding becomes a process that evolves.

The fact that each person in the Business Interaction interprets everything differently makes for a very interesting mix. Does the other have the same thought as you do on the agreement, the contract, the business relationship, the business at hand, what must be done, what needs to be done next, his/her responsibilities, your responsibilities, what must be done, the timeline, who will be paying for what, what needs to be shipped, when it needs to be shipped, etc.? The amount of differences between you and the other in assumptions and expectations of the business interaction can go on and on and the differences can be great. These unspoken differences in thought cause so many problems in business on a daily basis.

The other important aspect of viewing the Business Interaction in a transactional way is that the Business Interaction is a process that occurs over time. The Business

Interaction develops and evolves over time whether it's over a few minutes or a few years. Meaning within the Business Interaction develops over time and is a negotiation of meaning to a more mutual understanding. Not realizing this as the Business Interaction progresses can be very expensive and cost much additional time and can destroy business relationships as things have to be renegotiated, redone, or even taken to court at a later time.

The transactional view of communication is a much more accurate view of communication. The Barnett Communication Model is based on it. By keeping the Barnett Communication Model in mind while doing business, you will have a more solid basis from which to accomplish effective Business Interactions.

COMMUNICATION IS LIKE BASEBALL

Communication is always a continuing process of negotiating meaning in every Business Interaction. If you ever think that the communication is over because you gave a clear presentation of your ideas, you may find yourself in a lot of hot water and possibly in a courtroom because you didn't keep your eye on how the process was going. It's like hitting the ball in a baseball game and then not running around the bases because you thought that all you had to do was hit the ball well. You can't forget about everything else that must be done in order to successfully play the game in a professional manner.

I know a fellow that was in court for three years and lost at a personal cost of $80,000 to him because he wasn't clear and concise about the wording of a contract. This happened because he did not check for a mutual understanding of the meaning of the written word before finalizing a contract.

Just because we think we are clear in our communication does not mean that the other will interpret the message in the same way. The Business Interaction is a process of negotiating meaning to a more mutual understanding. The meaning is not contained in the message.

EXISTENTIAL RESPECT

Within the process of communication, the importance of Existential Respect cannot be overemphasized. Effective Business Interactions require an existential respect for the other. Existential Respect makes the Business Interaction between human beings instead of between impersonal sets of battling concepts.

The other has a right to exist and has the right to express him/herself as him/herself. Respect for the other helps cut through the misunderstandings because of the presence and feeling of your respect for their existence and right to express their viewpoints. This helps melt the distrust and misapprehension they might have towards you because of the lack of understanding that naturally exists in a human interaction. Existential respect for the other puts the "human" in human communication. This respect for the other shows up in tone, content, the logic that is used within the Business Interaction. However, existential respect for the other cannot be faked as in a shallow sales approach.

Existential respect is an acknowledgment that is beyond concepts or beliefs. It is an inward acknowledgment of the right of another to exist on this earth and the right that person has to express his/her self as his/herself. It also acknowledges the other's expression of self as being recognized and as being valid. What is interesting about it is that when this inward acknowledgment is done by one person towards another, it is felt by the other and it improves the communication - it establishes a human connection between the two people. Existential respect for the other puts the "real" in the reality of the situation. Without it, the Business Interaction easily fails.

When a person truly respects the other as having the right to exist and to express oneself, the communication has a chance to open up and become productive, effective, and maybe even enjoyable.

ex·is·ten·tial [ègzi sténshl , èksi sténshl] adjective

1. relating to human existence: concerned with or relating to existence, especially human existence.

2. PHILOSOPHY crucial in shaping individual destiny: in the context of existentialism, involved in or vital to the shaping of an individual's self-chosen mode of existence and moral stance with respect to the rest of the world.

3. LOGIC governed by the existential quantifier: governed by the existential quantifier and thus asserting the existence of something by saying that there is at least one object that possesses the properties specified. (Encarta® Dictionary, 2001).

EXISTENTIAL AND EARNED RESPECT

Sometimes a person needs to be careful in respecting and trusting another at work. Respect is not just automatic at work. Sometimes a person needs to be careful in respecting or not respecting what another has to say. Naivete will do nothing but hurt you.

Existential respect is different than what is generally thought of as "earning respect." Existential respect has nothing to do with what the other thinks or says (which may be nothing except BS). Existential respect is about seeing his/her right to exist and right to express him/herself as him/herself. S/he may be an _____, but s/he has the right to exist just as a redwood tree has a right to exist, and there is validity to his/her existence. His/her existence can be respected, but maybe not what comes out his/her mouth.

A Christian analogy might be that Jesus said that it is what comes out of the mouth that defiles oneself. S/he can defile him/herself by saying terrible things, but it doesn't mean we have to be influenced by his/her erroneous words.

Respect is important, but don't be naive. Existential respect is beyond what we think about the other or what the other is doing (whether we think it is good or bad). If you take away all of the worldview human-made concepts that exist with those in the conversation, you are left with the pure human existence of the people. It is the acknowledgment of

the other's right to exist and express him/herself as him/herself. This is a critical part of effective Business Interactions, and it cannot be left out without negative results.

However, one should always be alert to the underlying motivation of the other when communicating with others. Respecting others does not mean that we should allow ourselves to be used or abused. Knowing how to effectively accomplish Business Interactions actually helps you be able to protect yourself better when you need to do so.

COMMUNICATION 8-PACK

Dean Barnlund (1970), years ago, brought out that any interaction between two people always includes an amount of thought that centers around the self. He speaks of six people floating around when two people communicate. This shows that there are a lot of personal sets of concepts floating around in any one conversation and also indicates how misinterpretation of meaning easily occurs within business interactions.

1. Person A - how s/he views her/himself
2. Person A - how s/he views the other
3. Person A - conceives of him/herself as appearing a certain way to the other
4. Person B - how s/he views her/himself
5. Person B - how s/he views the other
6. Person B - conceives of him/herself as appearing a certain way to the other

An important aspect that is left out of this is the fact that there are two people that exist in this conversation beyond all of the human-made concepts about self floating around. This missing aspect is an extremely important part of effective multinational business interactions and Future Global Management.

What about those two real people in the interaction? Martin Buber in his book I and Thou (1970) [originally written in 1923] speaks of there being two types of

communication going on in an interaction between two people. One is an "I - It" type of communication that occurs when people are only communicating in terms of sets of concepts about the situation and about each other (like the above sets of concepts about self). The other type is an "I - Thou" communication that occurs when a person acknowledges the existence of the other beyond all of the human-made concepts (Buber, 1970). The presence of the existential acknowledgement of the other in a multinational business interaction makes a huge and positive difference in the outcome of the business interaction. This aspect cannot be left out if one wants to accomplish effective multinational business.

So, to add the two real people to mix there would be a total of eight people in the event - six imaginary and two real. 6 imaginary people + 2 actual people = 8 people (it's getting to be quite a party).

1. Person A - how s/he views her/himself
2. Person A - how s/he views the other
3. Person A - conceives of him/herself as appearing a certain way to the other
4. Person A - the actual existence of person A
5. Person B - how s/he views her/himself
6. Person B - how s/he views the other
7. Person B - conceives of him/herself as appearing a certain way to the other
8. Person B - the actual existence of person B

Out of all eight that are there in the communicative event only two are real. Thus, the importance of existentially respecting the other becomes realized. When an existential respect for the other occurs, a person speaks directly to the other (numbers 4 and 8). This act helps to cut through all the confusion caused by the other conceptions that exist within the communication.

However, the complexity of the multinational business interaction does not stop here with just the eight people. In any multinational business interaction, each person in the event also has a very unique interpretation of the business

arrangements, relationships, responsibilities, contractual obligations, job responsibilities, corporate relationships, legal obligations, and how business "should" be done, etc. With all of these thousands of variables and differences in any one multinational business interaction, the need for existential respect for the other becomes even more critical for effective multinational management. Existential respect for the actual existence of the other gives the business a solid foundation, that develops trust and alleviates apprehension, from which to accomplish work.

AUTHENTIC ENCOUNTER

The Communication 8-Pack indicates that there are six people of the eight that are floating around in the imagination of the two people when two people are interacting. The six are only concepts (totally conjured up from the imagination like holograms) while only two truly exist. These are only concepts or ideas. Are ideas really real or are they just ideas? Ideas are certainly all human-made - like plastic is human-made. When you take away all the "ideas" you are left with two human beings (of course the ideas are what make it interesting, but they are ideas / concepts / interpretations).

How many ideas are there on earth? How many ideas can one individual have? Are one person's ideas the same as another person's ideas? Like in the example of the interpretation of a poem, will one person have the same ideas as another about a certain topic or person? What's the difference between an idea and the actual existence of a person? What's the difference between a soap bubble and the actual existence of a person? Ideas are not soap bubbles, but the actuality of a person's existence does not compare to a fleeting concept. Ideas can change or even disappear (like the popping of a bubble). Concepts change, but the actuality of the existence of a person remains.

If you take away all of the human-generated concepts about "reality," you are left with pure humanity. We definitely exist as individuals, and our essential existence is there

beyond concepts, beyond culture, beyond what we think. When we acknowledge this existence about ourselves and about others when we communicate we can have an Authentic Encounter with another human being.

When we practice Authentic Encounter in our Business Interactions, we officially step over the line into becoming more human. We also officially step over the line into becoming truly professional in our ability to accomplish World Class Business Interactions.

AUTHENTIC COMMUNICATION

There is a truth in communication that remains the same in every culture I have experienced and that transcends culture. All people intuitively know when another truly respects them. This is what Martin Buber referred to as the "I and Thou" relationship (Communication 8-Pack). It is a relationship that is not based on human-made concepts but is based upon the recognition of and respect for the existence of the other. When two people meet with this existential understanding, it is called "Authentic Encounter." When they communicate with this underlying knowledge, it is considered "Authentic Communication."

Authentic Communication is like a magic ingredient in communication. It often cuts through misunderstandings like a hot knife through butter if the other is the least bit willing.

Communication that is devoid of any authenticity could, in a sense, be referred to as "Artificial Communication" or "Superficial Communication." Business Interactions that are devoid of any authenticity could be referred to as "Artificial Business Interactions" or "Superficial Business Interactions."

Authenticity in the Business Interaction is felt by the other and influences the Business Interaction in a positive way. Effective and World Class Competitive Business Interactions cannot occur without Authentic Encounter included in the mix.

Welcome to reality. It's time to get real.

EFFECTIVE BUSINESS INTERACTIONS

Effective World Class Business Interactions require knowing oneself, knowing the other and realizing that you don't fully know what's in the other's mind and that s/he does not know what's in your mind.

Everyone has a uniquely different worldview of everything imaginable. Almost every person you will interact with is mostly egocentric and ethnocentric and thinks that you and everyone else sees things the same way s/he does, and if they don't they should because that is the way all good and intelligent humans see things. In order to effectively communicate with another person, one has to understand the background of the other in order to understand how they might attach meaning to their words and how they might attach meaning to your words. From this understanding, your communication can be modified to account for their particular interpretation of meaning.

It is impossible for another to interpret your message in the exact same way that you interpret your own message. The greater the differences between you and the other, the greater the differences of interpretation of the same message. So, the greater the differences, the harder a person has to work at communicating in an effective manner.

EPILOG

The difference between a transmissional view of communication and a transactional view of communication is huge and has much impact on whether Business Interactions will be successful or not. Each person will interpret any one message in a different way. Sometimes the difference in interpretation is minimal, and sometimes the difference in interpretation is massive. However, it is extremely important to always realize that two people can never interpret the same message in the exact same way. It is impossible for this to happen because meaning is always in a process of negotiation, that occurs over time, that results in a more mutual understanding.

Just the information alone in this chapter should start making a significant difference in your daily business interactions. However, these are just the fundamentals. We are just beginning. There is so much more to learn. This is only chapter one! There are eighteen more chapters in this book and they are packed with things that you can use today in your local, national and multinational business interactions.

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CHAPTER TWO MULTINATIONAL CORPORATIONS & CULTURES

In FUTURE GLOBAL MANAGEMENT, the others' circumstances, background and experiences that influence the business interaction are considered so you know what you are dealing with so you know how to specifically deal with each unique situation.

The fact is that everyone has a different interpretation of any one message. People have differences in nationality, corporate culture, office procedures, personal procedures, expectations, understanding of a situation, understanding of relationships, understanding of agreement, upbringing, family, family history, ethnicity, experiences, friends, geography, success, failure, religion, education, personality, age, etc. So, each person will naturally have a difference of interpretation of any verbal or written message and this causes thousands of faulty business interactions a day.

In order to develop a successful Multinational Business Management, cultures must be understood. This seems like an understatement but very few people understand how cultures work and how they affect business on a daily level.

People do not know their own culture. It's extremely difficult to get information about how a culture works because most people just live their cultures on a day-to-day basis. People get up in the morning, go to work, have lunch, come home from work, watch some T.V., make plans for the weekend, go shopping, etc. People normally do not think about why they do these things in the way that they do - they just simply live. They are not able to describe their culture because they have not analyzed their culture. This is true around the world. There are very few people that are aware

of how their own culture works, and there are even fewer who know how other cultures work.

The differences in cultures are amazing and the differences go miles deep. However, one culture is not better than the other - they are just different. The U.S. culture works for Americans in the U.S., and the Japanese culture is good for the Japanese in Japan, and the Korean culture is good for the Koreans in Korea. That is the way it is for all 195+ countries on our beautiful earth. Each culture has positive and negative aspects, for no culture is perfect. . . . What, there is no utopia?

What is surprising for many people is that cultures influence every Business Interaction at an extremely deep level. Every expectation, assumption and subsequent interaction is based upon cultural belief. Without knowing the cultural foundation below the Business Interaction, the employees are at a loss of how to most effectively accomplish Business Interactions. This not only goes for knowing the other culture but knowing one's own culture as well. As it was mentioned, very few people know their own culture.

The key point to realize in terms of Future Global Management is that each culture has a distinct and somewhat predictable communication pattern. By clearly knowing your own culture and the other cultures involved, you can more fully understand and predict how the communication will proceed. So, when you are communicating, you can modify your communication to circumvent possible misunderstandings before they happen.

CULTURES ARE EXTREMELY DIFFERENT

How much do cultures influence Business Interactions? They influence much beyond what you can even imagine. If you ever live and work within another in culture, you will begin to see the depth of the differences in cultures (if you pay attention to the differences). However, I have witnessed people that have lived for years in another culture and didn't learn much at all because they weren't paying attention. Actually, you should throw away your dictionary because every

word, phrase and situation has a different meaning than what you would expect from your own cultural viewpoint. Hopefully, I will be able to give you a taste of how different things are around the world.

A CASE STUDY

To give you an idea of how culture affects Business Interactions, the following case study is presented. This is a true case study of a situation that I encountered while living and working in South Korea.

THE KOREAN PRINT SHOP - CASE STUDY

A number of years ago I was a professor at Dankook University in Seoul, Korea. One time I urgently needed to have some printing done at the print shop next to the university for the following day. I was giving a presentation at an Intercultural Communication conference, and I had to have some extensive handouts to hand out. I went to Mr. Lee, the owner and manager of the print shop next to the university, and told him I needed to have the handouts copied, collated, and stapled by the next day. He invited me to have a seat and made me some instant coffee. We both sat and had coffee and chatted for a while. Once again, I asked him if he could make the copies by the next morning. He told me that he could. I told him I would be there early the next morning to pick them up.

The next morning, I took a taxi to the university and went to Mr. Lee's print shop to pick up the handouts. When I got there, Mr. Lee told me that he didn't have them ready. I was disappointed, but I asked him if he could have them done by noon. He said he could do that. I left thinking my problem would be taken care of. When I returned at noon, Mr. Lee informed me that the copies were not ready yet. This time, I became a bit upset and a little red in the face. I asked him directly if he could have them finished by five o'clock so that I would have them for my presentation at six that evening. Mr. Lee assured me they would be done. When I came back at five o'clock, Mr. Lee still had not completed the copies. I became irate, yelled at Mr. Lee, and took the originals.

I had to give the presentation without the handout, which made me have to do extensive writing on the blackboard in order to convey my message, and the audience didn't receive the additional detailed information about the topic that was in the handout. Needless to say, this incident really disturbed me. - End of Case Study

Before you go on to read about why this happened in the way that it did, you should answer (in writing) the following questions from your own perspective the best you can. By writing the answers before going on, you will greatly enhance your learning experience.

So, write your answers to the following questions:

1. What is the American's view of the situation in "The Korean Print Shop" case study?

2. What is Mr. Lee's view of the situation in the "The Korean Print Shop" case study?

After you have written your answers to the questions, please continue.

The Korean Print Shop - The American's View

From strictly an American's viewpoint (if Mr. Lee was working at a print shop in the U.S.), it could seem that Mr. Lee breaks contracts/agreements, is not professional, is possibly a bad businessman, is irresponsible, doesn't live up to agreements, doesn't like repeat business, is not customer oriented, is not trustworthy, is a liar, is incompetent, is lazy, etc. So, whether we understand the reasons or not, these feelings and possible interpretations about Mr. Lee occur in our minds because that is the way it is in our culture. We project our image of him onto him much like a movie projector projects the movie onto a movie screen. Is Mr. Lee really a bad businessman who cannot be trusted or is he confused and/or not worried about time deadlines?

When this happens in our own culture, we become more easily angered because we think we know what the other is thinking. Actually, in intercultural situations we are more apt to give Mr. Lee the benefit of the doubt. If Mr. Lee did this in downtown L.A. at a print shop, we might not give him as

much slack. The American did wait until the last minute, but Mr. Lee said he could have the copies done in the morning.

In order to accomplish effective Multinational Business Interactions, one must consider how the other will interpret the message and then modify the message accordingly. Millions of dollars are lost every day in companies and productivity is constantly hampered because of the lack of understanding of how Multinational Business Interactions actually work. The meaning is never contained in the message.

Korean Print Shop - The Korean's View

From the Korean worldview, Mr. Lee was being a good businessman. He acted in an exemplary manner that would bring him long-term customer satisfaction. The Korean culture is based on the logic and human relations of Confucianism, which has existed in Korea for thousands of years.

In Confucianism, ideally, civilized and peaceful people do not say things that will cause negative feelings within a group. Saying "no" or giving one's opinion always is assumed to cause tension in a group. Mr. Lee could not make the copies because he was too busy with previous orders. However, he wanted to maintain a long-term relationship with the professors at the university, so he worked at establishing a "human" connection first before the business was accomplished. This is why he took the time to sit down and have coffee even though he was extremely busy.

"We are humans first" is something I often heard in Korea. When I asked him if he could have the copies done by the next morning he responded first by sucking in air through his teeth and then saying that he could do it. The Korean way to say "no" is to suck in air through one's teeth. Then, the message that follows is only said because he feels that it will make you feel good. He said "no" in the proper way, and then he said something to make me feel good. This is the proper communication of a gentleman in a business situation in Korea.

When I handed him the originals for making the copies, he assumed that I knew he couldn't do it by the next

morning. He then figured that it must be O.K. to do the copies a few days later when he had the time.

I had no idea what he was thinking, and I was projecting my U.S. view of a printer onto him. In my mind (only), I was communicating with a U.S. Mr. Lee, and I became angry at him when he didn't live up to my expectations (that only existed in my head). The analogy of being like a movie projector is fairly accurate in Multinational Business Interactions. I was projecting my movie of the situation onto Mr. Lee as if he were a movie screen. My lack of understanding of how his mind worked caused the communication to breakdown, and my lack of understanding resulted in me not getting my copies.

The reason I didn't include that Mr. Lee said "no" by sucking in air through his teeth in the case study is because people from the U.S. and many other countries would not see that as part of the communication. So, by leaving it out, the case study more accurately simulates the real thing.

Misunderstandings in Business Interactions usually occur because the person did not address the mind and logic of the other. And even when the person does try to do so, the other will sometimes still not get it. This is actually natural because the meaning is always a process of negotiation - it is not in the message!   So, sometimes the person has to reconsider the other, reword the message, and try again. Welcome to reality.

The Korean Print Shop - Effectively Handling the Situation

I don't think I could do it much better without knowing the culture. Before I knew the culture, all I had to go on was my own background knowledge of how people communicate in a similar situation in the U.S. (which does not work in Korea).

I needed to know that Koreans:

Do business as "humans first" from the Confucian definition. It is considered rude, impolite, cold and uncaring to do business before touching base with the other through a warm face-to-face "human" conversation.

Always have instant coffee and have some informal conversation before doing business.

Never say no - it is extremely rude to say no. All gentle, civilized, and peaceful people do this (from Confucianism).

Almost always give you the answer you want to hear in order to make you feel good because they want you to feel good.

I also learned that, since they cannot say no, a person has to keep asking if something can be done by a specific time (giving the exact time other than on the hour or half-hour). If the Korean person sucks in air through his/her teeth before saying yes, ask if s/he can do it by a later specific time. If the Korean person sucks in air through his/her teeth before saying yes, ask if s/he can do it by a later specific time. It continues in this manner until the Korean person says yes without sucking in air through his/her teeth. All gentle, civilized, and peaceful people do this (from Confucianism).

In the case with Mr. Lee, he couldn't do the printing in time, so I should look at my watch (which signals either "I have to go" or "I don't like talking to you"), stand up, shake Mr. Lee's hand and say how nice it was to see him today and turn and walk out the door with my originals. I must then go to another print shop and do the communication process all over again. Note: looking at your watch means "I don't like talking to you" when you look at your watch and stay.

The Korean Print Shop - Mr. Lee is a Gentleman

Mr. Lee understood the time and told me that the printing would be done the next morning. He only said "Yes" to make me feel good. This is how gentlemen communicate in Korea. He actually clearly told me "No" (in the Korean way of saying no) by sucking in air through his teeth. A ten year old Korean boy would have been able to figure out that Mr. Lee was not going to have the copies done the next morning. However, I was totally ignorant of how Koreans communicate and could not figure out the meaning from the existing dialog. So, I showed up the next morning.

Mr. Lee is a gentleman and an excellent businessman. At that time, I just didn't know how to effectively handle

Business Interactions in Korea. Mr. Lee was being completely honest and forthright in Korea, and since we were in Korea, he was correct. Since I didn't know how to communicate in this situation, I messed up the Business Interaction and looked extremely immature in the process. The fault was mine.

The Korean reality is real in Korea, and the U.S. reality is real in the U.S. However, both realities are right and both realities only apply within their respective countries. The U.S. reality only applies in the U.S. There are over 195 countries and each country has their own "reality."

The Korean Print Shop - Saying No

It is considered impolite and rude to directly say no in Korea as it is in several Asian cultures. However, Mr. Lee did communicate that he could not complete the job on time by sucking air through his teeth. He just didn't do it in the way that I, as a U.S. person, expected.

Once I knew this about the culture, one way to find out directly would be to ask a friend of Mr. Lee if Mr. Lee could not complete the job on time. His friend often would be able to be fairly direct in his answer. It would be extremely difficult to get the answer directly from Mr. Lee.

However, Koreans that do a lot of international business modify their internal corporate culture to be more direct, so the amount of directness a person would experience would vary depending upon the company.

EPILOG

A person's background, previous experiences, training, family, culture, etc. influence communication so much it is almost beyond comprehension. However, we can comprehend this subjectivity that exists in every Business Interaction whether it is between people from the same country or is multinational. It is very important to understand that these differences exist so one can factor this into the communication equation. If these differences are left out, serious business difficulties can and will occur.

CHAPTER THREE
UNDERSTANDING
OTHERS

If a person does not know how other cultures think, they cannot effectively communicate with them. The usual result of a Business Interaction based on ignorance of the other is misunderstanding, miscommunication and a high chance of failure. Here is the extremely important need for understanding the other 195+ countries around the globe. We are not alone on this earth. The same goes for people in other countries. If they do not understand the U.S. mainstream culture, they will not be able to effectively communicate with the people and companies within the U.S. Everyone MUST learn how the others view the world in order to have effective Business Interactions. We must learn to understand others.

So, when a U.S. citizen goes to Japan or Korea, the U.S. citizen must change his/her communication patterns and behavior to match the host country if the U.S. citizen wants to effectively do business with them. The U.S. citizen must adapt to the Japanese and Korean culture.

The same is true in reverse. When people come to the U.S., they must adapt to the mainstream culture if they want to be successful in this country. The mainstream culture is like the tide - you can't stop it even if you wanted to. One culture is not better than the other. They are just different, and they are often very different. When in Rome, do as the Romans.

The bottom line is: If you want to accomplish effective Business Interactions, you must understand the other's culture and way of thinking and how they attach meaning within the interaction.

CULTURAL OPERATING SYSTEMS

Cultures are human-made. They are organically grown over hundreds or thousands of years, but they are still created by humans. The U.S. society has outlined a unique type of cultural operating system for us to follow. The Korean society has outlined a unique type of cultural operating system for them to follow.

THE KOREAN AND U.S. OPERATING SYSTEMS

The Korean cultural operating system - the KOS 2003 (Korean Operating System) - clearly separates the husband and wife responsibilities. They also raise their kids to become dependent in order to become successful in life and in business. The Korean men must continually make new relationships throughout the society in order to become more successful and powerful in society, which brings up the entire family for all generations to come (they think in terms of 500 years or more).

Our cultural operating system - the USOS 2003 - demands that the husband and wife share many of the responsibilities. We also raise our kids to become independent in order to become successful in life and in business. Our culture does not demand the men to continually make new relationships throughout the society in order to become more successful and powerful in society. The USOS demands that men should get home after work in order to spend USOS required quality time with the family for the many important reasons that are outlined by the USOS.

Each culture is set in it's own way, and there are requirements at all levels that people must do in order to become successful in the particular society. The USOS is only for the U.S., and it is not good for others. The KOS is good for Korea, and it is not good for others.

Every culture has created their own very unique cultural OS and the government, education systems and society work very hard to continually reinforcing these unique ideas of good and bad within the society in order for them to continue in the same way. The symbolism shown in the movie

The Matrix (Wachowski Brothers, 1999) comes into play where reality has been outlined by the society and given to the people as the only reality in existence. This puts a whole new meaning to the phrase "The American Dream."

Cultures slowly change by the minute. The cultural operating system KOS-2004 will be different than KOS-2003, and USOS 2004 will be different from 2003. However, USOS 2004 is only a slight modification of USOS 2003. There is a history of influence being built up over the years in any culture that makes the culture unique. The Korean culture is over 5000 years old, so they have quite a history.

THE OPERATING SYSTEM ANALOGY

Comparing a culture to an operating system is only an analogy. Analogies always have strengths and weaknesses. The weakness of the OS analogy is that people are not machines and that cultures are rich in heritage and customs and creativity and music and art. Also, Operating Systems are created by a very specific group of people (Microsoft® or Apple®). Cultures are organically grown and are accumulated over hundreds and/or thousands of years. Cultural influences that influence and form the existing culture are so many that they cannot be counted. Religions, history, climate, geography, immigration, invasions, wars, etc. all influence culture. Cultures are as fascinating and wonderful as the people that are in them. This is where this analogy falls very short.

The strength of this analogy is that everyone is somewhat familiar with computer operating systems and cultures have many similar attributes. An operating system is a prearranged system that tells the computer how to operate and tells the computer what all of the components are and it defines everything within the system. Mac® operating systems are different than Windows® operating systems. Mac operating systems are good for Macs, and Windows operating systems are good for Windows based computers. However, the Mac operating system is not good for a Windows computer, and the Windows OS is not good for the Mac. Operating systems cannot communicate with each other unless there is a

specifically designed translation or emulation piece of software created and applied. This is very much how cultures are.

What's also good about this analogy is that it helps people realize what people think about within cultures and how they view "reality" is extremely influenced by the culture. People are so influenced by their culture that it is almost that the culture is dictating thought about how to think and view the world for the people. This is how cultures operate and why cultures influence communication and Business Interactions so heavily. This is why we need to thoroughly understand our own culture. The better we understand our own culture, the more effective we will be able to communicate in our own culture. The better we understand our own culture and the other's culture, the more effective we will be able to communicate within multinational corporations and among human beings on earth.

Generalizations

Learning about general tendencies within a culture helps a person understand the culture better so that person will better understand what the others are thinking and how they view certain situations. These are called generalizations, and they are positive in nature. Once this information is known, more effective Business Interactions can take place. Knowing about our own culture and the other cultures are very useful and constructive because it can help us understand ourselves and others better, and will allow us to more effectively accomplish our Business Interactions within a Multinational or Diverse business environment.

GOOD FATHERS

A good place to start with cultural differences are in an area that is familiar to most people. The good father is an excellent starting place because most people are aware of what makes for a good father in their own culture.

It's interesting that what makes a good father is completely defined by our culture. Of course, there are some obvious

things that are bad across the world such as abuse, abandonment, etc. But, the particular ins and outs of being a good father are culture specific. In other words, other cultures do it differently than we do in the U.S. Are they wrong because they are different? No. Are they right because they are different? No. Our way is the right way for those in our country, and their ways are best for those in their respective countries.

When I speak of cultures, I use generalizations - general tendencies of behavior within a culture. Learning about general tendencies within a culture helps a person understand the culture better so that person will better understand what the others are thinking and how they view certain situations. Once this information is known, more effective Business Interactions can take place.

Good Fathers in Korea

For example, the Korean culture clearly separates the husband and wife responsibilities. Korean men almost never cook. They also usually do not do home repairs as in the U.S. The men have almost no control over the household. The wife usually has 100% say in all matters of home finances, the raising of children, schools, etc. The man cannot step over that line.

The Korean men must continually make new relationships throughout the society in order to become more successful and powerful in society, which brings up the entire family for all generations to come (they think in terms of 500 years or more). This means that good fathers have to go out after a 10-hour workday and make more connections and warm-up old connections by going out to bars and other places until after midnight every night. If a Korean man comes home early (by 9 or 10 p.m.), his wife will get angry at him for being such a loser and ask him, "Don't you have any friends?" She will then hand him some money (since she is usually in control of the money) and order him to make some calls and get back out there. Most Korean men only sleep 4 or 5 hours a day, and it is considered enough sleep.

They raise their kids to become dependent in order to become successful in life and in business. Dependence is the way to success because they are dependent upon the parents to set them up in life. Korean people are dependent on all the family connections throughout society so they can do things within the society. If a family has no connections, nothing can happen.

Good Fathers in the U.S.

The U.S. culture demands that the husband and wife share many of the responsibilities. Decisions about the home and child raising are somewhat shared. The kids are raised to become independent in order to become successful in life and in business. If a child does not learn to be independent and somewhat assertive, the child will be walked on in life. Our culture does not demand the men to daily make new relationships throughout the society in order to become more successful and powerful in society. Success is accomplished through connections too, but there are many other factors involved as well. The culture demands that men should get home after work in order to spend quality time with the family in order to help maintain a relationship with his wife and help the kids develop.

Each culture has it's own way and there are requirements at all levels that people must do in order to become successful in the particular society at home and in the workplace. The U.S. society is only for the U.S., and it is not good for others. The Korean society is good for Korea, and it is not good for others.

Groups - Japan / Korea

In Japan and Korea, the individuals in the group do not strongly voice their opinions, and, usually, they do not voice their opinions at all. The main thing is to never say anything that will cause negativity within the group. Being harmonious within the group is the definition of success in these countries - not whether your input gets out or not. They don't have the "low-context" type of agreements between people in a group in these countries - these agreement don't exist. They mostly

need to be concerned with being "harmonious" within a group.

Ethnocentrism

What is interesting is that the natural tendency of all people is to think that everyone else lives life in the same way, and that if they don't do it like we do, they should because all civilized and peaceful people will naturally do it the way we do. This is called ethnocentrism. When a person within a single society thinks that the other within the same society thinks in the exact same way as s/he does, it is called egocentrism.

Most Korean people think that people in the U.S. think and act the same way that they do because we are all human beings and there are basically no differences. Most people in the U.S. think that everyone in other countries think and act the same way as we do because we are all human beings and there are basically no differences. On an individual level, people around the world share many of the same hopes and dreams, but at a group and society level people operate in very different ways.

Confucianism in Japan and Korea

Japan and Korea are group-oriented cultures, and the group is heavily influenced by Confucianism. Over 2,500 years ago Confucius created a philosophy/religion of how people can peacefully get along with one another. It is assumed that everyone has a different opinion in a group, and when people voice their opinion in a group there will be many in the group that will disagree with that person. When someone voices their opinion in a group, fights occur and people die. So, in order to live like gentle, peaceful, and non-barbaric people, they must never voice their opinions in a group or say anything that will cause negativity. Any person that voices his/her opinion is only trying to pick a fight with someone in the room that disagrees with him/her. Any person that says things within the group that creates any negativity is considered a troublemaker.

Japanese Children Raised to be Dependent

Japanese children are raised by their parents to be dependent. They should be dependent upon their parents, any group that they might belong to, and dependent upon the company that they work for. This is the road to success in Japan.

In school, second graders are taught to go along with the group. One such exercise that is mandatory is the "My Favorite Color" exercise. The teacher states what her/his favorite color is and then starts asking the students what their favorite colors are. Every time a student answers with the same color as the teacher the student is rewarded. Every time a students answers with a different color than the teacher the student is gently reprimanded. This continues until the entire class of children all voluntarily answer that their favorite color is the same as the teacher's favorite color. In Japan, it is necessary, polite, and successful to refrain from voicing one's opinion about almost anything when in a group. It is also necessary to always acquiesce to the group decision, which is usually decided by the oldest and most senior members of the group.

Mother and Son - Japan

In Japan, a woman always gives her first son whatever he wants (spoils him) all his life so, in return, he will let her move in with him and his wife when the mother is older, and then she can get whatever she wants until she dies in his house. When the mother dies, the son puts up a shrine for her in the house and regularly prays to her and communicates to her through the shrine.

A person in the U.S. that is spoiled has a tendency to become an unsuccessful person in the U.S. and tends to not have a drive to do anything that would help him/her succeed. The son who is overindulged by his mother in Japan will become a success because he will become totally dependent upon the group. When he works for a company, the company (the group) will ask him to do anything or something for the company and he will do it without question because he is

dependent upon the company. When this "spoiled" young Japanese man is asked his name, he will answer, "XYZ Corporation person Mr. Fijimoto."

Korea / Japan - Year-end Parties

In Korea, there are many parties and the alcohol really flows. It is the only time where people can say what they feel about others in the company, and it is socially acceptable. It is socially required to never hold it against anyone because he/she was "drunk." So, when I went to social functions there I always planned on getting quite hammered because I would have fun with the people as well as get a good strong dose of bashing from a number of people. The alcohol helped me smile at the individuals who said strong things right in my face as they were weaving around with their feet in place. They usually had to get really drunk to unload like that.

Japanese companies always have a year-end "forget the negative things of the past year party" where everyone gets seriously plastered and warm-up relationships that have become strained over the year. In Japan, people that drink are considered "happy" people. The idea is to start the new year fresh by forgetting all of the negative things that people have said and done and start new. They pretty much do it, too. I enjoyed that party, and I always consumed a large quantity of sake as well.

Japan - Ijime and Suicide

What may be news to you about the suicide rates for teens in Japan is that very few of them are for failing the entrance exams as is always stated in the media. They are mostly from being persecuted by their peers in high school and middle school. They are either being mentally and physically driven to suicide or literally being physically killed by their classmates. The death rate of this is about one child per day.

This is an extreme of "ijime" (pronounced ee-`jee-meh). Ijime is the check and balance that keeps people in groups wanting to always be "hazukashii" or able to get along with

others in a group. This check and balance has become extreme and out-of-control in middle school and in high school.

Why do "Love Marriages" often fail in Japan where arranged marriages last?

The family pressure is much stronger than in the U.S. and the new wife becomes a part of the husband's family under the supervision of his mother. The husband's mother is in charge of training the new young wife on how to cook all of her son's favorite foods and countless other things. After they have children, the husband's mother will be going over or calling almost daily to tell her how to raise her grandchildren. When the mother gets older, the oldest son will take her in and the oldest son's wife will be at the bidding of the husband's mother until she passes on. When the mother passes on, they will put a little Shinto Shrine in the house for the mother.

Since almost all marriages are arranged, it means that the "Love Marriage" wife is there against the entire family's wishes (because they have already chosen a wife for the man). It puts new meaning in the expression: "Caught between a rock and a hard place."

The arranged marriage divorce rate is almost nonexistent. A similar situation exists in Korea except the mother usually moves in much sooner to the first son's home if the first son does not originally remain in the parent's home after marriage. I believe the U.S. divorce rate is somewhere between 50-60% depending upon whether they are first or second marriages.

Japanese and Korean Communication

The Japanese and Korean cultures are very different than ours. You can start to see how communication would be affected in Japan by the necessity of having to always be dependent upon the group and always having to keep one's opinion quiet. In Korea, the necessity of always having a family connection to do anything can cause everything to stop

or go. You can also start to see why the U.S. patterns of communication might lead to failure in every aspect of life in Japan and Korea.

Japan

In Japan, why can't companies just let loose of a vendor with a letter or a phone call like in the U.S.? Why do they have to fly a top manager over to wine and dine the vendor people in order to stop using that vendor?

Why do Japanese buyers ask U.S. sales people to come back the next day with more samples when they do not intend to buy anything from them?

Korea

In Korea, what meaning is attached to "Would you like a cup of coffee?"

Why does the Korean wife yell at her husband and call him a loser because he has come home by 9 p.m. when he should be coming home closer to 2 a.m.? Why does she then demand that he make some calls to his friends and go out drinking somewhere?

Why do Korean businessmen turn down business propositions from U.S. businessmen who just want to get down to business and talk advantages and facts?

The above questions will probably give you an indication that things around the world are not thought of or done in the same way as they are back home. If that is the impression you are getting then you are on the right track. Every culture has a very unique way of thinking about and handling every situation in business and in life. Within a Multinational Corporation, you might as well throw out your dictionaries because the meaning of almost every aspect of business and life is radically different. It's better to start with a blank dictionary and then fill in the meanings as you learn them for the new situation.

EPILOG

It is not easy to understand others because they do not think like us, and we cannot read minds. However, in a multinational environment it is *business suicide* to not understand how the people from the other cultures within the corporation and associated with the corporation are approaching Business Interactions. If some understanding is not present, the Business Interactions will fail on a regular basis. This is also true of corporations that are not multinational because the differences of thought and action exist even within the same culture. So, it is always necessary to understand how the other is interpreting the communication within a Business Interaction in order for us to succeed at business with a minimum of mistakes.

Reference

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CHAPTER FOUR
LOGIC

If you look at a map of the world and then draw a circle around the U.S., you can then know what people in the world use the U.S. brand of logic and clarity. We are the world in our minds only. We are only one of more than 195+ counties, and they are all uniquely different in their logic and in their clarity and in anything else you can name or mention. The same is true for every country. This chapter goes into how logic integrates into everyday thought in business interactions and why many difficulties occur when logic is not understood at an international and local level. It is critical to more fully understand how logic truly works. Logic is not universal.

U.S. Logic - Greek

Every country has their own unique logic. Logic is different in each country. Our logic originated in Greece thousands of years ago, and came into our country through Europe.

The people that established the government and business in the U.S. in the early days were mostly from Europe and they already had the Greek type of logic built into their original cultures. So, in effect, they brought the Greek logic with them and established it here because it is the way that they thought.

However, we have our own unique brand of U.S./Greek logic. So, any country that is heavily influenced by Greek logic will have their own unique brand of Greek logic. Greek logic is step by step and uses "if/then" type of rationale and builds upon a history and sequence. It is often referred to as a linear, sequential type of logic.

Logic/logos/reason are all related and it is basically just a way of thinking. One way is not better than another (Greek

vs. Confucian), they both work well for the societies that use them. However, they are very different.

Logic not Universal

The U.S. idea of what is clear and logical is shared among a few cultures, but so many cultures view logic and clarity in different ways. In Japan, the subjects are often left out of the sentences as well as the main point itself in a presentation. Also, there is often no conclusion.

Our logic comes from Greece and there are many countries in the world that have had no influence from Greece. Japan and much of Asia is heavily influenced by the logic of Confucianism, Buddhism, Taoism and other influences but not Greek logic. Logic is not universal.

Logic Location Map

If you look at a map of the world and then draw a circle around a country or a group within the country, you can then know what people in the world use their brand of logic and clarity. We are the world in our minds only. There are more than 195+ counties, and each country or group of people have their own unique type of logic.

Logos and Reason

Logos, a root of the word "logic" has meaning in relation to the importance put upon being logical in the U.S. culture. It's interesting that Logos has one definition of:
 "reason that in ancient Greek philosophy is the controlling principle in the universe" (Webster's Dictionary, 2000).

It's also interesting that the Logos, The Word, in Christianity is the word of God and is also considered the controlling principle in the universe.
 "Logos . . . the divine wisdom manifest in the creation, government, and redemption of the world and often identified with the second person of the Trinity" (Webster's Dictionary, 2000).

As you can see, Logos is deeply ingrained in the U.S. culture in many ways. Reason, according to the ancient Greek philosophers, is the controlling principle of the universe. We tend to think that way too and often say that the ability to reason is what separates us from the animals. However, we must be careful not to say that our (the U.S. or Japanese or French or ?) "way of reasoning" – our logic - is universal because it is not universal - it is unique.

Logic - Some Definitions

"1. A particular mode of reasoning viewed as valid or faulty

2. Interrelation or sequence of facts or events when seen as inevitable or predictable" (Webster's Dictionary, 2000).

"3. Sensible rational thought and argument rather than ideas that are influenced by emotion or whim

4. The relationship between events, situations, or objects, and the inevitable consequences of their interaction" (Microsoft® Word® Dictionary, 2001).

1. Logic - "A particular mode of reasoning viewed as valid or faulty" (Webster's Dictionary, 2000).

The first definition sets up logic as either being "valid" or "faulty." This has the problem of logic being considered "faulty" if it does not seem logical according to the logic of the particular country. With this definition, any other country's particular mode of reasoning will always be considered "faulty" because it does not match our country's mode of reasoning. This definition works against effective Business Interactions in multinational business, and will lead to many misunderstandings and constant "faulty" business results on both sides of the equation.

2. Logic - "Interrelation or sequence of facts or events when seen as inevitable or predictable" (Webster's Dictionary, 2000).

The second definition can work if one party in the multinational situation understands what will be inevitable or

predictable in the other culture. However, if the other culture is not known well enough to be able to know what is predictable or inevitable in that other culture, the person may assume that the other culture is predictable and inevitable in the same way as his/her culture. This scenario will result in many misunderstandings, mistakes and constant "unpredictable" business results.

 3. Logic - "sensible rational thought and argument rather than ideas that are influenced by emotion or whim" (Microsoft® Word® Dictionary, 2001).

    The third definition is a real and constant problem in trying to accomplish multinational business. Since every other culture in the world will have a different logic than our culture (every culture's logic is different), the other culture will always appear to be doing things from emotion and on a whim. And we will appear (to us) to be doing things in a sensible, rational way. This ignorance of how logic works and ignorance of other cultures always leads to erroneous stereotypes and a long-term breakdown in Business Interactions at all levels. This commonly used definition of logic basically makes multinational business a constant mess.

 4. Logic - "The relationship between events, situations, or objects, and the inevitable consequences of their interaction" (Microsoft® Word® Dictionary, 2001).

    The fourth definition causes much confusion in multinational business. Each country/culture has its own way of viewing the relationship between events, situations, or objects, and the inevitable consequences of their interaction. Since each culture will interpret this in radically different ways, the multinational business interactions will be like two ships passing in the night. Each cultural group will be going in radically different ways and each group will think that the other is going in their same direction. This only leads to constant multinational business difficulties and loss.

Illogical - Definition of

The dictionary definition of illogical does not help the matter either. Merriam-Webster's Collegiate Dictionary defines illogical as "devoid of logic: senseless" (2000). So, people who do not share our logic are senseless. People are not senseless who have a different logic. Matter of fact, every culture has a different logic, and we appear as senseless to them as they do to us. Are we right or are they right? Actually, neither are right in terms of thinking other people are senseless or unintelligent because they appear illogical. That idea is based upon pure ignorance and a misleading definition of illogical.

Logic and Intelligence

It's interesting that Webster's Dictionary defines illogical as "devoid of logic: senseless" (2000). We also know that clarity is associated with logic, and the thought that someone is intelligent or not intelligent depends on how logical that person appears. So, as a person travels around the world, that person often appears senseless, unclear, and unintelligent to the people of the host countries. In the U.S., people who don't follow our particular brand of logic appear senseless, unclear, and unintelligent to the people within the U.S. This situation is the same in every country. This is the source of stereotypes and it is a natural occurrence. This is also the source of so many international misunderstandings and constant complications in multinational business.

U.S. Logic - Sayings

Two plus two is four. Don't put the cart before the horse. Americans have many sayings that help them remember that they must be logical. Logic is a systematic way of organization used by cultures. In the U.S., people like to have ideas in a sequence with one aspect laid out before moving on to the next "logical" step. Other countries have their unique ways of systematically thinking as well.

Logic - to Succeed in the U.S.

We (in the U.S.) have a very distinct and unique view of what is logical. If our unique logic is not followed within the U.S., we will be viewed as not making any sense, illogical, unintelligent and will be viewed as people who are not able to succeed in business and life. So, it is very important to fully understand our logic and be able to appear as being logical when we communicate.

Unique Logic per Country

Each country has developed their own logic and ideas of clarity. Group dynamics in Japan is a matter of being "hazukashii" which means getting along with others in a group. In Confucianism, it is assumed that everyone has their own unique opinions; however, it does not mean that a person should voice his/her opinion in a group. Disharmony occurs when someone voices his/her opinion in a group. The person that voices her/his opinion is considered to be only doing so to start a fight with someone in the group. When someone voices her/his opinion in a group, the members of the group start looking around to figure out who the speaker is fighting.

So, in the Japanese culture, being indirect and not approaching the subject directly and approaching it from seemingly unrelated ways is the proper, logical and ethical method of communication. Young Japanese people that return to Japan from being educated in the States often end up being social and business outcasts because of this very difference. The U.S. communication style is a "loser" communication style in Japan and in Korea.

U.S. Logic in Japan?

Business is lost when a person communicates like an American using American logic in Japan - it is considered rude, abusive, self-serving, arrogant, and downright bad.

When I was in Japan, I had many doctors, presidents of companies, etc. ask me to teach them to be rude like the

Americans. They have said, "We must go to the U.S. once or twice a year to give papers at conventions, and the communication used is very rude." The meaning of rude in this instance would mean frank, non-supportive, giving opinions, criticizing others work, and lack of warmth in the relationships. While the American may think he/she is communicating clearly and logically at the conventions, Japanese and Koreans, as well as many others may perceive this as coldness and rude behavior. Our U.S. logic and ideas of clarity are not universal by any means and often do not come across well in international situations.

The point of all this is to know that the U.S. has a very unique brand of logic and clarity, and you need to follow these socially prescribed ways within the culture in order to succeed. The same goes for following Japanese logic in Japan, Korean logic in Korea, etc. However, to only use one's specific cultural logic when communicating in a multinational environment is naive and leads to thousands of faulty Business Interactions. In other words, it is multinational business suicide - it goes much beyond shooting oneself in the foot.

Japanese Logic - Non-Linear

In Japan, how a series of actions relate in a linear fashion is not in consciousness, so it is not a consideration. How things relate in the series is from Greek logic, and the Japanese have had logic from Buddhism, Taoism, Shintoism, and Confucianism which revolves more around the "isness" of the situation and how all the human relationship dynamics exist now (not earlier or maybe later). Logic only depends upon the situation at that very moment in time and it always revolves around the current dynamics of the human relationship (not other things).

Japanese Road

The building of a new road in Japan also shows the Japanese logic. They might start at a place in the middle and finish a short section and then pick up and do another short

section many kilometers away. So, when one drives through a new section, the new road will suddenly end, and there are no signs as to which way to go. The driver must just attempt to follow the majority of cars hoping that they will lead one to the next section of new road. The next section of new road will again end abruptly, and the same thing happens. The construction of the road continues in this way until it finally all connects.

To an American, it seems like a random and illogical method of building a road, but the Japanese logic does not demand a sequential linear approach as in the U.S. Working on the road here and then there is logical because it is considered natural that there would be a human relationship type reason that would cause the builder to pick up and do a different section. The logic is consistent and is predictable; however, it is not linear.

Japanese Logic - GO

Japan has a logic that is more referenced to the existing situation at the moment instead of a prearranged, stepwise, interrelated sequence type thinking as in the U.S. The Asian game of Go is another good example of this thought process. In Go, there is a square wooden playing board completely covered in about half inch squares, and one player has a container of half-inch, disc-shaped black stones and the other has white stones.

To make a play, players place a stone on any square "corner" where the lines intersect. The players alternate placing one stone on the board at a time. The corners of the squares are where the stones are placed as opposed to within the squares as in chess or checkers in the U.S. The object of the game is to make some completely enclosed areas that contain empty corners. This is called "making a house." Every enclosed empty corner is a point. If the opponent completely encloses some of your stones, your stones are lost and are removed from the board, which gives the opponent more enclosed empty corners. So, a player will start in one place and work on it for a while and then change to another

area when it seems right. The play goes on with the players building and defending around the board as there seems to be a need to do so until the entire board is covered in stones and it becomes obvious which player will win.

The play evolves depending upon where one wants to place some stones or where the opponent has started placing stones. Players often just move to another part of the board and start placing stones. Corners of the playing board are easier to try to control, so the beginning play often stays around the corners, but there is no one set way of developing the game or of progressing from place to the next. The play is completely dependent upon the exact unique situation on the board at the very moment of play. Every placing of a stone is considered in this way.

This is a good analogy of how logic exists in Japan. Every action is accomplished depending upon the situation at that exact moment in time. So, it would be natural that a series of actions would be not be prearranged and would not necessarily be related sequentially. These actions would appear as random and illogical to someone who mostly thinks in terms of actions as always being a relationship of a linear, sequential series of actions or thoughts. This is how Japanese logic often appears to people from the U.S.

Japan - Logic in Writing

Writing in Japan follows a similar logic. It is assumed in Confucianism that everyone has a different opinion, and that the only way for civilized, peaceful people to keep from harming another is to keep from voicing one's opinion openly in a group. Thinking logically of the existing situation at the moment about the audience, the Japanese writer should avoid taking a direct route to the topic because others in the audience will certainly not agree with the writer. So, logically, as wanting to be and appear as a civilized and peaceful person, the writer avoids direct discussion and often leaves out the subjects of sentences and possibly the subject of the paper itself.

To do otherwise is not logical. To do otherwise would be considered immature, unwise, senseless, rude, selfish,

arrogant, abusive and downright bad. Only a person who could never be successful in business or life would communicate in a direct, blunt manner. So, the use of U.S. logic - of always wanting to be direct, stepwise and clear - would be considered loser communication in Japan and would quickly get a person pushed out of business and society.

Logic is culture specific. If you want to be successful in a certain country you must be considered logical in that country according to their specific logic.

Logic - Some Interesting Dates

Here are some interesting dates in relation to the origin of two types of human logic.

Classical Greece

Socrates (470-399 BC)
Plato (428-347 BC)
Aristotle (384-322 BC)

Confucianism (China)

Confucius (551-479 BC)
Mencius (371-289 BC)

Logic - Origins of Chess

Chess is often thought to be a game of logic. It's interesting that the game of chess originated along the Silk Road around the 6th Century (500 AD). China has a version of chess (Confucian logic foundation) and Persia has a similar version (Cazaux, 2001). The original Chinese chess is still used in China, Korea, Japan and in other Asian countries. For a map of the Silk Road see:

http://www.chez.com/cazaux/images/mapflag/srmap1.jpg

The game of chess seems to have first spread along the Silk Road. The first references to chess in China were around 569 AD - 800 AD and the first references to chess in Persia

were around 600 AD (Cazaux, 2001). Chess was later brought to Europe (Greek logic foundation).

When in Rome

The important thing to realize is that if we want to appear intelligent to most people in the U.S., we need to learn to be able to appear as logical as possible in our writing and speech according to the U.S. type of logic. If you want to appear intelligent to most people in Japan, you would have to learn how to be able to appear as logical as possible in your writing and speech according to Japanese logic. When in Rome, do as the Romans.

Logic and Organization

What does culture have to do with the organization of any business communication? Everything. It is our culture that defines the optimal type of organization according to our specific brand of logic. U.S. logic demands clean, clear, stepwise and an almost redundant organization of thought. If this is not done, your writing, presentation, or speech will appear senseless, unintelligent and as presented by a person who cannot be successful in our country.

Human and Machine Logic

If people were machines, they could also use binary logic like machines. However, people are very subjective creatures. It would be more predictable if everyone could and would be as logical as machines, but they never are even if they want to be. Human communication is often a mess because of all of the subjectivity in each person's mind. However, if everyone learns how communication really works and learns how to deal with this mass of subjectivity, communication can turn out much better at every level.

Logic in Writing

There are two levels of logic that must be addressed in writing in the U.S. - the micro level and the macro level. There is the micro level of logic where the content is logically laid out in a manner that makes sense as one sentence builds upon another and one idea leads to the next. Critical thinking has much to do with this level of logic and the kind of depth that is seen in a document. Most people are familiar with this level of logic, and when they apply themselves their writing can really stand out as excellent. Also, most people initially think that this is enough for written communication; however, it is not enough because that only takes it half way.

The other half is at the macro level, and it is accomplished through the form of the written communication. The macro level logic is also the most critical for giving your audience entry to the micro level of logic in the paper. If the macro level fails, the audience will never get to the micro level logic.

It might almost seem ridiculous to be so redundant in writing to write a thesis statement or a setup sentence that lays out the organization of the body of the document, then create a heading for each of the body sections using the same key words from the thesis statement or paper setup sentence within the headings, then once again use those same key words in the topic sentence of the first paragraph of each section and start the conclusion with the transition "In conclusion" when writing the conclusion. As a writer it almost feels as if we are insulting the reader's intelligence by doing this redundant form in the paper, and it seems too simplistic for our own creative thought as well.

However, it is this simplicity and redundancy that makes it easy for the reader to follow your thought. These redundancies within the form are like traffic signs on the road. We really do not want creativity at the macro level of logic when we are speeding down the freeway and need to exit at the 25th Street exit. That sign on the freeway should be simple and clear, and we hope that sign includes the key words of "25th Street" and "exit." When we come up to a stop sign, we like it to be red and have that simple word "stop"

written on the sign. If the city decided to be creative and was tired of all those boring signs and started changing the colors of the stop signs and started putting the word "stop" in twenty languages around the city on those stop signs, what would happen? The macro level of logic in writing works in a similar way.

You have to remember that most written work is rather short. Often only a paragraph of five or six sentences is used to explain an entire idea. Can you truly fully express your entire mind about a subtopic in only six sentences?

So, you have this huge picture and background in your head, but the reader only has six sentences that you have created to get this huge idea across to them. Giving them simple, clear, logical and redundant macro level signposts that lead them through your document helps make your written work come off as clear and logical.

Ironically, it is this simplicity and redundancy within the form that makes you appear so intelligent and able to succeed in the U.S. society. Without it, you will appear less intelligent and less able to succeed in business and society. You need to know the U.S. cultural expectations of organization in order to successfully write in this country.

EPILOG

Why is all this important? It is important to know that logic is not universal. Not understanding how logic works and how logic influences thought and action will cause a tremendous amount of defective Business Interactions in multinational and in local business. The point of knowing that the U.S. and other countries each have a very unique brand of logic and clarity is that if you don't follow these socially prescribed ways within the culture you are physically located in, you will not succeed. The old saying of "When in Rome, do as the Romans" is actually very accurate in many ways and goes much deeper than you might realize.

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CHAPTER FIVE
THE U.S. CULTURE

Verbal and written communication is intricately interwoven through every aspect of a culture. When you understand a culture better, you will be able to see and predict how communication works within that culture. In order to communicate more effectively in or with the U.S. we must learn how the U.S. culture works. This may seem strange to say for U.S. citizens because they live in it every day. However, just because they live in it does not mean that they know it. It is natural for most people to not be familiar with their own culture. Culture is usually simply thought of as "reality," and people just go about their lives without giving much thought to the inner workings of the culture.

The U.S. mainstream culture has a specific thought process and view of the world that is unique and is different from another culture's view of the world. The U.S. is as unique as any other country's culture. This uniqueness attaches meaning to communication in a certain way and a person must come to realize how that "sameness" of culture that most people have in a culture affects meaning and understanding. Without understanding what this uniqueness is, you cannot effectively communicate.

The U.S. Culture and Communication

In order to communicate more effectively in the U.S. we must learn how the culture works. This may seem strange to say because we live in it every day. We are the only people in the world that think like we do. We are unique, and every other culture in the world is also unique. Our verbal and written communication is intricately interwoven through every aspect of our culture. Our education system has been designed to maintain and sustain our culture, which helps to

guarantee our particular worldview. When you understand our culture better, you will be able to accomplish more effective business interactions. This knowledge will make you a more effective in the U.S. and internationally as well because you must know your own culture well in order to effectively interact with a person from another culture.

Understanding Ourselves

The thing to remember about effective communication in business interactions is that the U.S. mainstream culture has a specific thought process and view of the world that is unique and different than anyone else's worldview in the world. This uniqueness attaches meaning to communication in a certain way. Without understanding what this uniqueness is, you cannot effectively communicate. The fact is that almost everyone the world is not aware of how their own culture works. This is natural. Do you or your friends or those you know in the U.S. fully understand the implications of how the individual-based, low-context, agreement driven nature of the U.S. mainstream culture affects communication in families, society at large, and in local and international business?

U.S. Freedom of the Individual

The U.S. is oriented around the freedom of the individual. An individual is free as long as s/he (1) follows the rules, laws, and agreements and (2) does not hurt or oppress others. It is the agreements between and among people in a group that bind them as a group.

Most communication in the U.S. revolves around the expectations and limits of the agreements between/among people in social and in business situations. This is a "low context" type of communication and written communication becomes extremely important and powerful because it lays out the communication in "black and white." Written communication can be checked against the expectations and limits of the social or business agreements. We are an "agreement" based society and the communication always runs along the ins and outs of the agreements in a clear,

logical and stepwise manner. Our society creates a massive
need for lawyers - 70% of all the lawyers in the world are in
the U.S. There is about one lawyer for every 250 people in
the U.S. (Gatto, 2001). We need all of these lawyers because
they are needed to patch up all the billions of broken
agreements that occur each year.

U.S. Freedom

How free is free in the U.S.? What is the extent of an
individual's freedom on a daily basis? How can we all be
totally free, yet cooperate enough to be able to interact in
society and work together in companies and groups? In
order for individuals to be free within a society there must be
some reasonable limits on the freedom because absolute
freedom for the individual would end in societal chaos. It is
that balance between freedom for the individual and the
necessity for the society to have order that has formed and
established the U.S. culture.

U.S. - Raised to be Independent

In the U.S., children are raised to become independent,
so that they can pull themselves up by their bootstraps and be
able to take care of themselves in the world (the U.S.). This is
the road to success in the U.S. Having a high self-esteem is
very important in the U.S. because the individual needs to
feel good about her/himself in order develop his/herself as a
straightforward, confident and independent individual that is
able to go out and get an education and build a good resume
in order to gain a better job and make more money.

Groups - U.S.

In the U.S., groups are groups of independent and free
individuals. Parents in the U.S. generally try to raise their
children to become healthy, well-adjusted, independent
adults that are able to independently become successful in
society. Total freedom for the individual would end in chaos,
so there must be some guidelines. We are independently free

to do as we like in our culture as long as we (1) follow the rules, laws, and agreements, and (2) do not hurt or oppress others. We are basically free to be as unique, weird, or normal as we like as long as we follow the above two guidelines.

U.S. Groups are Unique

Since we are groups of independent and free individuals in the U.S., each member has a very unique contribution to the teamwork. And since each person is so unique in the group, each group will develop its own unique character. So, there is no one perfect way that a group works together, and each group processes information and accomplishes its goals in its own unique way. So, in order for a group to work more efficiently, a group should come to a common understanding of what the agreements and expectations are among the group members and also realize that the most efficient group process is the one that organically develops out of the unique make up of the group. Groups should recognize the unique strengths of each individual and capitalize on those strengths in order to develop a strong group effort.

Group Agreement - U.S.

Number one of the cultural guidelines calls for the establishment of an agreement or rules in order to work together as a group of free and independent individuals. So, whether the agreement is negotiated or left unspoken, an agreement exists in every group member's mind. This is how the U.S. culture works. So, in every group member's mind, there exists an assumed agreement of how the group should work and how each group member should act and react. The difficulty with group work is that each member's ideas about proper group behavior are different. In the U.S. when an agreement is broken, the relationship is broken and the one who was let down has the right to get angry and insist that the agreement be maintained and not broken again. Without an established agreement that is worked out among the group members, the group will constantly have difficulties and

people will get angry because everyone has a different group relationship agreement in their minds.

Group Collaboration - U.S.

Since each group member has a different idea of the group agreement, U.S. people often tend to dislike group work because of the many disagreements that often pop-up because of the differences in expectations of group behavior. The trick to good collaborative work in the U.S. is to negotiate the meaning of group behavior and expectations towards a common understanding as the group develops. When this is done, fewer infractions of agreement occur and productivity can more easily be maintained.

U.S. - Argument Culture

People in the U.S. are quick to belittle others. This is a tendency that goes throughout our culture. Actually, the more a person is in the news, the more they are attacked. It's a part of our culture like it or not. Welcome to the way it is.

An excellent book that goes exactly into this is: *The Argument Culture: Stopping America's War of Words* by Deborah Tannen (1998) NY: Ballantine. I highly recommend reading this book.

U.S. - Lack of Respect

In the U.S., there is a lack of respect towards one another. This is a cultural problem. The only way to improve such difficulties within a culture is to have each person individually start being more respectful and sharing that idea with others and teaching it to our children; it starts with the individual though. Our culture can get worse and worse if we let it; that's the way the U.S. culture works.

U.S. - Mother's Checking Account

Thirty five years ago, the mainstream culture in this country felt that only white males had the status of equality.

This is no longer the case even though it's not completely resolved (thanks to Martin Luther King and others like him). My mother, in 1968, was a single white woman with 4 children in southern California, and she couldn't open a checking account at a bank because they didn't feel that she was capable of balancing a checkbook and would probably be constantly bouncing checks (what's getting into these women who think they can do a these things). She had to go to our neighbor, a white male, to get him to co-sign on the bank account in case she bounced a check he would be held responsible. The bank would not allow her to get the checking account unless she got a "responsible person" (a white male) to co-sign. We are already aware of much of the horrible treatment that was dished out to all of the ethnic groups.

Thanks to all of the people that fought so hard in the 60s for civil rights and for those who are still fighting, the U.S. has improved over the years. Our culture can go backwards or forwards depending upon how much we get involved in the outcome.

U.S. Mainstream Culture

Even though there are many diverse groups in the U.S., there is a mainstream culture that exists hovering around the center of thought in this culture. Most people that I have encountered in the U.S. (people from most every ethnic background) would feel that Mr. Lee in the Korean Printer case study appears as a bad businessman and not customer oriented. There is an entire mainstream culture and people have their own variation from that depending upon their personal backgrounds.

New Americans

People that come to the U.S. after being raised in another culture usually don't take on the mainstream culture in whole because they are already aware of another view of life. There are things that are comfortable about their first culture that

are totally integrated into their personalities and they like it. There is no reason why they should give that up.

Original Cultures Modified

Original cultures are modified when the people immigrate to another culture. When people leave their home culture, the cultural rules and constraints are also lifted so it's difficult to know exactly how the individual will change and adapt to the new host culture. The societal pressures of being a "Korean Gentleman" (according to the Korean/Confucian tenets) do not exist in the U.S.

In the major families in Korea, they keep records for about 500 years of who did special favors for the family and records of who did dirt towards the family. The first son of the family is in charge of repaying in kind to those people now or sometime in the next 500 years.

These societal pressures (and there are thousands of other pressures) go away when a person immigrates to another country. How each person rewrites the social rules for themselves in a new home/culture is a very interesting and very varied thing.

Adapting to the U.S. Culture

If you fall out of a boat, there is a requirement to be able to swim in order to survive. A country is huge, and a person comes to the country and interacts with a few people at a time. How well they communicate and succeed depends on how well they are able to adapt to the existing ways of the culture. There is no sign at the airport giving a required checklist of what's needed.

U.S. Assimilation and Education

The only people that are not immigrants or from immigrants in this country are the American Indians, the Eskimos up in Alaska, and the original population in Hawaii. It's interesting that the mainstream culture in this country has its roots in Greek logic and the White Anglo Saxon

Protestant's (WASP) culture that set up the government and education systems. The government and education systems in the U.S. are still constantly working to keep that WASP ethic and thought process at the center of our culture.

U.S. Assimilation, Education, and Society

The function of the education system in any country is to maintain and sustain the existing culture/society. This is the reason why education takes on and teaches the transmissional view of communication, which is basically the forcing of one-way communication and training. The transactional view of communication is not liked in traditional education because it takes into consideration other people's interpretation of meaning. When this happens, change occurs. The education system was created to keep everything the same. So, teachers in our U.S. education system are required to teach the U.S. WASP ethic or get fired - there are two choices in the U.S. So, there are some requirements for educators in the U.S.

Second Generation Kids

Whose culture will the children of Korean people in Samoa most likely take on? The Korean/Samoan children will mostly take on the Samoan culture they are raised in from birth. They may not understand their parents very well (or at all) - as is what happens with second generation kids here in the U.S. The principle remains the same from country to country.

The children (born in the U.S.) of people who have immigrated often have no clue as to why their parents think the way they do because the children are so indoctrinated into our culture through the playground and the schools. It just goes to show how much parents really influence their children's thoughts.

EPILOG

The foundation and motivations within a culture influence human interaction to a radical degree. If you are

from the U.S., the knowledge of the U.S. culture will make you a more effective communicator in the U.S. and internationally as well because you must know your own culture well in order to effectively interact with a person from another culture. If you are from another culture and will be doing business with the U.S., this knowledge will make you a more effective communicator with those in the U.S.

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CHAPTER SIX
ONE'S WORLDVIEW

We are constantly dealing with perceptions in human interaction. This is one of the major root causes of most misunderstandings in communication. Everyone has their own individualized perspective of any situation that is influenced by one's respective cultural, group, and personal backgrounds. It is also not normal for someone to go beyond one's personal worldview unless there has been a personal experience that has brought about a change of view.

Most perspectives are rather set and the meaning of a situation is interpreted according to one's unique worldview. The difficulty is that no two people have the same worldview, even from within the same family, so a mutual understanding in communication is not readily achieved unless it is consciously worked at by at least one person in the communication process.

Projecting a Holographic Image

Each person projects his/her own particular worldview/ interpretation onto a 360 degree screen in front of him/her. This includes how the person sees and interprets the other. Every person communicates according to her/his interpretation of the other and all aspects of the situation (which is also projected onto the screen). Each person is actually initially just communicating with a "holographic" person that has come from his/her mental interpretation of the other instead of communicating with the actual other person. Often, people cannot understand the other because they are only looking at their own hologram of the other they have conjured up. It's not that they don't understand the other, it's that they cannot understand the other because the other is outside of their consciousness, and they truly can't

see the other in the way that the other really exists. This occurs because people are not aware that they are doing this, and they then have not gone on to try to know the other in the way that they truly are.

Personality Charts

Personality tendencies can be useful if you know their limitations and they are NOT used to profile.

Limitations

It's good to know that there are several personality analysis systems out there. Each analysis "chart" is only a limited and narrow view of personality tendencies that occur in a more western (U.S.) culture. People are whole and really cannot be labeled as being one way or another because each person is so unique. So, one has to careful to not lock in a person into a stereotype (profiling) because these charts often just show a FEW aspects of general tendencies that people, at the time, have. People change so their personality changes as well over time. These personality tendencies are also for a specific culture (western - U.S.), so they are not universal by any means.

Possible positive aspects of personality charts

If a person was not aware of some of the specifics of how people process information and learn in different ways, these charts help give an indication of some of the things to look at. People are different and they need to be approached differently in work, play, and in instruction. By being alert to the differences another has, a person can more understand, in general, how to interact and work well with the other.

Emotional / Mental / Physical (E/M/P)

People often have all three of the following aspects in them; it just happens that often one of these aspects is dominate and another is second and the other is the least influential in their lives. Sometimes people have an equal

portion of all three. Also, this is a U.S. mainstream culture phenomena, so it may not translate to many other cultures.

The influence of this phenomenon on group dynamics in the U.S. is very important. So, we must be careful not to judge teams expecting that the only good way to prepare is like the "mental" person's way (which is what happens in the traditional style of education in the U.S.).

E/M/P - Mental

Mental: People that lean towards being more "mental" like to organize their thoughts first and spend time to make a clear plan before starting. Once they decide on the plan, they really like to stick to it for the plan was made to govern all of the following activity. And since so much time and thought was put into the plan, the plan is decisively the right way to go. Variation from the plan is difficult to deal with.

More mental leaning people also like to organize things. Color coding and alphabetizing and putting in containers with clearly marked labels are the things that must be done. It frustrates them to sit in the middle of disorganization. If you are in a mental person's office and you want to play with them a little, start moving things around on his/her desk. S/he will be so distracted by that s/he will have a hard time concentrating on your conversation (this is a good example that is often used).

Often when a mental person approaches a task, most everything must be analyzed up front. If the fence needs painting, the type of paint must be analyzed for the endurance, final effect, oil or water based, and specific brands for quality. The color must be fully analyzed in accordance with all the other colors of the house and possible neighbors' colors. Then, the type and width of brush must be analyzed and decided upon. It must be then scheduled in for the best time and for the best time of day.

E/M/P - Physical

Physical: People that lean towards being more "physical" don't organize so much, it's is more just doing things because it needs to be done. A lot of thought and planning is not

needed - the fence needs painting, so get some paint and a brush and paint it. They are more practical based and they do well when a supervisor gives them practical things to do in a stepwise 1, 2, 3 manner.

These people are often attracted to more physically oriented jobs but not always. Most firemen I have met lean towards the physical. They are usually much faster in completing tasks or assignments because their preparation time is usually minimally needed. Often, they don't feel the need to discuss things in much detail. Being quick and to-the-point is often preferred.

E/M/P - Emotional

Emotional: People that lean towards being more "emotional" usually act and react to things because of how it makes them feel. Being emotional does not mean that an emotional leaning person necessarily outwardly shows or talks about emotions. There is a difference between being "emotional leaning" and being "emotional." Being "emotional" is the outward expression of one's emotions; whereas, being emotional leaning means that the person often/usually considers things in terms of how the person feels about things.

People who are emotional can be very outwardly gregarious or quiet depending upon their particular personality. They are often very creative and have a lot of ideas that can go off in a lot of directions. Trying to keep organized is frustrating for them. They approach most things in a very interrelated way. To try to follow an existing outline from someone else's perspective is like trying to force a square peg into a star shaped hole - it is very difficult and extremely limiting and is a great source of frustration. Often, they have to brainstorm about so many ideas and then start to boil it down before an outline can even be considered.

E/M/P - Groups

When a group of people are engaged in any activity requiring a plan, purpose, goal and final product, the qualities and skills of each person engaged in the project

should be considered in order to effectively complete the project with the greatest amount of success. Skills such as organization, creativity, area knowledge, research skills, writing experience would all benefit the outcome of the project if the skills of the members are utilized properly. It might also be wise to consider the mental makeup of each group member involved. Some people have strong "mental" qualities while others may have an "emotional" or "physical" leaning.

The mental mind has a sense of inner mapping with a predetermined organization of the events in their life. This person would be most valuable in the overall organization plan; however, the group can expect this person to be unwilling to make changes easily because of the predetermined mental mapping. The physical model is the most useful in collecting data, doing research, typing papers - anything physical. The physical leaning person will also help keep the project within the deadline, so putting this person in charge of scheduling is often a good idea. This model has little problem accepting the predetermined organization of the mental partner. The emotional member is the creative member that will be most willing to broaden the horizons of the research process. This person wants to examine things in the broadest sense and consider how everything has an effect on everything else. This person would be most valuable in brainstorming, editing to enlarge the scope of the project, and add creativity to any aspect of the work. While organization is not the favorite skill of the emotional person, he/she will probably not be in agreement with the organization of the mental person.

Family Communication

Families are good examples of how communication works within the same culture.   Since the communication is so familiar, it's easy to see how family members often have "tunnel-vision." However, this tunnel vision is natural, and it is what almost everyone does. It is simply a person's worldview. But, most people do not realize how deep and exclusive the worldview is to each person.

Family - Outside of Consciousness

Another Matrix analogy coming up . . . It's not that they don't listen, it's that what I say is outside of their consciousness. Since it is outside of their consciousness, they see my mouth moving but the words don't sink in because they can't see it. They are so entrenched in their worldview that they cannot see anything that is outside of that view. My mother has a worldview of me being her little kid and nothing else gets in. The individual projects his/her movie of the world onto everything around him/her. Not only does the person interpret the situation from her/his own worldview, but the person also cannot see, hear or understand anything that does not fit into that worldview - it is outside of consciousness. The person is totally plugged into his/her own Matrix and can't see anything outside of it.

Egocentrism Natural

Each person has a unique worldview, and almost all people are egocentric - meaning that the person honestly only thinks that everyone else thinks like s/he does. Egocentrism also includes the idea that if another person does not agree with them, the other person is wrong because everyone in the entire world knows that this thing/idea is true. Egocentrism is natural, and you will encounter it in almost every conversation/communication that you will have on earth in your lifetime.

Egocentrism is natural thing with almost everyone, so in order to minimize the chance that the others will go off on many strange and various tangents as you are trying to communicate with them, you must learn how the others think about the topics under discussion. Once you know how they will react, you can modify your communication to avoid many of these difficulties. What you do not say is as important as what you do say.

Egocentrism - Mr. Lee

When I was first in Korea, the fact that I didn't know how Koreans communicated caused a lot of communication problems for me. In the case study, I was egocentrically thinking that Mr. Lee, the printer, thought like I did and I somewhat immediately took offense to how he handled the situation. I also judged him a little harshly and thought he was less than a good businessman and less than an honest man. Of course, all that was only in my imagination. However, my imagination extremely affected my communication with Mr. Lee and it affected the business results as well.

People often see themselves as the center of the universe but not on purpose. It's not that they see the other person as secondary - it's that they see the other person from their own particular perception of the other, which is totally fabricated in their own mind. The example with Mr. Lee at the Korean print shop is a perfect example of this. I was seeing Mr. Lee as an American printer, and Mr. Lee was seeing me as a Korean man. It's not that I was seeing myself as the center of the world, but I had certain ideas in my mind about what makes up a good businessman and print shop business, and I was projecting that erroneous image onto Mr. Lee. Mr. Lee was not secondary; he was totally invisible; he was out of consciousness. I was communicating with my projected image of Mr. Lee. I was not communicating with Mr. Lee. Mr. Lee was doing the same only in reverse.

This is natural, and it is the way all communication goes around the world and within the U.S. until a person learns how to communicate in a more effective way. This is called "egocentrism," and in the case where it crosses cultures, it is called "ethnocentrism."

Egocentrism / Ethnocentrism

It is interesting that the natural tendency of all people is to think that everyone else lives life in the same way, and that if they don't do it like we do, they should because all civilized and peaceful people will naturally do it the way we do. This is

called ethnocentrism. When people within a single society think this same thing towards the other members of the same society it is called egocentrism.

Most Korean people think that everyone in the U.S. should think and act the same way that they do because we are all human beings and there are basically no differences. Most people in the U.S. think that everyone in the other countries should think and act the same way as we do because we are all human beings and there are really no differences. People around the world do share many of the same hopes and dreams on an individual level , but when people get in a group or act as a society people operate in ways that are indicative of their culture.

"Should"

If you ever get upset while communicating with another because you think the other "should" be this way or that way or should know this or should do something, etc., be careful because the word "should" usually is based upon an egocentric or ethnocentric belief. "Should" is an interesting word that often creates misunderstandings and miscommunication because the other probably has a different view/interpretation of the situation. To communicate with an assumed "should" without considering the other's unique view is to not effectively communicate. In communication we must deal with the "isness" of the existing situation and find out how the other views it so we can effectively communicate and do our best to accomplish our goal.

People May Not Change

Effective communication doesn't necessarily mean that the people you are communicating with are going to change. The more we learn how to communicate in an effective way, the more we have to be the ones to do all the work to try to make it effective. Some situations just "are" and they may not change for a quite a while. All we can do is the best we can

do and try to find ways to make it work as best as possible for the situation.

With Knowledge comes Freedom

With knowledge comes freedom. People are unique and different, and it makes life very interesting. I can understand the Korean people and be able to communicate well with Korean business people; however, I don't want to approach life in the way that they do. There is nothing wrong with the way they approach life, I just like the way I approach my life. So, it's possible to keep our uniqueness and individuality and not be ethnocentric or egocentric. This knowledge then allows us the choice of keeping our uniqueness or of taking on a bit of another's way if we like it.

Knowledge allows us to make a conscious choice. Ignorance keeps us in the dark about what is going on, and we are then susceptible to being blindly manipulated to take on another's way of thinking.

Ethnocentrism and egocentrism are natural, yet they are a type of ignorance, which can be radically reduced through effective communication training. The peaceful future of our world depends upon this reduction of ignorance.

EPILOG

One's worldview affects Business Interactions in a tremendous way. Usually, however, one's worldview gets in the way of effective Business Interactions because it blinds us to what the other is really thinking and doing. Without knowing what the other is thinking or doing, in any Business Interaction, many very expensive mistakes can occur on a regular basis. Having a worldview is natural, but we must learn how to assess what is happening with the other in order to effectively accomplish multinational or local Business Interactions.

CHAPTER SEVEN
EFFECTIVE BUSINESS
INTERACTIONS

"People often see themselves as the center of the universe but not on purpose. It's not that they see the other person as secondary - it's that they see the other person from their own particular perception of the other, which is totally fabricated in their own mind" (from last chapter).

It is interesting that the natural tendency of all people is to think that everyone else lives, views, and accomplishes life in the same way, and that if they don't do it like we do, they should because all civilized and peaceful people will naturally do it the way we do. This is natural. This also causes havoc with Business Interactions within the same culture and across cultures. It is the natural way Normal Business Interactions go around the world and within the U.S. until a person learns how to accomplish Effective Business Interactions through FUTURE GLOBAL MANAGEMENT.

Effective Communication Process

A "how to" outline of effective communication can be laid out as a process:

1. Know that other people do not think like you do.

2. Realize that what they think could and may be reasonable. Don't judge. Hold all judgments of either good or bad. Put all of our preconceived type judgments of good and bad and "should" on the shelf. Try to find out what the other is really trying to say. Try to learn as much as possible about how the other views the situation, relationships, agreements, etc.

3. Modify your language, logic, and approach to first meet the other's mind, and then bring them to an understanding of what you are trying to say. Modify your communication so

you speak directly to their thought and avoid the things that would set them off on a tangent (not saying specific things is as important as saying specific things).

4. Communicate with them again to see how the other is interpreting your message, and to get a better understanding of the other's point of view.

5. Keep repeating #3 and #4.

Communication is a process of negotiating meaning to a more mutual understanding – the process of getting on the same page while successfully moving forward with business.

Gain Understanding

Regardless of the situation, effective communication demands that we understand the other's mind and ways so we can effectively communicate with them. Communication is not a matter of being right or being wrong or of winning or losing but of gaining a common understanding.

Understanding

Understanding is a process. The more we understand each other, the more we can have a mutual understanding in communication and will have more effective communication. The less we know of each other's background influences, the less understanding we will have and will have less effective communication. This ratio is real and it effects communication and interactions at every level of business and society. The greater the differences in background influences, the more likely misunderstandings and ineffective communication will occur and business will suffer.

The Barnett Communication Model

This model is universal and represents how communication works between/among people internationally and within the same culture. I wanted to show this again because the symbolism is at the very core of Future Global Management and every time you view it, you will see more in it.

Barnett Communication Model
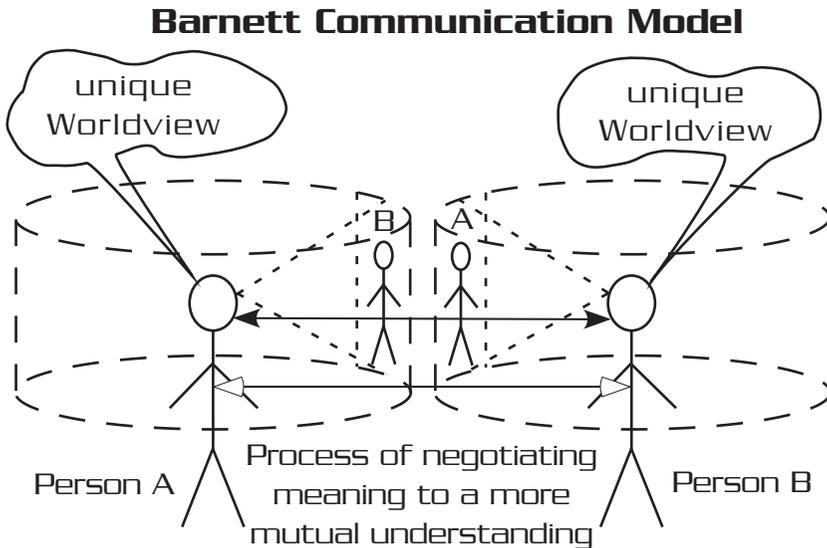
Figure 2.

The model shows two people: Person A and Person B. (see figure 2.) The cylinders are a 360 degree movie screen around the person. The person then projects his/her view of the world onto the screen no matter which way the person looks. So, from the person's viewpoint, everyone else appears to view the world in the same way that the person does because the person cannot see anything besides his/her own screen. The two people communicate with each other at an audible (spoken) or visual (written) level, but what is being seen/understood (the little picture of the other on their own screen) is only from each person's viewpoint. Initially, there is basically very little or no shared meaning. Through the process of communication, if one of the two works towards effective communication, a more mutual understanding of meaning can occur between them.

The heart arrows represent an Existential Respect for the other. This is the respect for the existence of the other and for the other's right to express his/herself. This cuts through all of the concepts and allows a more authentic type of communication to occur between humans rather than between battling concepts. Communication is the negotiation of meaning to a more mutual understanding.

Clear and Detailed Information

Clear and detailed information is critical for effective communication in business. In world-class manufacturing the term "downline requirements" is critical for quality control. On the assembly line, the next station down the line is your customer, and they have certain requirements that must be met in order to do their part of the assembly process. These requirements at each station are written down so every station on the line knows what is required for product coming into their station, and they also know exactly what is required of their work before it leaves their station and goes to the next station downline.

A type of improvement in the manufacturing process comes from constant improvement of the "downline requirements" so mistakes can be eliminated from the existing process and improvements can be added to the process if needed. But, first, the downline requirements must be realized and written down before they can be improved - you must analyze how you currently accomplish the job before you can improve it.

This is the same in communication. What is it that the people you are communicating with "must know" in order for the communication to be most effective? What is their current state of thinking about the situation? How do they view the current agreements between them and you, or them and the company, or . . . ? Exactly what information is needed by them in order to do the job or to understand the situation. Exactly what information do you need from them? When you have the answers to these types of questions and you know how you currently handle the situation, you can approach the communication process more effectively, and you can know how to improve the process when it starts to break down. Communication is an ongoing process where the meaning is always being negotiated towards a common understanding.

For example, I was hired by an electronic cable company (ECC) in Japan, to help them improve their international and internal communication that is associated with world-class quality management. I found many problems throughout the

company and helped them improve their communication processes. One example was one of custom product development and manufacture. They had a large order for customized wiring that was going to Korea. They designed the product according to the communicated requirements and then shipped it off to Korea. However, when it arrived, the Koreans found that the wiring color was not correct, and ECC had to pay to ship it back. The wiring had to be a certain color for code requirements. ECC had to re-manufacture the order and ship it again.

The problem was found to be in the initial communication process where ECC had not established a thorough process for gathering the correct information and then reconfirming that information once it was received. This type of thing was going on throughout the company as well. Actually, I have found this to be true in many companies. A communication analysis needs to be done with every type of communication that occurs in a company - not just in custom product orders. Clear and detailed information is critical for effective communication in business.

This type of analysis of the communication process at all levels is imperative for improvement. If you don't know what you have, you can't improve it.

Bad Listening is Universal

Bad listening is something that seems to transcend culture. I have found people to be bad listeners in every country I have experienced. People in the U.S., however, are a little different about it. In Japan and in Korea, I was able to express myself in depth before others would take their turn to speak. In the U.S., it's hard to get an entire sentence out before someone interrupts with what they want to say. When I first came back to the U.S. after being 6 years in Japan, I had to learn to say everything in a few quick sentences if I wanted anyone to hear what I was saying. In Japan and Korea, I could fully explain things. However, it doesn't mean that they were listening all that closely, but they let you speak.

Bad Listening and Egocentrism

Notice that bad listening skills and selective listening apply to verbal and to written communication. So, even if your presentation seems good, the communication may fail. When people catch a word or phrase that sets them off, the communication goes off on a tangent and sometimes people get upset. The more upset they become, the less they listen and the more they demand the other to conform to their worldview. This is egocentrism. Almost everyone is egocentric. Egocentrism is not necessarily a bad thing, but it does cause a massive amount of communication problems.

Bad Listening - Individual View

What's interesting is that every person's worldview is entirely unique in the world. No person is an island, yet every person has a unique island of thought about the world. Communication problems occur when a person assumes that the other thinks the same way that s/he does, and if the other doesn't, the other should (this is egocentrism). Combine this with bad listening skills and selective listening and the result is for someone to quickly take offense when some word or idea is heard from the other that is interpreted as bad or negative in some way. The common combination of bad listening, selective listening, and egocentrism leads to a constant breakdown of Business Interactions.

Ethnocentrism

Ethnocentrism is when people think that everyone in the world thinks like they do, and if they don't think like they do, they should because all intelligent and sensible people in the world would. So, most Japanese people think that everyone in the world thinks like they do because people are all human beings. Also, most Korean people think that everyone in the world should think like they do because all peaceful and civilized people think like they do. Also, most people from the U.S. think that everyone in the world should think like we

do because all peaceful and civilized people think like we do, and if they don't, they should.

This is ethnocentrism, and it is natural because people grow up in a country and never experience any other thought besides their own. Ethnocentrism is not negative in and of itself because it is simply a natural occurrence. However, it is a form of ignorance, and thought and actions based upon ignorance often have negative results. The most negative results of ethnocentrism are constant multinational communication errors and stereotyping and thinking that people from other countries or other ethnic backgrounds are not as intelligent as we are.

Open-minded

A person can feel that s/he is open-minded and truly want to be open-minded, yet s/he is not open-minded because that is only a part of his/her exclusive worldview. When a person can truly set his/her worldview on a shelf and tries very hard to get an empathetic view of the other from the other's perspective, a person can begin to say s/he is becoming open-minded.

Ignorance or Naivete

What is the difference between being naive or being ignorant? In the case of world awareness, just about everyone is ignorant of how other cultures view reality. So, basically everyone is guilty of this. Ignorance, in this case, is unintentional and is innocent and is a form of naivete. Almost all people are unaware of how communication works and that meaning is subjective and is negotiated. This ignorance leads to nonstop miscommunication and business difficulties. This ignorance is also unintentional and is innocent, which is like naivete. So, ignorance, in this sense, is not a negative thing because it is a natural thing - a natural naivete.

EPILOG

Effective Business Interactions do not come by accident. There are many things that would stand in the way such as ethnocentrism, egocentrism, bad or selective listening practices, etc. However, by following the effective communication process and by understanding how the process of communication works, a person can accomplish the most effective Business Interactions for the situation at hand.

CHAPTER EIGHT
OUT of the DREAM

Cultures are interesting, beautiful, colorful, intriguing, fascinating, and they also sometimes have ugly and grotesque parts (but not usually very many parts like that). Cultures come about through hundreds or even thousands of years of organic development within a certain group of people.

However cultures are viewed, they are always human-made. They are massive sets of concepts woven together to create a certain view of reality. They are not reality itself, but are a view of what is thought to be "real." One "reality" is no more real than the next, for they are all just sets of human-made concepts. They are like "Dreamworlds" created for us to live by. And until we learn that our Dreamworld is not the only one in existence, we are asleep in our Dreamworld interpreting everyone's thoughts and actions by our own personal and unique version of our collective Dream.

"Wake up Neo, the Matrix has you" (Wachowski Brothers, 1999).

Exclusiveness of Worldview

The mind-boggling and fascinating thing about communication is how deep, complete and exclusive a person's worldview is. It is exclusive in the sense of excluding all other worldviews.

A person is so deeply consumed with his/her worldview, it is like s/he is asleep in his/her own private dream of "reality," and s/he truly cannot see the other person in the communicative event. The actual other person is outside of his/her consciousness. S/he only sees his/her concept of the other projected onto the other and then communicates with that "hologram" of the other - not with the actual individual.

The exclusive nature of each person's worldview is a crucial and huge aspect to deal with in communication.

Worldview

Within a culture, there is an abundance of different ideas and perceptions about jobs, work, work ethic, people, relationships, etc. What's hard at first about understanding how communication works is the fact that almost everyone does see the world differently than we do. It almost starts to feel like everyone is an island within an ocean of varied perceptions, in a sense. It also seems discouraging that people don't hold the same values that we do - and they don't. Everyone has a different view of what is important. Welcome to reality.

Narrow Worldview

Some people have a very narrow worldview and have very little regard for the greater good outside of themselves, which might include those outside of their immediate family and friends. In business, things like team effort and customer service also might be outside of one's worldview. Affluent societies often have this occur within the society where many people are more concerned with themselves, what they wear, what car they drive, what cell phone they have, where they go out to eat, etc. than anything else.

Open-minded

Within a person's narrow worldview, a person can feel that s/he is open-minded. S/he may also truly want to be open-minded, yet s/he not open-minded because that is only a part of his/her narrow worldview. A person starts becoming open-minded when a person can truly set his/her worldview on a shelf and tries to get a view of the other from the other's perspective.

Change of Worldview

A person often has to have personal experience that forces him/her to think that there might be another way to view things. It's when the person sees that there might be another somewhat valid way of viewing things that the doors for a more inclusive view can be opened up.

At a local level, it could be an experience of some neighbors moving in next door that are different somehow. Then after the person gets to know them, it is found that these "different" people are basically nice and reasonable people. Moving to a completely different country and living within that country is a radical mind-bending experience. If you are working for the host country people and have your home in the community, this difference of thought is even more radical because it is being required of you to fit into their "evaluations" of what a good employee is and what good friends and neighbors are.

Ethnocentrism, Egocentrism, and Worldview

Ethnocentrism and egocentrism are caused by the exclusiveness of worldviews at a macro and micro level. Ethnocentrism and egocentrism are both natural occurrences, so they are not negative or bad - they are natural. However, they cause extreme havoc with meaning in communication, which often results in miscommunication, misunderstandings, business mistakes for the individual and for the company, business relationship fallouts, family relationship fallouts, country to country relationship fallouts, etc.

Asian Situational Ethics

In Asia, it is always situational ethics depending upon which way the group went. The group is always the way to go no matter which way that is. In Japan, this was one of the hardest things between longtime friends. If the group would go against a person's friend, the person would also go against his/her friend and stab him/her in the back. The Japanese

friend that is "dissed" by the group is always most hurt by the abandonment by his/her best friends.

Function of Education

Education around the world functions to train people to fit into society. This is the function of all education - to maintain and sustain existing society in the same way that it has been. Education is not designed to be progressive in order to improve society. Education is to maintain the existing society. It's the same in every country.

Education in Japan

Education in Japan is geared around developing the society in a way that maintains and sustains society. Every country does this , but it's interesting to see how it is sometimes accomplished. The Japanese society requires individuals to be able to get along with the group in the uniquely Japanese way. The "My favorite Color" exercise is shown here again because it is such a clear example.

In school, second graders are taught to go along with the group. One such exercise that is mandatory is the "My Favorite Color" exercise. The teacher states what her/his favorite color is and then starts asking the students what their favorite colors are. Every time a student answers with the same color as the teacher the student is rewarded. Every time a students answers with a different color than the teacher the student is gently reprimanded. This continues until the entire class of children all voluntarily answer that their favorite color is the same as the teacher's favorite color.

In Japan, all students are taught to not express their opinions so they will get along with the group. So, the "My Favorite Color" type of educational standard is set for education.

Egocentrism as a Doorway

Egocentrism is a doorway to religion, groups, families and culture. They all work in very similar ways. Egocentrism is a

closed worldview where only one worldview is seen and thought of as true.

Religion

Religions deal with truth with a capital "T." Since there are so many religions, there are a lot of different belief systems that each have their own version of the Truth. A religion is usually a closed set of beliefs about the Truth. In order to belong to a specific religion, a member must accept all of the prescribed beliefs as true. If a member does not, the member will be chastised to reform or kicked out if the member does not conform. The only choice is to conform or leave. So, members of a particular religion have a certain prescribed worldview that is unique to that religion.

Society

Society acts in a similar way. A country has a certain worldview and through the society, family and education system that particular worldview is maintained and sustained. Conservative elements in a society would say to someone who does not fully prescribe to the country's belief system, "Love it, or Leave it" - conform or leave. Of course, this is what was said to Martin Luther King when he and others brought up ideas of change for the U.S. culture dealing with civil rights. Belief systems do not want or like change. That's why all education systems in every country work to do training that keeps everything the same. If it wasn't for the Civil Rights movement that happened in the streets, the U.S. would still be like 1960 in terms of civil rights where only white males are equal.

Family

Families often work in the same way as religions in terms of conformity, but the tenets of the prescribed belief system are not so clearly laid out as in a religion. In each family, there is usually someone who keeps everyone believing the same thing, and if a family member changes his/her

worldview from that of the family's, that person is pressured to come back into the fold and join in on the established family worldview. If a person does not conform, the family members will chastise that member until there is conformity.

When I go visit my family it is like standing among a group of people who are sound asleep and they talk to me from within their dreams. My family still does not know what I do for a living even though I have told them hundreds of times. They do not know anyone that does what I do, so they cannot relate to what I do or even conceive of it. I once talked to my mother about an incident that happened to me in Turkey, and she asks me what I would like for breakfast. Basically, they know nothing about me.

Egocentric Dream

A natural tendency of egocentrism is for the other to always try to pull you into his/her particular dream of reality (his/her particular worldview). It's like a mother singing a lullaby to her child. If you are not alert to this tendency, you will be lulled into his/her dream without realizing it. When the other is always depressing or negative - basically his/her chosen preferred dream of reality - you will be lulled into sharing his/her depression and/or negativity from his/her negative view of the world. And it is depressing.

The way to avoid this is to stay awake and don't allow yourself to be lulled to sleep down into his/her dream. Just realize that it is just the other's interpretation of reality that is not necessarily true, and that s/he is free to enjoy his/her depression, but you don't have to join in on the fun.

Ethnocentric World

Ethnocentrism is the current state of awareness around the globe. People in other countries know as little as we do about other cultures. This is something we all have in common - our ignorance of each other and our ethnocentric view of the world where if someone doesn't do it like we do or think like us, they are wrong.

I appreciate all of the work people have done over the last hundred years to get international understanding to where it is now - it has been a long and difficult struggle. We are probably about 5% along the way to truly understanding others on this small planet. We are still in the dark ages in relation to how far we have yet to go.

I must totally agree with Peter Drucker's statement, "No company has yet successfully built a multinational management - not even CitiCorp" (CNBC Interview, 2002). Welcome to the actual state of awareness that exists among people on this earth. We have a very long ways to go.

Ethnocentric Like Us and the News

People from other countries are ethnocentric and egocentric is the same way that we are. People from the U.S. are not more ethnocentric than others and visa-versa. Everyone in the world is basically totally ignorant of others in the world.

The media is responsible for most of the misinformation that people have about us around the world and how we misinterpret other countries here. The only good news is bad news. Good news is never reported because is doesn't sell. So, the only information any country gets about another is the slanted news reports of bad news about the other country. This is true of every news group in every country. No wonder everyone has negative views of each other.

We are truly in the dark ages in this "lack of information" age. We have the technology, but not the correct information.

EPILOG

Each country has its own specific worldview that has been organically grown over many years. Some cultures have been around for thousands of years and some have only been around for a couple of hundred years. Each person is deeply entrenched in his/her own culture's worldview and has been influenced by family, education, society, and religion. In

order for a person to become effective at multinational Business Interactions, that person will have to wake up from his/her particular dream of "reality." Also, if an entire multinational corporation wants to be able to have an effective multinational management, a significant amount of the employees within the corporation will have to wake up from their dreams. FUTURE GLOBAL MANAGEMENT works.

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CHAPTER NINE
CULTURAL INFLUENCES

Living in another culture is like living on another planet. When you are there, almost everything is a surprise. There is a different definition and meaning for everything imaginable. This is significant because it lets you know how deep the cultural influences are within a particular culture. What also must be realized is that each culture has its own way of accomplishing business, so each country will also have a different way of approaching business on a daily basis. This is critical to understand when trying to accomplish business interactions in a multinational or multicultural business environment because it will effect how each business interaction turns out. One way is not better than the other. The Japanese culture is good for Japan, the Korean culture is good for Korea, and the U.S. culture is good for the U.S. One culture is not better than the other – they are just different.

Cultures

Cultures affect communication and management to the extreme. Let me ask you once again:

What meaning is attached to, "Would you like a cup of coffee?" in Korea.

Why does the Korean wife yell at her husband and call him a loser when he has come home by 9 p.m.? Why does she then demand that he make some calls to his friends and go out drinking somewhere?

Why do "Love Marriages" often fail in Japan where arranged marriages last?

In Japan, why can't companies just let loose of a vendor with a letter or a phone call? Why do they have to fly a top

manager over to wine and dine the vendor people in order to stop using that vendor?

Why do Japanese buyers ask U.S. and European sales people to come back the next day with more samples when they do not intend to buy anything from them?

Why do Korean businessmen turn down business propositions from U.S. businessmen who just want to get down to business and talk advantages and facts?

These questions indicate how deep cultural differences are and how they affect all aspects of life and work. You have learned about a couple of these things already, but there are millions of differences about every topic in any one culture.

Books on Culture Wrong

I have found that most articles and books on culture to be mostly wrong. For the six years we were in Korea, there were a couple of books that had something to offer, but on the whole most were pretty worthless.

It's extremely difficult to get information about how the culture works because most people just live their cultures on a day-to-day basis. They are not able to describe it. This is true around the world. There are very few people that are aware of how their own culture works.

In Korea, this was even more difficult because nothing is ever spoken of directly. I mostly learned about the culture through ethnographic research that my wife and I accomplished through participant observation, informants, and other means. One of the ways was to get them to talk about their folktales. The folktales were loaded with cultural communication patterns that they could easily talk about because it was about a folktale.

It takes at least two years for a person to get a start on understanding what is going on within a culture. After four years there is a good understanding and after five years a person can deeply understand the culture.

This was our experience in studying Japan and Korea. We studied the Korean culture for six years living and working within the culture. We were also later in Japan for six years

studying their culture and how it affects business locally and internationally. Since we knew the Korean culture in depth, we thought that the Japanese culture would have many similarities. We also thought that it wouldn't take five years to truly get to understanding the Japanese culture because of our background. Wrong! The Japanese culture has some similarities, but the culture and how business is accomplished is extremely different. Each culture on earth is very unique.

Before going to Japan, we read many books on the Japanese culture. After we were there and began studying the culture, we found that almost everything that we had read was wrong. One book about Japan was even written by a person who was the American ambassador to Japan. He had a good grasp of the history, but didn't seem to have the same grasp about how the culture works. This same book is often used in classes on Japan in the U.S.

Who Should You Believe?

Books on culture - who should you believe? Take what you read in and see if it rings true somehow. You should never believe anything outright just because someone says it's true. Since most people are naturally egocentric and ethnocentric, their interpretations will usually be slanted according to their own views.

It takes about five years for two professional intercultural experts to thoroughly understand a culture. For us, it's a matter of always sifting through our own cultural views to make sure that we are not interpreting a situation from our own cultural or individual perspectives. And that we are only analyzing the situation from an objective viewpoint looking for the thread of rationality that runs through the other culture's thoughts, actions, reactions and behaviors. This is a research method called "Ethnographic Research" or Ethnography. This is a very specific science, and very few people practice it unless they are professionally trained in it.

Most people are not aware of how their own culture works so people within the same culture will generally have different views of the culture depending upon their own egocentric views.

Books on Culture - Japan

A U.S. ambassador's book on Japan stated that people in Japan get along so well because they live on a small island and everyone lives so close together that they have to get along well. Where did he get this information? Maybe he believes this is general human behavior because he has been to New York City and has found the people there to be so polite because they live so close together in New York City. Is this general human behavior around the world? However, I have often heard that people in New York City are not always so polite and are sometimes quite abrupt. Actually, the ambassador's statement is simply the perpetuation of an old stereotype of the Japanese people. There was not much thought put behind it at all.

People in Japan get along so well because of the group-oriented foundation of the culture that demands "hazukashii" behavior (behavior of someone who can get along with others in a group) from anyone who wants to become successful in society or in business. This behavior is heavily influenced from the Confucian principles in "Bushi-do," the way of the Samurai, and from Prince Shotoku's Constitution of 604 AD where in the 14th clause he warns that if you have surpassing talent you will be the object of envy (Watanabe, 1989). Actually, the Japanese people in the less crowded areas of Japan are often more polite than those in the major cities but not always.

The Watanabe book is one of the few good books on Japan and another is Takao Doi's *The Anatomy of Dependence* (1971). You can probably find these two books through a search on the internet or at Amazon.com or another online bookstore. They are well worth getting if you want to know more about Japan.

Asian "I'm Sorry"

A person easily says, "I'm sorry" more than thirty times a day in many Asian countries. It is used in telephone conversations or when you go into an office to speak with someone. You say, "I'm sorry" before you say almost anything

to anyone about anything. It's also used before you say "just a moment." It has many uses. It's also used in the same way we say, "Excuse me."

The use of "I'm sorry" is considered one of the most polite ways to interrupt another's routine. The idea is to always cause the smallest wave possible when interacting with others in a group. And the best way to do that is to be extremely humble. So, a person that often uses "I'm sorry" in his/her conversation with others in many Asian countries is often considered polite, a gentleman or gentlewoman, and a person with class. In many Asian countries, "I'm sorry" is the perfect expression to fit almost every situation.

In the U.S., if you say "I'm sorry" too much, they will think you are a wimp and will often proceed to walk all over you. This goes back to the Japanese and Korean cultures being group oriented and the people being raised to be dependent upon the group in order to achieve success. In the U.S., people are raised to be more independent as an individual and are taught to be more self-assertive in order to keep from being walked on and to be able to achieve success within the U.S.

Sense of Time

The sense of time depends on the situations and the people and relationships involved in Korea and in Japan and not necessarily upon a clock's sense of time. This is a thing many high-context cultures have in common. You have probably noticed that communicating in the Korean culture and the Japanese culture takes a lot more time to get certain things done. Low-context cultures like the U.S. are more agreement driven (and clock-time is one of the agreements) and high-context cultures like Japan, Korea, and China are based around the people and the relationships that exist at the time of the interaction, so clock-time takes second or third priority (people take first priority).

So, when doing business in a low-context culture like the U.S., the agreement is what each party deals with. In a high-context culture each party is dealing with the human being

first (according to their definition) and then a business agreement can be had afterwards.

So, this discussion of time is really more of a focus on the differences between whether a society puts first priority on the human relationship (as described by their respective cultures) or a culture putting first priority on the agreement and schedule (which is considered to be the relationship by some cultures). Each approach results in millions of differences in how one approaches a Business Interaction.

Sensing Beyond Words

Sensing outside of the low context nature of what was said (the exact and literal meaning of the words used) is not natural for the U.S. culture. Some people have developed this ability though. I have noticed that many of the people that go outside of the box in this way in the U.S. are often from a high-context cultural ethnicity or background.

In both Korea and Japan, the people read others from the moment they walk into the room. They extend their senses out to read the other's emotions and state of mind and relate that to the immediate history of the situation and the people involved and then use this information as the foundation of communication for the moment. When doing this, it is possible to negotiate without the others hardly ever saying a word. The initiator is able to modify the negotiation just by reading the level of tension in the room from the leading people in the room and how that tension or acceptance is spread among the members in the room - all this without the others saying a word.

Japan - Yes (Hai)

In Japan, "yes" (in Japanese - "Hai" which is pronounced like "hi") is used to show that you are listening to someone. It also means "yes" I understand that you think that way. It never means "I understand" or "I agree with you."

They use "Hai, wa-karimas" which means "Yes, I understand" to show that they understand. So, in Japan, you must ask, "Wa-karimas-ka?" "Do you understand?" in order to

ascertain if they understood you. If you ask that, they will clearly answer yes (Hai, wa-karimas) or no (Wa-karima-sin). When a Japanese person speaks in English, this is how these words translate. The word "yes" by itself never means that they understand or that they agree with you - that is the U.S. definition of "yes."

Cultures have Negative Aspects

Each culture has their own way and that way is right for them. Are cultures perfect? Never. There is no utopia. All cultures have negative aspects, and some of those negative aspects are in need of improving. High-context cultures like the Korean and Japanese cultures have many strong points, but they also have some negative aspects. Anyone that is outside of the group in Japan or Korea is basically nonexistent.

The U.S. culture is formed around the freedom of the individual, and the societal gel that holds us together are all of the rules, laws, and agreements, which makes us a low-context culture. We are a country that bases relationships upon agreements (assumed or written), which has a tendency to make relationships cold, heartless and distant when compared to cultures that have relationships based on how we treat others within the group - a high-context culture.

Because we are a low-context culture that demands the individual to fend and compete for him/herself in order to get ahead, a tendency has grown to become more argumentative, materialistic, self-serving, and abusive of others. This has been a negative trend in our society for quite a number of years. Business in the U.S. can no longer occur over a handshake. Everything must be written and signed.

Christopher Lasch wrote a book on this back in 1979 called *The Culture of Narcissism.* Deborah Tannen, a socio-linguist in her book *The Argument Culture: Stopping America's War of Words* (1998), clearly describes how we now have a tendency to never want to understand others and only want to argue and tear down others to make ourselves "look" right and win the argument. John Taylor Gatto, in his book

Dumbing Us Down (2002), describes how our education system continuously promotes these negative trends in our society.

Prior to the 60s we had a constant and blatant abuse of American citizens equal rights in our country. Thanks to those willing to stand up and be shot in our streets, we now have a more just society - it's not completely fixed in this regard, but it is much better than before. Equal rights are something that has to be improved in the U.S. and the negative/abusive treatment of others in our society also needs to be improved. However, improvement will not come easily (as Martin Luther King could attest if he was not shot for trying to improve things for everyone).

U.S. Seems Rude

The U.S. way of communication seems artificial and often downright rude to people from Korea and Japan. However, we don't think we are rude, but we seem rude to both the Japanese and Koreans when it comes to giving presentations at conferences. All the things that we consider as being clear, succinct, organized, and logical are just the things that are considered rude in their cultures.

In the U.S., a person giving a presentation clearly and directly asserts an opinion in front of a group and then has members of the audience question the validity of the speaker's claims. This procedure is usually not done by speakers and audiences in Japan and Korea because it is culturally considered inappropriate and rude behavior. An audience member raising his/her hand and then challenging the speaker's assertions in Japan or Korea is unthinkable and will lead to that person's failure in business and in life.

People from the U.S. just communicate in the way that they are taught by the culture. Other cultures can't/don't understand why we communicate the way we do so they just project their meaning onto why we do this. In Japan and in Korea, only rude people speak directly and give their opinions, and since they are ethnocentric, they assume everyone in the world communicates like they do. So, when people from the U.S. speak directly and give their opinions,

we are seen as being rude by Japanese and Korean people because that is considered rude in their cultures.

We do the same thing. When someone says something that appears rude to us, we say, "That person is really rude." Almost everyone in the world is both ethnocentric and egocentric - this is a natural state.

Welcome to the actual state of awareness among humans on this earth. We have a long ways to go.

Japan from a U.S. View

From a U.S. view, the Japanese culture is suffocating because a Japanese person can never voice his/her opinion in a group and they always have to quietly go along with the group decision. However, they don't usually feel that way (except for some young career women). To them, it's how life is, and as far as they know, everyone in the world is basically the same.

I asked many young university students in Japan if they felt much freedom as an individual, and they told me that they thought they had much freedom. They stay out with their friends as late as they want. They can go basically anywhere they want at any time. They have plenty of money to basically buy anything that they want. They were always going out and having fun with their friends, which is what they want to do. You can buy beer, sake and whiskey from vending machines on the street or in the stores (there is no enforced age limit). There is very little crime on the streets so women can safely walk around on the streets at night.

Many elementary school children walk around with hundred dollar bills in their pockets to buy candy at the store. Almost every college graduate has a job upon graduation. A job shortage usually means that a college graduate does not like the opportunities to choose from so s/he continues on to get an M.A. instead of going into the workforce. A job shortage also usually means that companies may not hire as many new employees that year.

We learned from talking to hundreds of "the common folk," and later reconfirmed while reading a Japanese

newspaper, that the average working guy retires with about $1,000,000 in the bank, in addition to a monthly retirement check equivalent to half of his former monthly salary. Even the extremely wealthy in Japan can keep their true monetary value entirely concealed because they do not have the same type of "vociferous sniffing dogs" collecting taxes as in the U.S. Housing loans are available to almost everyone at 3% (and less since they have been experiencing some economic difficulties). Workers get a good wage and they also get a bonus every year of half of their yearly salary. Most people that work for companies can stay at that company for life if they want - the companies usually don't fire their workers (except for women – women are often laid off after age 40-45). Most people buy a brand new car every five years or sooner. They have one of the strongest economies in the world. Many of the Japanese companies are world leaders. They are doing just fine.

EPILOG

A multinational corporation cannot function well unless a significant number of the employees are aware of how other cultures operate and how they influence business interactions. Each country and culture is unique. The unique differences between cultures often cause many Business Interactions to go awry. It's often better to rely on personal experience and the personal experiences of others in the corporation to gain an understanding of the other cultures because books are often rather useless and give incorrect information about the culture. Each culture sometimes appears odd to other; however, the Japanese culture is good for Japan, the Korean culture is good for Korea, and the U.S. culture is good for the U.S. One culture is not better than the other – they are just different.

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CHAPTER TEN
HIGH and LOW CONTEXT

Group oriented cultures are more high context and cultures that are more based around the individual are low context. So, basically this is about the differences between these two types of cultures. These differences have an extreme affect on business interactions on a daily basis. High context or group oriented cultures place much more emphasis on the people and the relationships and connections involved within the business interaction. Low context or individual oriented cultures place more emphasis on the assumed or written agreements between the people in the business interaction.

When people from these two different groups work or do business together the misunderstandings and miscommunication are frequent and often serious enough to cause a loss of business.

Americans that do business in Korea often fail because they don't know how to effectively communicate in Korea. The U.S. way of communicating works best in the U.S. However, it doesn't necessarily work well or at all in other countries. Our way of communicating is not universal. There are about 195 countries in the world. We are only one country out of the195+.

U.S. - Individual Based and Low Context

The U.S. is oriented around the individual and not the group as in Japan. An individual is free as long as s/he (1) follows the rules, laws, and agreements, and (2) does not hurt or oppress others. It is the agreements between and among people in a group that bind them as a group. Most communication in the U.S. revolves around the expectations

and limits of the agreements between/among people in social and in business situations.

This is a "low context" type of communication and written communication becomes extremely important and powerful because it lays out the communication in "black and white." Written communication can be checked against the expectations and limits of the social or business agreements. We are an "agreement" based society and the communication always runs along the ins and outs of the agreements in a clear, logical, and stepwise manner.

Also, our society creates a massive need for lawyers because they are needed to patch up all the billions of broken agreements that occur each year. A broken agreement means a broken relationship, so U.S. relationships are agreement based.

Logic and Agreements

In the U.S., communicating in a clear, logical, step-by-step, low context agreement based manner is absolutely critical. A person's success is greatly affected by one's ability to do it. So, effective written communication (the most powerful type of communication in the U.S.) demands linear Greek/American logic that progresses in a fundamental and stepwise manner that clearly lays out the information in a low context nature. This communication must always acknowledge and respect the freedom of the individual and must follow along the existing assumed agreements that exist among all the individuals and groups involved. When a perceived infringement of an agreement occurs in the process of communication, the wronged individual has the right to get angry and demand conformance to the assumed agreement.

The difficulty comes when each person has a different interpretation of the agreement. Since each person always has a different interpretation of any message being communicated, many business interactions become easily misunderstood and people get upset.

U.S. - Low Context Culture

In the U.S. "low context" culture, the written word is very powerful. When I do business with companies, I like to do most of it in writing for this very reason, and when I do speak on the phone with them, I have a telephone tape recorder running with their knowledge so it can be used in court. I always state that I record all telephone calls in my initial agreement with them. I also keep a time log of every telephone call that I make to them and for the ones I receive. Welcome to the low context nature of the U.S.

It's interesting that all this does not have to be done in Japan or in Korea. Notice that in the Mr. Lee case study, Mr. Lee told me he would have the copies done by the next morning, but that was not the meaning. What he said to me was a "low context" type message. The real meaning of Mr. Lee's statement was of a "high context" nature, and it only meant that he wanted me to feel good. In Korea and in Japan, the written or spoken "low context" statements have little to do with the situation. In Japan and Korea, the "low context" type evidence is held second to the more "high context" meaning of the Confucian relationships involved - even in court. In many Asian countries, the written word has little power.

Low Context and Clarity

Clarity of presentation is not only necessary to clearly convey your message, it is also necessary in order to establish and maintain the agreement between parties. In written communication, the clarity of the text must be considered (grammar, logic, the other person's logic and mind), the nature of the assumed or written agreement must be considered, and the possible ramifications for court presentation must also be considered. Effective written communication is not easy for all of the above reasons, but it can and must be done.

Low Context and Existential Respect

The U.S. culture is a low-context culture where the exactness and delivery of the words are very important because it is what defines and breaks agreements/ relationships (business and social). The low-context nature of our culture often emphasizes the concepts and agreements over anything else and existential respect for the other is often missing because of the focus on "what was said" and the concepts.

Existential respect is felt by the other, and it makes a huge difference in how the process of communication proceeds. When people get too caught up in the concepts to recognize and respect the other for his/her right to exist, that is also felt and distrust and animosity quickly develops.

In comparison with Japan and Korea, we are rather cold in this regard. High-context cultures (when you are part of the group) emphasize the existence of the individual as an accepted member of the group, which results in a much "warmer" human interaction. However, the negative part of high-context cultures is that if you are not part of the group, you are basically invisible. This is where low-context cultures are more accepting of outsiders.

Low-High Context - Honesty

Meaning is not in the words, text or in the message. Honesty in a low-context culture revolves around words and sentences. Do the words match the literal situation?

Honesty is defined in a high-context culture as honestly keeping the relationships intact through the proper interaction among people within the group. In high-context cultures, it is considered that people are not words. People must be treated in an honest and human (by their definition of human) way. Same word - entirely different meanings.

U.S. - Become More High-Context?

The high-context societies have some difficulties too - there is no utopia. In order to integrate more high-context

type things into the U.S. culture, we will have to make a conscious effort at a mass level within our society. It took a lot of years for the society to agree that smoking is not so glamorous, and that is still being debated.

Our culture is a low-context culture from the beginning because it is based on the freedom of the individual, which then requires many low-context rules to follow for all of these individuals to get along with each other. High-context cultures are based around people in a group. Our culture will never be based around the group - we like our individual freedoms too much to give them up for the group.

Since we are a low-context culture, there are some problems that come with it that lead toward narcissism and promote alienation between/among people. I highly recommend reading the book *The Argument Culture: Stopping America's War of Words* by Deborah Tannen for a very accurate take on this.

U.S. High Context Fading

The low-context nature of the U.S. culture has been there from the beginning when the government and education systems were being established, but the more high-context type things in our culture have been fading out over the years. It seems that much of the high-context things have faded out in the last 40 years or so. The decline seemed to occur rather quickly after the Vietnam War. I don't know if there is any real relationship to the war, but that postwar era seems to be a turning point.

High/Low Context - Agreements

In the U.S. culture, most relationships are established by assumed or written rules or agreements because the U.S. is a culture of "free" individuals that do things in groups. These agreements are the gel that keeps this society together. When an agreement is broken, the relationship is considered broken. This is why we have so many lawyers in this country. In Japan and in Korea, most people never use lawyers - only big businesses use them - because relationships are based on

the Confucian "human" relationships between/among people. That is the gel that holds these societies together. We are a "low context" culture; whereas, Korea and Japan are "high context" cultures.

Japan - High Context Culture

A "high context" culture like the group oriented Japanese culture is simpler in many ways. The low context agreement type relationships don't exist in Japan, so communication is mostly concerned with remaining "hazukashii" while accomplishing all the daily interactions in society and in business. Being hazukashii is basically just always keeping your opinions to yourself, being humble and polite, and going along with the group no matter what. The detailed ins and outs of all the agreements among people that exist in the U.S. are not of importance, so it does not enter into the communication in Japan. Our low context agreement based communication is about as useful in Japan as reciting and memorizing a telephone book of the greater Tokyo area.

High-Context Culture - Face to Face

High-context cultures demand face-to-face interaction. Most Asian countries are "high-context" cultures, and written communication is basically ignored unless a company has to go through written communication for order info, etc. Most business is done through "human" relationship type communication, which demands face-to-face communication. The telephone is just used to set up a time and place for the face-to-face meetings. Even doing business over the phone is considered cold and impolite unless it just has to be done over the phone. So, when I was in Japan and Korea, I always took a plane, train or drove to the company for accomplishing almost all communication for business.

When working with Mazda HQ in Hiroshima, the General Manager, the TQM manager and I had an entire morning together at their office in Hiroshima (I flew once and took the train once) going over the communication that occurs in Mazda in Japan and in their U.S. plant. I flew the first time

just to meet face-to-face with a Hiroshima city councilman to set up the meeting with the Mazda General Manager. No communication ever occurred over the phone except to set the meeting times and places.

High-Context Cultures - Vendors

In Japan, when a vendor is discontinued, the head manager has to fly, take a train or drive to the vendor company and invite all the influential people from that company that are associated with their transactions out to dinner, drinking and Karaoke in order to apologize and discontinue the orders. They also need to assure them that they will order from them again if the need arises. They are ensuring that the vendor realizes that the relationship is not broken - just postponed. Everything revolves around the "human" relationship between the people.

High-Context Cultures - Frankness with Foreigners

After being approved to work as a consultant within an Asian company, I could almost ask any question I liked, and I always got a straight answer about what was happening within their company. I think this occurred because they had already hired me to improve the situation and the "powers that be" have approved, and also because I was a foreigner. They didn't have the same social constraints with me that they would have with other people from their own culture.

Business on a Handshake

There is a business difference between low and high context cultures. High context cultures do business more on the handshake and low context cultures usually need to have a binding contract.

High/Low Context - Written Agreements

In Korea, agreements are agreements between people and human situations change as time goes on, whether the

agreement is written or spoken. Writing is revered as gospel in our country because we are a low context culture. Our basic relationships throughout society are based on low context type agreements. High context countries hold the actual human relationship as gospel, and a piece of paper can hold an order of french fries among friends. The written word and literal dialog is not so important in high context societies.

Most people in Korea and in Japan do not use lawyers because business and social relationships are of a high context nature. Our society breeds the necessity for millions of lawyers because we are a low context culture that depends upon written agreements to establish relationships among/between people.

High/Low Context - The Phone

When I was in Korea working with companies, I could not do business over the phone. The phone was only used to set up a time to meet and have a cup of freeze-dried coffee first before discussing the business at hand. It was considered impolite and cold to try to do business over the phone. Korea is a "high context" culture.

High/Low Context - Time/Contracts

Koreans will almost always keep the written agreement in terms of content and money. The time factor is another question that depends upon knowing how to communicate about getting the actual time. However, the time factor can still change because things change (because of human relationship influences) as time goes on and the time can be further modified even though there is a written contract that specifies a time deadline. Korea is a "high context" culture where human relationships take precedence over "low context" type communication (the exact/literal meaning/translation of words or phrases or a written document).

U.S./Japan/Korea - Conflict Resolution

The U.S. culture resolves conflicts by people either "repenting" (from our Christian influence) to patch up a broken agreement or by forcing the other to make it right by going through more official channels. This is the check-and-balance in the U.S. culture. It's the way injustices are corrected (idealistically speaking), and the way our society is kept good.

Korea and Japan do not use this system as a check-and-balance in their cultures. Correction is performed by the society and group. What goes around comes around. If a person does dirt to another, they will become known as a troublemaker - a person who cannot get along with others in a group, and that person and his/her family will be pushed out of society. In Japan this is called "wagamama," and it is usually a permanent situation that will last the rest of the person's life. From that time on, that person and his/her family will have difficulty working with anyone in any way in society because the society will not work with them.

EPILOG

High context and low context are more than just words, they are a way of approaching life. The high context way may seem more warm sometimes because the emphasis is usually around the relationships and connections among the people involved. So, the human relationships outweigh other factors when accomplishing business. The low context way seems colder in contrast and usually focuses on more distant ideas on a pro or con checklist and the agreements assumed or written. When the two meet, the Business Interactions can seem more like two ships passing in the night instead of two people doing business. A successful multinational management requires a working knowledge of how these two types of cultures interact.

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CHAPTER ELEVEN
HOW COMPANIES are VIEWED

Q: Are societies and cultures the same around the globe?
A: Societies and cultures are radically different. Everyone knows this.
Q: Are businesses thought of in the same way around the globe?
A: Businesses are thought of in radically different ways around the globe because they grew out of societal/cultural beliefs about what businesses are and how businesses should be created and run. Society, culture, and businesses are naturally uniquely intertwined within each country and no two countries are the same. The true depth of this is mind-boggling.

A business fits into a society in the way that the society and culture frames and defines the way a business can and should fit into the society. In order to fully understand business in a society, the culture must be understood. This seems like an understatement but very few people understand how cultures work and how they affect business and business interactions on a daily level. What is surprising for many people is that society and culture influence business at an extremely deep level. Every expectation, assumption and subsequent interaction is based upon societal and cultural beliefs. Without knowing the cultural foundation below the business, the employees are at a loss at how to most effectively accomplish business. This not only goes for knowing the other culture but knowing one's own culture as well. As it was mentioned, very few people know their own culture.

U.S. - Company a Complex Machine

A company in the U.S. is like a large machine that is owned by individuals or groups who are free to do as they like with their company. They can add to it, change it, reduce it, sell it, or do whatever they want with their company because it's a free country. Jobs are created as necessary cogs in the machine, and they need to find employees that fit the requirements for the job. Once an employee is hired, they are evaluated at regular intervals in order to check that they are fulfilling the function of the job/cog.

Companies are viewed as complex machines in the U.S., and the workers are considered as essential cogs in the machine. Every cog/employee has its function and when they work together like a well-oiled machine, the company thrives. People are hired and evaluated according to how well they fit the function of the particular cog. If a person is evaluated and found to be not functioning as expected, then that person must either modify to fit the cog or leave. This is a very mechanistic view of work, which does not have to have a humane side to it in order to function. A company that has a more humane work environment has that environment because the management specifically feels that this aspect is a necessary part of the company, and it is then integrated into policy.

So, what it might have to say about companies in our country is that our country has a culture that allows for companies to vary from being extremely mechanistic and cold to being a warmer and more human oriented company. So, assuming that this may be true, we have to learn to communicate with and within all these existing types of companies in order accomplish effective Business Interactions in the U.S.

U.S. - Individuals and Companies

In the U.S., children are raised to become independent so they can pull themselves up by their bootstraps and be able to take care of themselves in the world (in the U.S.). This is the road to success in the U.S. Having a high self-esteem is very

important in the U.S. because the individual needs to feel good about her/himself in order develop oneself as a straightforward, confident and independent individual that is able to go out and get an education and build a good resume in order to gain a better job and make more money. Once a person is hired by a company, the person is evaluated at regular intervals to ensure that the person is fulfilling the function of the cog in the company.

Humane Company?

Since the basic idea in our country is the business as a "machine" model, it takes an extra step to make the workplace a more humane place. Thankfully, there are those who strive for this. People often respond in a positive way when their existence and quality is recognized within a more humane environment. I have found this to be true all over the world.

Japan/U.S. - Company Differences

When I did quality management research at Mazda headquarters in Hiroshima, I spent a morning interviewing the General Manager of the Mazda Corporation and the head of all quality management at Mazda. During that interview I asked the quality manager what he felt the difference was between quality management that was done in Mazda, Japan and the quality management at the Mazda, USA plant. He told me that the Japanese workers would simply do the quality process and the Americans wouldn't. He said that it was difficult to get the Americans to do the quality management.

The difference is exactly because of what was mentioned above as to how companies are viewed in the U.S. and the type of relationships that establishes within the company and the type of communication that results from those relationships. Japanese quality management cannot be directly applied to a U.S. corporation because the working relationships within U.S. companies are different from Japanese companies and the way of communicating is also different in the U.S. Japanese quality management was

developed around the Japanese corporate environment and the Japanese culture even though the fundamentals of quality management were originally from the U.S.

Japan - Companies are Like Living Organisms

The Japanese view their companies like a living organism - not as a machine. When people join a company, they are not fitting in as a cog, but are joining the company. Every April in many companies in Japan, they play musical chairs with the jobs (but they don't remove a chair). In April, the discussion often turns to which job a person got this year.

They do not hire people because of resumes, so there is no resume building in Japan. Workers are often not evaluated as in the U.S. because they were not hired for that reason. World-class quality management is effective in Japan because the company asks them to do it and they do it. If a company asks a group of executives to wash the windows, they will simply ask where the window cleaning stuff is and go do it because they work for the company. Their identities are not attached to their particular job, but to the company itself. So, there is no difference between managing people or washing windows for them (simplistically speaking). They are all members of the company.

Companies in Japan

Companies are large groups, so when a person joins a company, that person is joining that group. People are generally not hired specifically for a specific job.   Japanese people do not get jobs by having a "great" resume like in the U.S. They are chosen more for where they come from, what schools they have graduated from, what families they belong to, etc. Many companies have their employees rotate jobs every year, so they will become familiar with the entire company over time. A person's identity revolves around being a member of a certain company, belonging to some social groups, and coming from a certain family from a certain city. As long as the employee does as he/she is asked, the employee will usually remain employed with that

company. Being "hazukashii" - able to get along with others in a group - is key to being successful in Japan.

The Individual and the Japanese Company

Being dependent in Japan is the key to success – not being independent as in the U.S. Good parents raise their kids to be dependent in Japan so when they join a company of a group in society, their kids will know how to be "hazukashii." Most everything in life in Japan revolves around being able to get along with others in a group in the uniquely Japanese way.

The Japanese people have the ability from their culture to completely separate the thought and requirements for each separate group. Each group can have radically different ways of thinking and acting, yet they are able to completely adapt to each group because they are mostly concerned with being "hazukashii" within whatever group they are in. Once they join a group (a company), it is all about conforming to the group.

The corporations have a corporate culture that is extremely sensitive and flexible to market changes. Once the Japanese people walk through the company doors, the corporate culture becomes the one of influence. They have modified their corporate culture to be extremely sensitive to the Japanese and foreign markets. They have designed their manufacturing lines to be able to handle modifications of products as well as introducing new products on the same line. The Japanese market is much more fickle than the U.S. market, and if Sony and the other companies don't keep up with the latest desires of the public, they will lose their competitive edge. We only see a small percentage of the Japanese products here in the U.S. The Japanese are much more high-tech than we are and they have more money as individuals to go out and buy these new gadgets. It's common to see elementary school children pull out hundred dollar bills in the grocery and convenience stores to buy candy bars. The average working person in Japan retires with about $1,000,000 in savings and has a substantial retirement income.

So, what happens in society and what happens in the corporations are related, but the companies can radically modify the corporate culture (even in opposition with the traditional societal culture) and the societal culture will not be so influenced by it because when the employees walk outside the door of the company, they go back to the requirements of being "hazukashii" in society, and they basically put the other group out of consciousness.

Their society is not changing much even though they may take on outward differences such as clothes or hairstyles or differing thoughts when they are young. Young people, before they get married and get a job, often talk about not following the cultural ways; however, after they get a job and get married, they almost always follow the culture and do what is expected of them by the family and society.

TQM Basics

The basic idea of Total Quality Management (TQM) in the major companies is that many improvements are being made to the product itself or to the components so that they fit together better or made stronger or assembled more easily. The assembly desks, tools, tool placement, product transport between stations, storage of components, labeling, etc. can also be improved.

The Japanese companies make several hundred thousand improvements a year per company. When this happens, the product and the manufacturing process just keeps getting better and better. This is how all of the Japanese products have become such high quality. Each Japanese company makes hundreds of thousands of improvements a year, so each year, their products get better.

It's not that something is glaringly wrong, it's that the assemblers on the line need to improve the product, the process, the area, the tools, packaging, labeling, etc. This is what has made Japan such a rich and successful country. They have much more money than we do (per capita). This is also what has brought our companies up in world-class competitiveness in the U.S.

TQM Voluntary

Many companies in the U.S. make the involvement in Total Quality Management (TQM) voluntary. One of the basic reasons for this is that all the Japanese books on TQM state that it has to be voluntary in order to work. The word "voluntary" is defined in basically the same way in the U.S. and in Japan; however, it plays out in a radically different way in the workplace in each country.

In Japan, making TQM voluntary is the way to ensure that it will happen because the company sets up an elaborate TQM program and trains everyone in it and lets them know that this is "hazukashii" behavior (the best behavior for those who want to get along with the group). In Japan, being hazukashii is the fundamental cultural aspect of successfully belonging to any group - including a company. Once they let them know that this is the desired behavior, it is necessary for the company to back off and let the "group" nature of Japanese society play out and take on the hazukashii behavior. It must not be forced or ordered - it must be voluntary. So, if anyone does not do the hazukashii behavior, the individual will be the odd man out, and a Japanese person cannot let that happen if that person has a desire to be successful. So, having the TQM be voluntary in Japan is a very powerful motivator if it is approached in the right way.

However, the Japanese reason for TQM to be voluntary does not exist in the U.S. because the U.S. corporate cultures and the U.S. culture are radically different from Japan. So companies in the U.S. that make TQM voluntary are setting themselves up for failure. I worked with Mazda HQ in Hiroshima on this very situation between the TQM in their U.S. plant and their Japanese plants.

TQM Voluntary and Mandatory?

A number of companies in the U.S. are trying to effectively accomplish Total Quality Management (TQM), but they are following a formula instead of looking to see how to customize the TQM for their company. So, they blindly make

it voluntary because the Japanese say plainly that making it voluntary is the way to make it successful.

I came across a company recently that has TQM participation voluntary yet mandatory. You have to know that we (companies in the U.S.) have learned how to do TQM from the Japanese. The Japanese make it voluntary and required at the same time, but the difference is that Japanese workers are not evaluated like in the U.S., and they do not fire their employees in Japan. In Japan, having TQM voluntary and required does not create a conflict; matter of fact, it is the best way to do it.

However, making TQM voluntary and mandatory in the U.S. causes many serious problems. When something is said to be voluntary in the U.S., the company should not mark down the individual on their evaluations if they do not do the voluntary activities. By making it voluntary and mandatory, the company is creating confusion, animosity, and possible legal difficulties in the company.

TQM as a Formula?

Another constant problem in the U.S. with the implementation of TQM is that U.S. companies don't generally consider the people or the communication that is required for TQM within the companies. What I've noticed is that TQM is approached as the constant application of formulas. The TQM setup is a cookie cutter formula that is applied, and all the smaller components are formulas to apply, and everything needs to be quantified with statistics and numbers. The human element and the human communication element are usually not even in any equation or formula. When the human element and the human communication element are not considered in TQM, the TQM within the company will falter. Since the U.S. usually views a company as a machine, the tendency is often to just plug in formulas without considering how it must be developed among human beings. The U.S. still has a ways to go to get out all the bugs in order to get World-Class TQM fully functional.

U.S. Exceeding at TQM

In most major manufacturing companies, assemblers do need to be at quality meetings, and they do need to be actively accomplishing the quality management activity. The development of the product and company depends upon it. This is how the Japanese firms have made such progress in developing their products, and this is how it is happening here in the U.S. as well. In Total Quality Management (TQM) the person who actually does the job is considered the best one to be able to see what needs to be improved, how it can be improved and to make the improvements. So, any manufacturing line improvements are to be made by the assemblers, first line managers, and the line engineers because they are the ones on the line.

Actually, I think the U.S. is now poised to exceed the Japanese in the worldwide market in the near future because we are taking Total Quality Management to a broader and more extensive level than the Japanese are doing. There are also variations of TQM occurring such as Six Sigma. In the U.S., TQM is rapidly extending out into every aspect of the business, which will make the U.S. companies easier and more responsive to work with in the international arena. Japan is not taking TQM to very many places within the company other than the production line. The fact is that in a few years everyone will have high quality products and the dividing line will be the companies that are easiest and most responsive to work with.

This was the exact discussion I was having with the General Manager of Mazda HQ in Hiroshima, Japan. I asked him what they were doing to get ready for this new type of world-class competition, and he stated that it was not anyone's job in the company to deal with it. They can't easily make this change because of their cultural way of handling this kind of change. From what I can see, the U.S. will soon exceed the Japanese and other countries in this regard which will make U.S. companies the companies that will have the edge.

EPILOG

The key point to realize about how companies are viewed by a culture is that each culture has distinct and somewhat predictable patterns of thought and behavior. By clearly knowing how your own culture and the other cultures view companies, you can more fully understand and predict how the business will proceed in a multinational corporate environment. This is extremely important because this information gives the individual a way in which to more effectively handle Business Interactions within the multinational corporate environment.

CHAPTER TWELVE
EVALUATIONS and
SUCCESS

How an employee is evaluated and how that employee achieves success within the corporation affects multinational business interactions at every level. Employees have expectations that must be met for the job, the specific department, the specific corporate culture, and for the specific culture the employee is from and for the specific culture the executive management is from. Each country and culture sets up a corporation differently, and they evaluate their employees differently for different sets of reasons. A high context based culture will set up success and evaluations more around the human relationships, time with the company, etc., and a low context culture will set up evaluations and resulting success around prearranged agreements, and meeting prescribed checklists of requirements. These differences cause tremendous confusion and miscommunication within and among multinational corporations.

U.S. Resumes, Evaluations and Long-Term Employment

The U.S. culture thrives on resumes because companies are machines that have cogs that need to be filled. The resumes act as technical specs for the prospective people that are going to be functioning as those cogs in the machine. When the company hires a person, the company needs to replace the cog with the right part with the right specs. Also, resumes are the way individuals in our individual based culture develop themselves and move up in society and in the corporate world. Often, in the U.S., a person moves up by

moving on to a different and better job. Also, a company feels free to reduce the amount of cogs/people in the company if there is an economic downturn for the company. This is how our culture works and it is not going to change. In Korea and in Japan, there is no benefit in building a resume for the individual because success for the individual is not developed in that way and companies don't used resumes to hire people. Korean and Japanese companies also often hire for life if the person is hired full-time.

Evaluations at Work

The U.S. culture is unique in the world in many ways (actually, all cultures have this one thing in common - that each is almost entirely unique).

The U.S. culture has evaluations at work and always sets everything up with many, many discrete points in the agreement. This is because the U.S. is an individual-based, low-context culture. It's the laws, rules and agreements that create the human relationships and that's the gel that holds this society together.

In Korea and in Japan, there are almost no evaluations (in the way that we do them here) because the employee is a member of the company. Human relationships are established through the "high-context" Confucian principles - not through "low-context" agreements. In Japan, in many companies, people rotate jobs every April.

Japan/Korea - Employment for Life

Japanese and Korean companies, in general, do not fire people for business economic reasons. The employees and employers feel that everyone belongs to the company group. The job is always secondary to that. Resumes are not built or really used. The resume is just some words on a piece of paper. What does that have to do with the real relationship between the people? The piece of paper is not the person. They would just as soon throw the piece of paper away because it is not the person - it's only a piece of paper. (This is how low-context communication is viewed there.)

U.S. - Employment for Life

Long-term employment happens in our country, but it does not occur naturally. The natural tendency is for change in the company and change with the individual, which makes for a rather short-term workforce.

The U.S. culture doesn't fit the employee-for-life type of business very well. In some cases, individual companies may take this on, but it is not the norm. In the U.S., companies are considered properties and the owners have the freedom to downsize, customize, change, add to, subtract from, etc. Also, the U.S. is very driven by the Quarterly Report and, to a lesser degree, the stock market. When profits unexpectedly go down for a quarter, businesses want to cut, reduce and change to immediately bring up the profit margin for the next Quarterly Report. The stock market reacts in an extreme way when a company falls short of their expected earnings, which in turn, applies even more pressure to avoid quarterly losses at all costs. (As an aside - this is also why mostly big step, high profile changes are usually promoted and recognized in TQM within companies in the U.S.) Japanese and Korean companies are not so driven in this way.

Japan/Korea - Hiring

Japan and Korea do not use the work history or qualifications (as we define these things) in order to hire a person. They use the name of the university and connections.

We have to remember that the U.S. is only one out of 195+ countries in the world, and each country has a different way of doing things. Our way is not the only way nor is it the best way - it is a different way that is uniquely the U.S. way. Each country's way is good for them within their own country. One way is not better than the other way.

Japan/Korea - Ranking Universities

It's interesting that some other cultures only look at what university is attended. In Korea and in Japan, the universities

are numbered/ranked from #1 down to the last university in the country. It is actually the university rank and connections that gets a person the job. So, once a student makes it into a certain university, their job possibilities are known. It's very hard to get into universities in Japan and in Korea and easy to graduate. The companies usually do not hire by grades at all. They also don't use resumes because it is a group-oriented high-context culture, so they are more concerned with the human relationships and connections involved. The U.S. culture is a low-context, individual-based culture where written agreements and resumes are extremely important.

Japan/Korea - Universities and Jobs

In Japan and Korea, once students get into a university (which is extremely hard to do), their main concern is learning how to get along well with others in a group (because they are group-oriented societies) within the university. Every student joins one or two different clubs in order to do this.   Most students in universities only do about a total of one half hour of homework a week even though they take many classes. How much they learn in the university classroom is not very important and has no bearing on their lives in these societies. However, learning to get along well with others in a group (in the Confucian way) has everything to do with their success in life. Resumes are not built/developed or used to get jobs in these countries. The Japanese and Korean universities do use grades in the university classes, but only the university name is looked at when hiring - not the grades.

Is this good or bad? Japan and Korea have some of the strongest economies and corporations in the world. The U.S. has been trying to emulate the Japanese business model for the last 25 years. Both of their societies are relatively crime free and are economically strong. It is certainly working well for them.

Japan/Korea - Window Seat

The most common type of discipline in a company is for the group to pressure them into conformance, and if that doesn't work to give them a "Window Seat." A Window Seat is exactly that. The individual is given a tiny desk that faces out a window so they have something to do all day (look out the window) because they will never give them any work, and they will lose their yearly bonuses and any chance of advancement. It's equivalent to wearing a dunce hat and they are ostracized by the other company members. If the negative behavior continues, they might send them out to some remote office the company has out in the sticks somewhere. They do not fire them, but make them an object of public ridicule so that they will eventually quit.

Japanese People Don't Speak Out

Japanese people will not openly express their opinions because of being polite and out of fear. It is polite to keep your opinion to yourself, and it is extremely rude behavior to blatantly voice your opinion. They consider themselves polite so they "don't say." There is reason to fear speaking your opinion because it is the direct route to failure in society and in business (do not pass "GO" and do not Collect 200 Dollars). Once you have become a failure because of this, you cannot regain your credibility. The person becomes a branded "loser." This is what happens to many Japanese college student that attends a U.S. university for four years and then return to Japan to try to make a life. They come to the U.S. at an impressionable age and pick up on the U.S. culture of speaking out. When they return, they are not aware of their own culture enough to know to not speak out.

U.S. - Communicating for Success: Speaking Up at Work

Speaking up at work is definitely a part of the U.S. business culture. It is influenced by the fact that we are

evaluated at regular intervals, and if someone does not show the person who is doing the evaluations that you are doing a great job, the evaluator may never know that you are doing a great job.

It is very important in the U.S. to communicate your ability and accomplishments to the person who is doing the evaluations in a correct way. The evaluator is a very busy person and does not really have a lot of time to keep track of the things the employees do. However, when it comes time to sit down and do the required evaluations, the evaluator thinks back on each individual's work and the evaluator remembers the employees that have approached him/her and have told him - kept him/her up to date - on how well things are going. The person that communicated these things to the evaluator during the year will get a good evaluation. The employees who have not communicated these things to the evaluator has left the evaluator wondering if they have done anything during that time. The person who communicates these things to the evaluator will get the pay raise and the promotion. The ones who did not won't.

The weakness of this U.S. system is that there are those who take advantage of this and always lie and say that they did all of this stuff when they actually didn't. They lie, but the evaluator does not have time to check if it's true or not. Also, these liars also will take credit for your work (another incentive to always share what you do with the evaluator - so you can get credit for what you do instead of "Joe Weasel" getting the credit for what you do). So, it is possible for a "Joe Weasel" to loaf around all the time until the supervisor walks by, and then he suddenly jumps up and looks busy and goes over and tells the supervisor of all of the great work that he personally has done for the group (and actually this is work that everyone else has done). Then when a promotion rolls around, Joe Weasel gets it because the supervisor only knows what Mr. Weasel has told him.

Sharing your accomplishments at work is a good thing in the U.S. and it should be included in communication whenever it is appropriate. This almost seems like manipulation but it isn't - it is called "becoming a professional

communicator." Communication is like a game because our society has set it up in a prescribed way for us to follow. Those who constantly fumble the ball in communication get labeled as being stupid, uneducated, or on drugs, and those who can play at a professional level are considered able to succeed in business, educated, etc.

I've taught communication training for Asian-born U.S. engineers in the Silicon Valley, CA, and the main thing they needed to learn was to speak up in the workplace. In most Asian countries employees work for the company, and as long as they always do what they are asked, they will make grade. Also, speaking out about one's accomplishments on the job is considered improper behavior and is looked down upon in Asia. This is not the same in the U.S. If the supervisor does not know what the employee has done, the supervisor cannot put high marks on the employee's evaluation. That is why it is important in the U.S. company environment to speak up, when the time is right, in order to let those above you know what you have accomplished. Then, when evaluations roll around the supervisor can remember that the employee has done many things.

Communication for Success within U.S. Companies: at the Lower Levels

The "Speaking Up at Work" sections clearly apply at the lower levels of a company. Basically, the person needs to fulfill the function of his/her job and be the right type of person for the job. The company wants the function fulfilled because that is what is considered to make that cog work well for the company. So, the employee must make sure s/he is fulfilling the points on the evaluation sheet for the position. Since the evaluation sheet is being filled-out by the supervisor, the supervisor must know that the person is doing a good job. If the supervisor is not around enough to really know if the person is really fulfilling his/her job, the employee must speak up at the right times to let the supervisor know of the employee's competence. Then, when the evaluation time

comes around, the supervisor can say, "Yes, Smith is doing his job well."

Another thing that must be accomplished is to show the supervisor that the employee is the right kind of person for the company. This is a more broad, subjective, and unwritten understanding of what an employee looks like (haircut, clothes, cleanliness, etc.) and how the employee acts (polite, does the extra things, gives a good impression – or whatever the company likes to see in an employee).

So, three things are very important at the lower levels in a U.S. company: speaking up, evaluations, and being the right kind of employee for the company.

Communication for Success at the Mid-Levels

At the Mid-level in a U.S. company, the communication for success is different. Nowadays, most U.S. management systems are rather flat and spread the responsibility for accomplishing the work at the mid-level managers level. So, there is a lot more autonomy for these managers than before, which gives them more power within the company. So, the sign of a good manager is one that accomplishes her/his section well, works well - smoothly - with other managers, and is a person people can "go to" in order to solve many problems. Speaking up to the upper management is needed as it is with the lower levels because it lets the upper management know that you are getting the job done, that you work well with other managers and that you are a guy that they (the upper management) and middle managers can "go to" to get things done. By doing these things, you become the person who will be most voted to get the upcoming raise and/or promotion.

Communication at the Upper Levels

One thing I have found in the U.S. is that every company is made up of and is run by people who work with people, and the rules of how things should be are there for general structural guidelines, but are not necessarily followed by the upper management unless it serves the purpose of those who

have the power in the company. Companies are run on extremely flexible and subjective rules of management at the upper levels. The real structure of the company is determined on a daily basis according to what they want from a situation by those who have the power in the company. To connect with the powerbrokers in a company is to connect with the fluctuating rules and structure within the company. To think that there is a set of rules that always apply within a company is to not understand the flexible and subjective dynamics of how the company moves through time. Getting in on the political arena of the company is to be able to ride the waves of the movement within the company and to know and to become a part of the power structure of the company. However, a person has to be in the right position within the company before those in power will allow him/her in. A person that tries to force his/her way into the "inner circle" is often not welcome and might be jeopardizing his/her current position.

EPILOG

Success is measured and attained differently in each country. In the U.S., success is tied to a person building his/her resume, gaining experience, doing well on the evaluations, and by speaking up at the right times at work, which, hopefully, leads to a decent wage and a chance for upward mobility. This corporate and cultural system of work leads to a certain way of interacting with one another in business. In Japan, the person is often hired on the name of the high school or university and family connections. The individual then needs to show up for work and do whatever is asked in a polite and humble way. This corporate and cultural system of work also leads to a certain way of interacting with one another in business, but the way is radically different than the U.S. way. To ignore or not be aware of these differences in multinational corporate business is business suicide.

CHAPTER THIRTEEN
U.S. BUSINESS I

Because the U.S. has a culture that is based around the "freedom of the individual" - a culture based around the individual - each person is personally in charge of developing his/her own development as a professional. Ideally, the employee is hired according to her/his skills, education and experience. There are many aspects of how the U.S. culture influences business, so it is important to be familiar with the U.S. culture in relation to business in order to have more effective Business Interactions.

U.S. Individual & Companies

In the U.S., each person is in charge of his/her own development as a professional, and are usually hired according to our skills, education, connections and experience. The better able our workforce is, the better our companies can be run. Of course, the corporate culture must also be developed in a way to be able to take advantage of the individual ability of each worker.

Middle America

Do the same communication problems exist in middle America, where many of the employees are of the same ethnic group and the same background, that exist in diverse companies in the major cities? Most of the same problems occur in places where 99% of the employees are from local hometowns and everyone is from the same culture. Every employee always views the same situation differently.

It is impossible for two people to view a situation in exactly the same way and the differences are often quite significant - significant enough to cause constant major

miscommunication throughout a company. A person's unique worldview is so strong and exclusive that other possible meanings cannot be seen nor understood because they are totally out of consciousness - the other's meaning is completely invisible to them. Every company has these same problems. These problems are just more pronounced in the multinational corporations.

U.S. - Company Rifts

In the U.S., in several large companies I am familiar with, they fire 900+ people overnight when the economics get a little bad. Technically, this is called a "rift" where they can legally fire all these people for economic reasons. In the public, they refer to it as restructuring or downsizing or another euphemism. In these companies, each employee that get "the boot" is handed an empty white cardboard box by an administrator at the front door of the company as s/he enters in the morning. The administrator escorts the individual to his/her desk and watches the individual empty the desk and put his/her personal items in the box. The administrator then escorts her/him out of the building, and s/he is told that s/he can never enter the building again, and s/he cannot work at that company ever again. Usually the people that get the boot are the ones that have worked for the company the longest - for 10+ years with the company.

Are U.S. Companies Humane?

Since the basic idea in our country is the business as a "machine" model, it takes an extra step to make the workplace a more humane place. Thankfully, there are those who strive for this. People often respond in a positive way when their existence and quality is recognized (unless, of course, they are adamant about some agenda). I have found this to be true all over the world. Being more humane cuts through suspicion and distrust and allows for the possibility of a working solution.

Big-Step Improvements

The U.S. corporate environment seems to always like "big-step" improvements instead of ones that need to be developed. A big-step improvement is flashy and it really sticks out and makes the promoter look really good - right now - and it will reflect in his/her evaluation file, and it might be big enough to make a difference in the next quarterly report. If a manager has a program that takes time to develop and the results are not so attention gathering, the manager has to present his/her program status at a department meeting and look very "not interesting," which comes off as a failure in the U.S. culture. The manager is seen as wasting company money and time on worthless projects. So, big-step improvements are always considered better.

Buy In

People in the U.S. culture need to "buy in" on any new program before they will accept it within a company. Business relationships are established around written and unwritten agreements. If there is a change in the agreement between employer and employee, a renegotiation must occur. The employees must understand and agree to the changes before the changes will be mentally and physically accepted and implemented by the employees. This is called "buy in." Also, the Total Quality Management effort must become mandatory in the agreement between the employer and the employees before the company can legally and ethically fire or reprimand employees for not accomplishing Quality Improvement activities.

This is a major difference between U.S. companies and Japanese companies.

U.S. - Speaking Up, Evaluations, and TQM

If you are in a position of authority above someone in a company, most people will not say anything but positive things to you - especially about a problem area (unless it's an

action item in a quality improvement meeting - and even then they sometimes won't "expose" themselves). This is because our culture has established it to be this way. Because of the "mechanistic" view of a company in this culture with everyone filling the functions of their job's "cog," people are always being evaluated on whether they are performing their functions according to the "low-context" agreement between the employee and the employer so they will only have the tendency to share the positive things that have been accomplished.

Often, the secret to success within a company in the U.S. is to always make sure that those who are in a position to evaluate always hear from the employee's mouth that they are doing things very well. When this "speaking up" is accomplished with the supervisor, the supervisor will become aware of the good job being done by the employee. If the employee does not speak up to "blow his/her own horn," so to speak, the supervisor won't become aware of the employees performance until the supervisor sits down to do the evaluation. Then the ones who spoke up come to mind as doing a good job and the others we are not so sure about. So, our culture is set up to get only positive remarks from employees about their jobs.

As a supervisor, you have to be creative to find out what is going on around you. One of the Total Quality Management (TQM) ways to approach this is to set up a policy where finding a problem to solve is an opportunity for improvement and finding a problem to solve is a great and positive thing to do that is rewarded. In the mainstream U.S. culture, finding a problem means that someone was not doing their job well, and someone will be blamed and have it recorded in his/her evaluation. The mainstream U.S. culture does not readily support TQM within companies. The U.S. company must modify the internal corporate culture to make it acceptable and successful within the company. Japan had to do the same thing because bringing up a problem in a group is absolutely forbidden in their mainstream culture.

The U.S. Business Face

The U.S. business culture requires a certain "business face" to be presented at all times.

This is different than in Japan or Korea where they are mostly concerned with getting along with the group. The "face" there is of always getting along with each other. Getting along with each other in these two countries is the key to success for the individual. They are group-oriented cultures. The individual identifies with the group and is identified as being a group member.

However, the U.S. is a culture based around the individual. So, the "face" here is the one that promotes success for the individual in the U.S. We are individuals that have a resume (unlike Japan and Korea), and these resumes are basically who we are in the business world. The resume lists our education, our years of work experience, our specific experiences that make us well suited for the job (cog) that we are hired for, etc. Our resume is an important aspect of what gives us our credibility in the workplace.

In business communication in the U.S., people tend to forget who you are (they forget about all your knowledge, education and work experience - the stuff that is listed on our resumes) after they start talking with you for a few days (or less). What must be done in the U.S. to keep being respected for "who we are" and what we have accomplished (what's on our resume) is to keep reminding everyone at least once a week or more. This is not done in a bragging sort of way, but is often included in communication to support ideas being presented - it must be done consistently and indirectly.

Also, keeping the U.S. "business face" requires never jumping out of character. You are this person who has this experience and knows these things and can do and always do these things in only a most excellent way. You can never let this attitude down for a moment - not even for a sentence over coffee in the lunchroom. Becoming just one of the guys or gals even for a moment has the immediate effect of deleting your credibility and resume, and it will take a lot of

work (that may take several days) to reestablish your credibility with the people at your workplace.

This U.S. business face activity never has to be done in Japan or in Korea - the face is a different one there. Matter of fact, if you do the U.S. business face in Japan or Korea it will work against you because everyone will think that you are arrogant and feel that you think you are better than they are, which is not good group behavior. However, if a Japanese person does the Japanese business face in the U.S. s/he will be walked on, not taken seriously, and passed up for promotions.

I was once doing some consulting/training work for a major computer corporation in the Silicon Valley in California. I had been working closely with a training manager for the entire time and he was well aware of the depth of my knowledge and ability. However, one day when I was having lunch with him I decided to let my "U.S. Business Face" down for about five minutes in order to just enjoy having lunch and a conversation, and immediately after I did this (within a minute), I became this ordinary guy in the eyes of the fellow, and he started questioning everything I did. All of my credibility went out the window!

I instantly went into overdrive with the "mega-professional" face and had to review everything that had been accomplished up to this point with him and then had to remind him why all of these decisions were being made - all of the causes and the effects and the analysis that we had already gone over – but he forgot because I took off my "U.S. Business Face" for just a few moments while we talked about music and other things. This is a cultural blindspot in the U.S., and you do not want to go there. It took another day to completely get his confidence in me back.

You work hard at getting a great education, getting megatons of critical work experience, becoming an expert in your field, always wearing thousand dollar suits to business meetings, writing books, teaching CEO's all around the world, having enough credibility for twenty people, and it all disappears in an instant over a cup of coffee having an

enjoyable conversation. DON'T DO IT!!!!! You have worked too hard to get where you are at to toss it all away.

The U.S. Business Face and Society

In the U.S. culture, to think that one has to put on a front (a face) is a negative thing. This comes from the Christian principle of the expression of spiritual integrity from the inside of the individual to be expressed through to the outside. To do other than this is to not be true to yourself and to be false - to put on a false face - to be superficial, etc.

This is not what I am speaking of when I speak of the U.S. business face. What I am talking about is putting on the face of the respected professional person that has morals, respect, integrity, value, education, stability, experience, trustworthiness, substance, etc. This is not false nor is it superficial. However, it is expected within the U.S. business culture to be expressed in a certain way. What's interesting is that the proper "business face" is expected to be expressed in totally different ways in every culture in the world.

The U.S. culture determines what is normal, polite, and civil, and by following these rules/norms, we present the proper level of civility while we are in society so we have less backlash from others because we are not breaking the rules. In Korea and Japan the way to behave as normally, politely, civilly as possible all the time is totally different than in the U.S. Actually, the U.S. way to behave is considered rude in their cultures. This is the face I am speaking about.

The U.S. business face and the Japanese business face are very different. We must learn how our culture expects these faces to behave and understand the minute ins and outs of communication as a result of these expectations and cultural blindspots. In the professional business environment, a person can lose his/her credibility in an instant because s/he does not present the expected professional expression of a credible professional.

U.S. - Lack of Respect for Women

Women in the U.S. especially need to learn how the culture works so they can more effectively communicate and be taken seriously because our culture is still a male dominated culture where women and men have a tendency to take women less seriously than men. It is a constant difficulty my wife and other professional women in our culture have to deal with. My wife's experiences are almost identical with mine because we have been a professional communication consultant team doing consultation work for major multinational corporations around the world for almost twenty years. My wife has a Doctorate where I have an M.A. However, she still has to work twice as hard as I do to maintain respect from others in our culture because she is a woman. This is life in the U.S., and this aspect of it stinks, but when you are aware of it, you can know how to approach the communication to help eliminate it as much as possible. Women have to work much harder at getting and maintaining respect in the U.S. culture.

There is a way to get and maintain respect in the U.S. for men and women, and this is an extremely important part of successful communication. Do not let your "U.S. Business Face" down for a moment while you are doing business with people from the U.S.

EPILOG

The U.S. is a culture based around the individual and requires the individual to assertively develop one's skills, education and experience and then compete for jobs within companies. The U.S. corporate structure hires a person on his/her resume and attitude and then places that person in the company as a cog in the machine. This rather detached way of handling personnel leads to certain types of communication patterns between company and employee, and among employees. The more one is familiar with the U.S. cultural way of Business Interactions, the more one will be able to effectively accomplish Business Interactions within and with U.S. corporations.

CHAPTER FOURTEEN
U.S. BUSINESS II

Becoming more familiar with the U.S. culture is crucial for anyone working with or in U.S. corporations. The more a person knows, the more that person will be able to understand what is happening and the motivations behind the communication. The more that a person knows, the more that person will be able to effectively handle Business Interactions.

U.S. - Opinion is Fluff

A person should always try to find things that support one's views because, in the U.S. culture, simply stating one's opinion is generally considered mere "fluff" (even though that is NOT true because knowledge gained through experiential trial and error is often much more valuable than what an author has said). The U.S. culture does value personal experience, but you also need to back it up with supporting evidence in order to give your opinion credibility. Do not overlook this very important point about the U.S. culture. By learning how the culture works, you can more effectively communicate and be taken seriously.

U.S. - Short Attention Span and Bad Listening

People from the U.S. like to be entertained, and we have a short attention span, and most people do not listen very well. Have you ever noticed that it is often hard to even finish a sentence in a conversation with an American? It's a U.S. cultural tendency.

Bad listening is also something that seems to transcend culture. I have found people to be bad listeners in every country I have experienced. People in the U.S., however, are

a little different about it. In Japan and in Korea, I was able to express myself in depth before others would take their turn to speak.

In the U.S., it's hard to get an entire sentence out before someone interrupts with what they want to say. When I first came back to the U.S. after being 6 years in Japan, I had to learn to say everything in a few quick sentences if I wanted anyone to hear what I wanted to say. In Japan and Korea, I could fully explain things. However, it doesn't mean that they were listening all that closely, but they let you speak.

U.S. - Social Talk

Since most people are egocentric, there are often people who think they know everything and constantly interrupt others during a conversation in the U.S. This type of communication is common in the U.S.

John Taylor Gatto in his book *A Different Kind of Teacher: Solving the Crisis of American Schooling* (2001) writes about "The Art of True Conversation." Under his Five Flavors of Social Talk he describes:

"1. Self-expression (the way grown-ups say, "Me, me, me, me, me, and me!")

2. Recreating Information (often distorting it into disinformation)

3. Competition (winning arguments)

4. Expressions of Curiosity (where a person asks about the other)

5. Entertainment (self explanatory)"

NOTE: This is an excellent book about the state of the education system in the U.S.   John Taylor Gatto's other book *The Underground History of American Education* is the definitive book on how and why the U.S. education system is in such bad shape.

Another book that talks in great detail about this is Deborah Tannen's book *The Argument Culture: Stopping America's War of Words.* This book deals with the cultural

influences in the U.S. that sets up communication as either winning or losing arguments.

Humor in Communication

Humor is very difficult in written and verbal communication and often results in unexpected responses. This also often happens when the person is not trying to make a joke. Meaning is so subjective that emails within companies are often a huge source of misunderstandings and ill feelings among the employees.

Business Email

A thing to be alert to in internal emails within a company is to realize that they can always be used against you by a "Joe/Jane Weasel" in the group. I have found at least one "Joe/Jane Weasel" in every company or group I have worked with over the years in the U.S. When you realize how grade is made in companies, certain people always abuse the system by building themselves up by tearing others down. It is a weakness in the U.S. business culture.

In Japan, a "Joe Weasel" gets himself kicked out of the group and ends up with a "window seat" (a seat by the window so he can have something to occupy his time because he will never be given anything important to do - it's a form of public humiliation, like wearing a dunce cap, within the company). In the U.S., because of the culture, a "Joe/Jane Weasel" often succeeds at these dirty deeds and will make the grade over the others who deserve it.

Emails are written documents that do not go away, and when they are taken out of context, they sometimes can be twisted around to make you look bad. So, another important aspect to consider is to always make your sentences thorough and clear enough about each point so they cannot easily be taken out of context and used against you. I have found that at least one-in-ten of my U.S. co-workers has Joe/Jane Weasel tendencies. I have been stabbed in the back many times, but I always make sure all of my bases are covered in every

communication I make so they cannot be used against me in this fashion.

So, when a Joe Weasel comes after me, I assertively stand up right in his/her face and lay out the facts and the history of communication. If he/she wants to pursue it any further, I go for the jugular vein (figuratively speaking) and win. This culture requires an individual to always assertively protect oneself against this problem. I never had to do this in Japan or in Korea. I prefer the Japanese and Korean ways when it comes to this.

Giving Negative News

When dealing with negative news in any country, I have found that it is more successful to find a way to bring out the good news of the situation first, say good things about those involved so everyone knows as much as possible that everyone is doing the work well, and then ease into the negative news. Of course, there may be an accepted business format that you are dealing with, but putting the bad news at the end has a better chance. Once people hear that there is a problem and it's brought out in a group, their ears close and they start laying blame or just get upset. Communication then basically stops. By putting it at the end, they can hear some things first that will help keep the communication going when it gets to the bad news.

U.S. - Defensive When Criticized

People in the U.S. often get defensive when they are criticized. In the U.S., peoples' identities are heavily tied to how well they do their respective jobs. If anything happens that causes them to look bad in their work, they feel that they are being attacked on two levels. They could be evaluated down which could lead to them to being reprimanded or even fired, and their own sense of identity and self-worth is also under fire (the existence of fear and indignation appears in their communication when this occurs).

U.S. - Personality Out

I was hired by a major company in the U.S. to help a number of people that let their emotions get the better of them when writing emails. The people that I helped had a tendency to always mention the reader's individual problems in dealing with the situation, according to the writer's perspective, in business email. This continuously led to greater communication problems to the point of the supervisor feeling that the way to eliminate the problem was through training - so they hired me.

Fortunately, the people in question were foreign-born Americans so the supervisor thought it was just a language problem. If they were born in the U.S.A., they would have been reprimanded or fired. These people were basically fluent in English, but they didn't realize that business messages always have to remain clearly objective about the job at hand. They also didn't realize that aspects about the other's personality cannot be included in any business communication in the U.S. culture.

U.S. Logic and the Right to get Angry

In the U.S., communicating in a clear, logical, step-by-step, low context agreement based manner is absolutely critical. A person's success is greatly affected by one's ability to do it. So, effective written communication (the most powerful type of communication in the U.S.) demands linear Greek/American logic that progresses in a fundamental and stepwise manner that clearly lays out the information in a low context nature. This communication must always acknowledge and respect the freedom of the individual and must follow along the existing assumed agreements that exist among all the individuals and groups involved. When a perceived infringement of an agreement occurs in the process of written communication, the wronged individual has the right to get angry and demand conformance to the assumed agreement.

Self-Righteousness

There is so much room for error in communication - it's mind-boggling. I hold myself accountable for everything I say. If I was mistaken and said something to another that was too pushy, I apologize to that person. It's so easy to be mistaken.

Apologizing in the U.S. culture is not a first reaction for people who have made a mistake. The U.S. culture trains us that we have the right to get pushy or loud when things are not "right." The problem is that it is so easy to be mistaken about what is "right" that people are often "wrong." But, they feel that they had the right to get angry, so they refuse to apologize because there were reasons why they thought they were right. The result is self-righteousness, and people rarely apologize to others because of this.

This is a weakness within our culture. We end up with a lot of self-righteousness within interactions and communication, which, in turn, causes communication to breakdown or even halt.

Won't Apologize

People in the U.S. often feel like they give up power if they apologize. Since our culture is based on the freedom of the individual, the individual has to build his/her identity and place in society basically by his/herself (unlike Asian countries). The person has to also build an individual sense of what is right and what is wrong over the years (unlike Asian countries). So, in the U.S., when an individual's idea of what is "right" is challenged, the person feels that his/her ideas of what is right and wrong over all the years has been attacked, and their identity is being torn down. So, the person often reacts strongly and defensively.

I have had people get furious and storm out of the room when I have given presentations on how communication works. Many people cannot handle the thought that there is a different view of reality than the one that they have constructed in their minds. It's like pulling the rug out from under them and they explode.

Hidden Agenda

All communication contains hidden meaning because every person is interpreting the same situation in a different way. This type of hidden meaning is unintentional and most people are also unaware that this is happening. However, sometimes people intentionally try to hide the meaning because they are manipulating to accomplish an underlying "hidden" agenda.

Speaking Indirectly

Sometimes in business the way to communicate is to indirectly state that something isn't going so well so the individual does not come off as a backbiting, non-team player. In this case, the direct meaning is avoided, yet it is known that something didn't turn out right somehow. Once this is stated by a supervisor/manager, it is expected that the employee will comply or be reprimanded or fired. This is an indirect way of stating direct things in order to soften the blow. So, in this case the meaning isn't exactly hidden; it is only more indirect.

Competitiveness

Backbiting and gossip is destructive. This is a U.S. cultural weakness that we have being an "Individual- based" culture. We are individuals that must get ahead and develop ourselves in competition with others within the group. Our culture sets-up a competitiveness within the group. Success is measured by individual attainments – according to the evaluation sheet.

Most "Group-based" cultures focus not on the individual's accomplishments and ability but on the person's ability to get along with others in a group. Success is measured on one's ability to get along with others.

U.S. - Intimidation as a Strategy

Some people use intimidation as a communication strategy. They will attack at a work level or/and at a personal

level. They are also trying to bait the individual into reacting so they can use the reaction against the individual as well.

You win by not playing the game. In these cases, always try to communicate everything in an email so there is a written record of you communicating in a very effective and professional manner. Make sure that all of the bases are covered within the emails as well. In the end, when the interaction is viewed, you look like a million dollars and the person who was trying to trash you looks like a dirty penny. It's much harder for intimidators to abuse and trash others in writing and get away with it. The intimidator's communication medium of choice is face-to-face or over the phone so there is no record of what is said.

U.S. - Phone Manipulation

When doing business by phone, people sometimes use the "good ol' boy" tone in their voice and phrase selection and say things in passing in order to manipulate. When you try to go back and say that they mentioned something in their phone conversation (the thing they said in passing), they will say that you must have misunderstood. Email eliminates this kind of manipulation because there is a written record of everything said. When I have specific contracts with companies, I record all phone calls (I put it in the contract). However, with a lot of other businesses I don't record the calls, so I always try to keep the communication going through email whenever possible.

EPILOG

As in all business in every country, there are pitfalls to watch out for. This chapter went through a number of these Business Interaction pitfalls that sometimes occur within U.S. corporations. These situations occur because the U.S. culture and the particular U.S. corporate culture has set up the business in such a way that allow for these types of things to happen. By being alert to these possibilities, a person can avoid naively running into these difficulties and can then

intelligently steer around or through them in order to accomplish more effective Business Interactions.

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CHAPTER FIFTEEN
MULTINATIONAL
DIFFICULTIES

Effective multinational management and business has many difficulties to work around. Since each cultural group that interacts within the multinational business environment has such radical differences in how they view and interpret almost everything, the misinterpretations and misunderstandings are huge – much larger than anyone realizes. Cultural interpretations go very deep and they are almost invisible to everyone. However, there are ways to work around these difficulties and FUTURE GLOBAL MANAGEMENT shows the way.

Differences of Interpretation

Others will interpret your words in a different way than you do. It is impossible for another to interpret your message in the exact same way that you interpret your own message. The greater the differences between you and the other, the greater the differences of interpretation of the same message. So, the greater the differences, the harder a person has to work at communicating in an effective manner.

Diversity in Action

Diversity is wider and deeper than most people realize. Everyone will have a different interpretation of any one message, and someone's interpretation is often quite a bit different. So, you will always have a person who has a radically different interpretation. This is natural. That person is not stupid - s/he just interprets it differently. This is diversity in action. Communication is an ongoing process of negotiating meaning to a more common understanding.

Diversity and Ignorance

Egocentrism and ethnocentrism are an innocent ignorance that makes a total mess out of communication and relationships. We have no chance at effective communication around the world until this ignorance is radically reduced.

Diversity exists - it is the actuality of the situation. Diversity is also much broader than most people realize (another ignorance). Diversity exists even within the same family - my brothers and sister and parents all radically think and act differently from one another and the diversity becomes even greater between families, between cities, between regions, between ethnic groups, and between nations. My brothers and sister and parents will probably never think and act like I do, so I don't have to worry about a shade of gray there.

The trick is to learn how to effectively communicate within all this diversity.

Generalizations

A generalization is information about general tendencies that occur in a certain culture. If it is information based on unbiased observation, then it is useful information that is constructive. Generalizations are good things because they help the world understand each other. Generalizations help lead toward world peace. Stereotypes are based on ignorance and are destructive in nature.

Cultural generalizations are used to help us understand certain cultural characteristics. Once you are aware of a common underlying theme of a cultural characteristic which is a fundamental influence that runs through a society or group, you can then analyze for the variation that occurs through cultural diversity, age differences, family backgrounds, etc.

Generalizations are useful and helpful, but there are also group and individual variations of the generalizations as well. Stereotypes are destructive. Generalizations are not stereotypes.

Stereotypes - from a lack of Understanding

Stereotypes are based on people not understanding other cultures and labeling them as rude, stupid, lazy, bad businessmen, etc. because the person is judging the person from the other culture from one's own cultural perspective. The example of Mr. Lee, the Korean printer, shows this quite well. Mr. Lee acted as a gentleman and a man of quality and of sound business from his own cultural viewpoint. However, from a U.S. perspective, Mr. Lee appeared to be a liar and a bad businessman. Now, if the American now says that Korean people are liars and bad businessmen from a lack of understanding of how the culture works, then stereotyping occurs. Mr. Lee was not a bad businessman, but was erroneously labeled that way by an American not understanding the culture. This is stereotyping.

Generalizations from Understanding

When one understands the general cultural tendencies that Korean people almost always approach business from a Confucian "human first" perspective, one will realize that Mr. Lee said directly to the American that he couldn't do the copies by sucking in air through his teeth before saying that he could do them. Then, one also realizes that Mr. Lee only said that he would do them by the next morning because he wanted the American to feel good. So, he clearly said "No" in the Korean way and then said something to make the person feel good. Even a ten year old Korean person would have known that Mr. Lee was not going to have the copies done by the next morning. The only reason the American didn't know that is because the American was not familiar enough with the culture. Mr. Lee is a great guy and a good businessman. To say otherwise, is to not understand and to stereotype. Generalizations are good things because they help the world understand each other.

Stereotypes and Generalizations

Stereotypes often appear to have some validity, but the implication is always wrong because it is always used as a way to downtalk the group. The intent of the message is a big part.

Japanese people all have cameras and take pictures of everything when on tour because that is the reason they are going on the tour. They go on trips to have something (pictures) to show and talk about with their friends back home.

Both Japanese and Korean people sometimes appear a little rude in public here in the U.S. when in a tour group because they are group-oriented cultures. When group-oriented people are in a group, anything outside of the group has a tendency to disappear. Often, when Japanese groups will enter a restaurant they will all order the same meal because they are all a part of the same tour group.

Cultural Views

In Japan and in Korea, I was often approached by MDs, CEOs, and others asking me to help them be able to be rude like Americans because they were going to have to give a speech at an international conference in the U.S. The last time they went to a conference in the U.S. they were not able to handle all the rudeness well and were not able to reply in a rude way, which they realized was the expected U.S. communication behavior. The U.S. communication seemed not only artificial but downright rude. I told them that I could help them and did. I had to teach them why people in the U.S. communicate they way they do and then showed them how to present their information and rebuttals in an "U.S. Approved" intelligent way (which, of course, is an extremely different and seemingly artificial and rude way to them).

Rude by Cultural Definition

We communicate in our way. Other cultures can't/don't understand why we communicate the way we do so they just project their meaning onto why we do this. In Japan and in Korea, only rude people speak directly and give their opinions, and since they are ethnocentric, they assume everyone in the world communicates like they do.

We do the same thing. When someone says something that appears rude to us, we say, "that person is really rude." Almost everyone in the world is both ethnocentric and egocentric - this is a natural state.

Welcome to the actual state of awareness among humans on this earth. We have a long ways to go.

Egocentrism - Taking Offense

Sometimes when communicating with someone, the other will quickly or even immediately take offense to something you say. This is a fairly common occurrence that is behind many communication breakdowns, and it comes from egocentrism. Egocentrism is the belief that one's worldview is the commonly held worldview of all people on earth - if they are good and decent human beings.

When someone takes immediate offense to something you said, egocentrism is usually the cause. I have seen this to be the pivotal point in so many communication breakdowns. What's interesting is that every person's worldview is entirely unique in the world. No person is an island, yet every person has a unique island of thought about the world.

Communication problems occur when a person assumes that the other thinks the same way that s/he does, and if the other doesn't, the other should. Combine this with bad listening skills and selective listening and someone quickly taking offense is the result. Notice that bad listening skills and selective listening apply directly to reading as well. So, even if your presentation seems good, the communication may fail.

When people catch a word or phrase that sets them off, the communication goes off on a tangent and sometimes people get upset. The more upset they become, the less they listen and the more they demand the other to conform to their worldview. This is egocentrism, and egocentrism is natural for almost everyone is egocentric. Egocentrism is not necessarily a bad thing, but it does cause a lot of communication problems.

Natural to Reject

Since the most people view situations from their own perspective, the natural tendency is to reject the other's interpretation as wrong because it doesn't agree with one's own view. Also, the natural tendency is to interpret the other's view according to one's own view and judge it accordingly. This is called egocentrism and it is natural - it is what usually happens.

English as an Int'l Language

English is now and has been for many years the default international business language. Koreans do business with the Japanese in English. Italians do business with the Koreans in English. Saudis do business with Germans in English. This has been true for at least ten years. "Esperanto," an attempt at a manufactured international language, died a death a long time ago. Any business in the world that does international business has English speaking people in certain positions in order to communicate with other countries.

Nowadays, speaking English for international business is the norm. They are not learning to speak English just to speak with English speaking countries. They are doing it to be able to speak with the world, which we are only one country among 195+. We have one of the largest economies in the world so everyone is always talking with us and wanting to do business with us. However, over the past ten years, Japan has been leaning towards choosing English teachers from Europe rather than from the U.S. because they are

wanting to develop a stronger and longer lasting relationship with Europe.

Own Standards

Each country has their own standard that they expect to be met. Since everyone is usually egocentric (only is aware of their own way of viewing things - a natural situation), they won't understand when they don't get what they expect.

Cultural Patterns are Somewhat Predictable

Cultural patterns of communication are predictable to a certain extent. That is why it is so important to become aware of how the U.S. culture works so you can predict what might happen before it happens.

The U.S. people's responses to the Korean Printer Case Study will be usually predictable because this is how the U.S. culture views things. It is also how the process of communication works; how many people from the U.S. know that Koreans say "no" by sucking in air through their teeth? When we don't know the minds of those we are communicating with, there are many misunderstandings and much miscommunication and failed business.

The really important thing to realize here is that this same situation is occurring on a daily basis in companies with people from the same culture or from differing cultures. It is important to become aware of how a culture works so you can predict what might happen before it happens. The communication principles remain the same in relation to international business, nationwide business, or company-wide business.

Interpreters - Transmissional

Translation of meaning from one language to another is near impossible. The language of a culture has evolved from their particular worldview, and the meaning is attached in that way. For example, what is the difference in meaning between when a Korean businessman asks you if you want a

cup of coffee, and when an American businessman asks you if you want a cup of coffee? What's the difference when you say, "No thanks" to the Korean and when you say it to the American? This is only one tiny example. Cultures are so different that the meaning for nearly everything is entirely different. Learning how meaning is interpreted takes many years of dedicated study on a daily basis.

At the U.N. and other places, the translators are generally familiar with only their own culture - even though they can speak fluently in another language. Learning a language is different than understanding the culture and meaning. Language training - where translators come from - is entirely and solidly based in the transmissional view of communication where the meaning is in the language. Translators are completely unaware that meaning is subjective and is negotiated, and they also do not know that other cultures view the world differently. Translators are often clueless about differences of meaning between cultures.

Their Way has Meaning

Most people are proud to be Korean, or Japanese, or Taiwanese-Chinese, or American, etc. People should be proud of their home and homeland - it's a huge part of who they are as individuals. Japanese feel that their way is the best way to communicate, and when they try the U.S. way, they dislike it. They feel this way for the same reason U.S. people feel the way they do about the U.S. way of communicating. To communicate in another way besides their culture's prescribed way of communicating is to have the communication feel artificial. We have much meaning attached to the way we communicate because that is how it works in our culture. They (people from other cultures) have the same exact experience as you do but in reverse; they feel that their way is heartfelt and that our way is artificial because there is a tremendous amount of meaning for them behind all of their communication.

Generic Training

Generic Diversity training and Communication training is basically useless in an organization because the people don't get the specifics of how it effects work and communication. I know of a major U.S. corporation that spent $100,000 on general intercultural communication training, and even a year later, it didn't make a bit of difference in the workplace (I knew the people that did the training and the corporate training supervisor). So, they ended having to hire me to specifically analyze the problems and create a solution (for half the price - what a deal for them). Things do not get fixed in an indirect manner or get fixed by accident.

When the actual communication in the company is analyzed to see what communication problems exist, an understanding of how to specifically make a change for the better can occur. If you don't know what the problem is, you cannot fix it.

Generic vs. Specific Training

Generic cultural training does not help much in the day-to-day operation of any business. Companies have just paid a lot of money to have most of their people in the companies to have generic cultural training and it doesn't make any difference in relation to everyday work and productivity. They will still have the same communication problems because of the cultural differences. Before cultural training can have any type of effect on communication within the company, the communication has to be analyzed to see exactly how culture is influencing the communication so a solution can be made to improve the communication. Without this kind of analysis, the communication problems are never discovered and everything just keeps on going along in the same way.

This same principle applies when writing a message to anyone. A professional communicator analyzes how the other views the situation and directly addresses each of the important aspects that the other must understand in order to bring them to an understanding of how the writer views the

message. If this is not done, misunderstandings easily and usually occur.

Electronic Company Case Study

All of the work I have done as a professional communication consultant has centered around the placement of meaning in communication. A Korean electronic company in California, hired me to train their twenty Korean executive managers and two vice presidents on how to effectively communicate with and manage their U.S. employees in their California plant.

Their written and oral communication was always met with resistance from the U.S. employees. When asked to do something, the U.S. employees would often reluctantly comply, or do it much later, or not do it at all, and there would always be resulting tension. The Korean management could not understand why their communication was always failing and why they were met with such resistance from the American employees. So, they hired me to help them solve this communication problem.

After spending two days gathering information by personally speaking with a representative sample of the people most directly involved in the situation, I was able to describe the problem in detail and create training to help alleviate the problem. The main problem was not in the construction of any of the messages, but in the radically different meanings that were being attached to those messages. Basically, the Korean management viewed employees as people who work for the company and they will do any job asked of them - as it is done in Korea. However, in the U.S. a person is hired to do a specific job and a good employer does not ask them to work outside of the initial agreement, especially when it would cause them to get behind in their assigned duties.

This was one of the root causes of their communication problems and the training and resultant actions revolved around having them come to a more mutual understanding of the meaning in their communication in order to

accommodate for the differing views. Meaning is not in the message.

EPILOG

As you have seen so far, because of the differences between different cultures in the way that they approach business in general and specifically, the chances for defective Business Interactions are astronomical. It's truly amazing that multinational corporations do as well as they do. However, with the training you are getting with Lunar Vision's FUTURE GLOBAL MANAGEMENT, you are gaining the knowledge and skills necessary to be able to accurately assess the complete business circumstance, and the knowledge, skills, and ability to thoroughly and successfully accomplish business interactions within the company, between companies, and internationally for the best results possible with the least amount of errors.

CHAPTER SIXTEEN
NARCISSISM in the
NEW MANAGEMENT

Narcissism is the sleeping giant that is currently destroying the U.S. corporations from the inside. In my professional experience as a management consultant and from working within corporations, I have found that there are usually 1 or 2 people that seem to have Narcissistic Personality Disorder (NPD) per 20 people in the U.S. workplace.

Narcissists destroy creativity and synergy in the workplace. With most companies going towards teamwork to accomplish most every project, a narcissist will dominate and destroy the creative work of the team. Having one or two narcissists per twenty in the workplace, it is very possible to have 50% or more of the teamwork being accomplished in the company being severely hampered – if not destroyed. This is a major weakness within the U.S. business culture, which is constantly dragging the U.S. companies down.

Our country rather develops narcissistic tendencies - especially in business. Christopher Lasch wrote about this in his book *The Culture of Narcissism* back in 1979. The narcissism that Lasch speaks of has a very broad definition and is fairly mild in relationship to what narcissism has now grown into in the U.S. Of course, what Lasch wrote about narcissism still exists to an even greater extent - especially in the business world where it is downright promoted to the extreme. It has become almost epidemic.

Narcissism is not what is commonly thought - a person who likes to stand in front of a mirror and comb his/her hair. That is a simplistic view that more resembles a person who is an egotist. Narcissism is an exaggerated and distorted form of egocentrism. Egocentrism is similar to tunnel-vision where a person is unable to see anyone else's opinion or thought because it is beyond her/his scope of consciousness.

Egocentric people generally feel that all good and decent people think like they do, and if they don't, they should.

Narcissistic Personality Disorder (NPD) - Extreme and Abusive Egocentrism

Narcissism is an extreme version of egocentrism. Narcissism is also generally abusive in nature. It often seems to be that a person is so insecure that they make up a wonderful and rather idealistic vision of his/herself and his/her worldview and fight to insist that it is correct even if they are sometimes wrong. It always has to be the other's fault. They are actually fine people, but they don't think that they are so they always have to hide behind their strict worldview. Narcissists often constantly downtalk others, their spouses, and their own children because they think they see all of their bad traits in them. These narcissists have Narcissistic Personality Disorder (NPD). A quick search on then internet will bring up many links to this Personality Disorder.

Narcissism

Narcissism is an exaggerated and distorted form of Egocentrism. It is different than egocentrism in that egocentrism is basically an innocent type of ignorance of how others view reality so people don't understand others and continually make communication mistakes. Because of our Individual-based society here in the U.S., we are in charge of developing ourselves as independent and successful individuals. So, in a sense, we are in charge of creating our own world, which leads to egocentrism when we are not aware that others are doing the same thing and are ending up with a different view. Narcissism, on the other hand, includes an abusive intent towards certain others.

People with a huge underlying insecurity in the U.S. sometimes develop narcissistic traits because either their parents or family members constantly downtalk them. What often happens is that they build up an idealistic world of themselves around themselves of how they are always right.

They then "paint" a picture of all of the things that they hate about themselves - the things that they have been punished for all their lives (which is not included in their worldview of themselves) onto their children and others. Their ego is fed by constantly downtalking others. In effect, narcissists cannot see anything in the world except themselves and how they view the world - they especially cannot see their children or others that they abuse because the people they abuse are just a reflection of all of the things that they hate about themselves.

There are several types of narcissism and each individual expresses it in a unique way. Some are sullen and others are very much in your face. Some are mildly narcissistic and others are extreme. Since our culture breeds a mild form of narcissism many people have a few of these traits hanging around that are learned, but they are just mostly very egocentric. The key telling points of a narcissist is that they cannot empathize with others at all, they often lie to hurt others, and they are always out to hurt others around them. It's the constant intent to hurt others that sets them apart from people who are merely very egocentric.

Narcissism and Communication

Narcissism effects communication tremendously because the narcissist is always right, and if it becomes obvious that they made a mistake, it can only be your fault for making them make that mistake. A narcissist can never admit making a mistake. Also, they will always find something to trash another person they have "painted" either directly or very slyly indirectly in almost everything thing they say. They also thrive on the negative reaction of the abused person towards them. It's a pretty sad life-style, but they are extremely reticent to any change of behavior. Since narcissists generally will not change, it's a matter of learning to deal with them.

Narcissists don't usually go to therapists because they feel that they are fine just the way they are, so the statistics on how many narcissists exist in the U.S. are a bit off when counting how many have signed up for therapy. They are often diagnosed as narcissists when they go in for marriage

counseling with their spouse - if their spouse is able to drag them into the office.

For a good book on this topic read Elan Golomb's *Trapped in a Mirror: Adult Children of Narcissists in their Struggle for Self.* A quote from her book: "The compulsive critic relies on your attention to feed his[her] ego" (Golomb, 1992).

Narcissistic Personality Disorder Symptoms

(from www.mentalhelp.net, 2003)

A pervasive pattern of grandiosity (in fantasy or behavior), need for admiration, and lack of empathy, beginning by early adulthood and present in a variety of contexts, as indicated by five (or more) of the following:

1. has a grandiose sense of self-importance (e.g., exaggerates achievements and talents, expects to be recognized as superior without commensurate achievements)

2. is preoccupied with fantasies of unlimited success, power, brilliance, beauty, or ideal love

3. believes that he or she is "special" and unique and can only be understood by, or should associate with, other special or high-status people (or institutions)

4. requires excessive admiration

5. has a sense of entitlement, i.e., unreasonable expectations of especially favorable treatment or automatic compliance with his or her expectations

6. is interpersonally exploitative, i.e., takes advantage of others to achieve his or her own ends

7. lacks empathy: is unwilling to recognize or identify with the feelings and needs of others

8. is often envious of others or believes that others are envious of him or her

9. shows arrogant, haughty behaviors or attitudes

Criteria summarized from:

American Psychiatric Association. (1994). Diagnostic and statistical manual of mental disorders, fourth edition. Washington, DC: American Psychiatric Association.

Narcissists - Drag Companies Down

The corporate culture needs to protect itself from the narcissists within the company. Nowadays, most work within companies is accomplished through teamwork, and this is where the individuals get to use all of their expertise. Since there is roughly 1 narcissist per 15-20 people in the U.S. (my professional guesstimate), up to 50% of the teams within a company could have at least one narcissist per team.

Narcissists usually successfully dominate a team, only have their very limited view followed and they usually successfully shut down everyone else's ideas and input and kill any synergy. So, with 50% of the teams being dominated by narcissists, a company could end up being 50% run by a small group of self-serving narcissists throughout the company - not a successful formula and a very traumatic experience for everyone.

When critical thinking is replaced by irrationally criticizing every aspect of someone's work, everyone loses. "All of society loses when creative people are discouraged from their pursuits by unfair criticism" (Tannen, 1998, p.19). Those who cannot find any good points in another's work or point of view need to learn more about themselves before they criticize anything. There must be self-awareness before there can be self-actualization. However, narcissists almost never change.

Nice Not Necessary for Success

Sometimes people respect others but often they don't because it is not necessary for success within our companies. Abusive narcissists are often encouraged and promoted because it is thought that they are tough business people that have the guts to make the tough decisions (they don't realize that narcissism is a personality disorder that is destructive to every aspect of a business). Narcissists are not being tough in order to accomplish business; they are being tough in order to constantly abuse the employees within the company to feed their personality disorder. There is a huge difference.

Recognizing a Narcissist

Usually, it only takes a few interactions to recognize a narcissist especially if s/he "paints" you as a target. It is a defensive mechanism on their part; however, it is taken much farther by the individual to a very aggressive attack mode that never stops.

Narcissists are always angry on the inside. These people need help but they usually will not accept help because they have the "worldview" of being right and very near perfect. If you do a search on the web under Narcissistic Personality Disorder NPD, you will find a lot of information about it.

What's interesting is that these people are often rewarded in U.S. companies and get pay raises and promotions over others.

Velvet Glove Knife-in-the-Back

There are several types of narcissists and an infinite number of variations in between those types - each narcissist is unique in his/her own way. They are always right and are always better than everyone else at everything and they know more than everyone else, too (they often have these tendencies). I have come across quite a number of narcissists that use the velvet glove knife-in-the-back approach to most communication. I have had a number of them in my online management training as well. I have a "No hiding insults behind emoticons" statement in the training instructions to help alleviate problems created by narcissists in the class. They often use emoticons (smiley faces) in the same way they communicate in person. In person, they may start an insult with "No disrespect intended but . . ." and then they go ahead and insult the person right to their face. Online, they will often say a direct insult and then put a smiley face after it as if they are joking.

Be careful - narcissists often use lies to tear down others in the office and company. Always use neutral communication with narcissists - not good - not bad - and keep a clear paper trail that protects you against any false accusations. Distance from them is almost always the best remedy.

Narcissist - Overachievers

Sometimes overachievers are this way because they are the victims of narcissistic families. They have to realize at some time that their parents (if they are narcissistic) will never give them praise for their efforts because their parents don't see them at all. Narcissistic parents usually only see a reflection of all the things they don't like about themselves when they look at their children.

How to Deal with Narcissists - Your Boss

When a narcissist is your boss, treat him/her very carefully. Narcissists are not like regular insecure people. With regular insecure people, you can just say good things about them and boost (pad) their ego and it can work out. With narcissists, when you compliment them, you puff up their ego so they feel that they can easily abuse you from the height that you have lifted them to. By complementing them, you turn yourself into a target for their abuse. At the same time, you cannot ever say that they possibly did anything wrong (they have many bruises from childhood in this area) because they will turn on you, and it can only be your fault for anything not going perfectly. You will have to work at least four times as hard to effectively communicate and to keep away from their wrath. Wording of all communication becomes very critical in order to accomplish your job and not get them angry. Then when everything is going great because of all of the hard work you have done to keep the communication going effectively, the narcissist will take credit for everything working out so well. Narcissists can only see themselves. It's as if they are standing in a room with 360 degree mirrors around them. They especially cannot see the people they are abusing because "the abused" are only the reflection of all of their imagined inadequacies.

How to Deal with Narcissists - Your Peer

When a narcissist is your peer or under your supervision, it's different. You need to protect yourself from them if they

have chosen you to "paint" all of their imagined inadequacies upon. In this case you will have to work very hard at showing/proving (written communication is good for leaving a paper trail) that you have done your job correctly. The narcissist will constantly be saying things directly and very indirectly to everyone that you never do your work correctly and they will constantly try to influence everyone else in the company that this is true. (Note: any communication in regards to this requires a complete assessment of the corporate situation that the abuse is occurring within.) Narcissists feed on your negative knee-jerk reaction back at them. They feel that they then have the upper hand and their ego is boosted.

Generally, you do not want to let them just continue and say nothing in your defense because they can get everyone turned against you. Narcissists cannot stand to be shown to be wrong in front of a group. I generally show narcissist attackers in some way (that is known and seen by others) that every time they attack me they will look bad in front of the group somehow because I always do my job right. Narcissists are a lot of work, but the best thing is to learn how to deal with them and then get them out of your mind ASAP because if they dominate your mind, they have won, and I won't let that happen.

Narcissism and Knowledge-based Companies

The new knowledge-based flatter management systems within companies often have middle managers that are much more autonomous and also have many self-managed teams and other team activities. This situation provides the greatest opportunity for the narcissist to successfully dominate a team and an area.

This new management culture plays right into the hands of today's narcissist at every point. It almost always make the narcissist the winner. The narcissist cannot be complained about or changed. S/he is only left to control and push others out of the way until s/he reaches the top. All others must acquiesce to his/her behavior because there is no one to

order him/her around or make rules that would prevent his/ her violent and destructive behavior. This is why narcissists are often given raises and are promoted over others in U.S. corporations - they basically have free reign.

Narcissists are Promoted

If a narcissist gets into a managerial position, the narcissist has absolute power to continuously and freely abuse those under him/her. A recent client/trainee here in the LA area stated that she has worked for a narcissist boss for ten years, and her boss is now up for president of the corporation, and her boss will probably get the job. Everyone in the company knows that that person is extremely harsh. They even warn new workers about the person, so they are more prepared when they walk into that boss' office. Narcissists are often promoted even though the companies know that they are harsh. However, I don't think they realize how destructive narcissists are for any company.

Some offices are almost being totally run by narcissists. In one major multinational company, in a certain section, every team has at least one narcissist on the team and the narcissists have dominated every team and have become most of the leaders in the company. Every time a narcissist causes so much trouble for the team where they can't take it any longer, the management just transfers that person to another team. This is at an office of one of the largest car companies in the world.

Shifting Paradigms toward Team Centered Management

A review of literature in the field of management will show that there has been a paradigm shift trying to take place over the many years. There have been many attempts in this shifting paradigm. There have been temporary sidetracks and pivotal points from one paradigm to another. However, the shift from Theory X to Theory Y is still developing. The cause of this inability to shift from the authoritarian

leadership principles of Theory X to the more self management principles and team leadership principles in Theory Y has been stifled because of the lack of self-actualization of people in the companies themselves as was brought out by Maslow and later by Peter Drucker. However, the desire for a more humanitarian leadership has remained throughout.

The first sign of a paradigm shift happened in the 1950s when Peter Drucker first introduced the ideas behind the Theory X to Theory Y transition in several books. Douglas McGregor later coined the terms Theory X and Theory Y in the book *The Human Side of Enterprise* in 1960, which helped to solidify the existence of the paradigm shift. There were many problems with making a change in companies at that time. The team management resulted in more problems than improvements.

Shifting Paradigms and Education

The desire for a new type of leadership remained in the 1970s and 1980s and could be clearly seen in other areas such as in the Aquarian Conspiracy, which included psychologists and sociologists such as Marilyn Ferguson, Joseph Campbell, Ken Wilber, Jean Houston and others.

It was this shift in thought about human behavior and about the ability to learn from the self and others rather than from the transmissional approach of being fed information from a teacher or manager that brought a shift toward Team Centered Management and a paradigm shift away from Theory X.

The change could be seen in education as well as in management. This shift brought about less control by the teacher in the classroom. There were new methods of teaching that allowed students to have practical learning and to learn to appreciate others and themselves more. The paddle board swats were removed from the schools. This attempt to change the approach to teaching resulted in the "Me Centered Learning," which brought about the "Me Generation."   The negative results of that generation caused

both educators and managers to realize people were not yet ready for the paradigm shift.

The new approaches to learning and teaching found in the adult learning method require students to take charge of their own learning, just as Theory Y required removal of authoritarian direction from managers and replaced it with Team Centered Management in Theory Y. Wouldn't the success of such a shift to Theory Y in adult learning also require a group of self-actualized people in each team to make it succeed? The same difficulties that Maslow discussed in *Maslow on Management* (1998) keep the adult learning approach and the team centered management from succeeding - there are very few self-actualized people in the U.S.

John Taylor Gatto, New York City and New York state teacher of the year and author of *The Underground History of American Education*, indicates that the U.S. education system hammers U.S. children into submission and intentionally leaves them in a state of being non-self-actualized. He has listed a few "Natural Byproducts" of the education system - a system which produces:

> Children indifferent to the adult world of values and accomplishment . . . children with almost no curiosity . . . children with a poor sense of the future . . . children who lack compassion for misfortune . . . children who can't stand intimacy or frankness . . . materialistic children who assign a price to everything and who avoid spending time with people who promise no immediate payback . . . dependent children who grow up to be whining, treacherous, terrified, dependent adults, passive and timid in the face of new challenges. And yet this crippling condition is often hidden under a patina of bravado, anger, aggressiveness. (Gatto, 2001, pp.310-311)

With this information, it is easy to realize why Maslow found almost no people in the U.S. that are self-actualized. According to Gatto, people in the U.S. are this way by design. And since the education system has not changed, the U.S. education system will intentionally continue to churn out non-self-actualized people. It may be a very long time before

any company in the U.S. will be able to accomplish a Theory Y type of management.

Maslow and Drucker

Maslow had pointed out in the early 1960s that the Theory Y management paradigm could not work in the companies because a Theory Y corporation would require self-actualized people. Maslow wrote the book *Eupsychian Management* (1965) that explained the need for and the lack of self-actualized people in the workplace. He felt that there might only be 2% of the U.S. population that is self-actualized. (*Maslow on Management* (1998) is a reprint of the original 1965 book.) Peter Drucker respected Maslow's judgement of his management theories and made some major revisions in order to consider a management system that fits the current mind sets of the people within the company.

Maslow on Management (1998) defines self actualization as the freedom to effectuate ones own ideas, and enlightened management is what all have the impulse to achieve.

Self-actualization work transcends the self without trying to, and achieves the kind of loss of self-awareness and of self-consciousness that the easterners, the Japanese and Chinese and so on, keep on trying to attain. SA work is simultaneously a seeking and fulfilling of the self and also an achieving of the selflessness which is the ultimate expression of real self. It resolves the dichotomy between selfish and unselfish. Also between inner and outer- because the cause of which one works in is introjected and becomes part of the self so that the outer and the self are no longer different. The inner and outer would become one and the same. The same is true of the subject object dichotomy. (Maslow, 1998, p.9)

It seems that Maslow almost interpreted self-actualization from a U.S. culture Christian principle of it being the expression of spiritual integrity that is supposed to come from the inside of the individual and is then to be expressed through to the outside in the same way. When a person does this in the U.S., the person is considered being "true" to his/ herself.

The way he is relating this to the Japanese and the Chinese is entirely false. The Japanese and Chinese work to keep the outside "tatemae" and the inside "honne" different. Harmony, in Confucianism, is the act of understanding that everyone has a different opinion and thought on the inside "honne," yet they "don't say" what's on the inside to preserve the outward harmony "tatemae." This is a very conscious and understood aspect of most Confucian based cultures. It is considered rude and immature to express the honne of those involved in a situation (especially one's own honne) within the group or in public. These types of differences in countries gives one an indication of how deep differences in management are from one culture to the next.

An aside - this begs the question, "How do the Japanese accomplish improvement in Total Quality Management (TQM) if they are not allowed to express their honne in a group? What about Quality Circles? The answer is that they modify the corporate culture to make it socially acceptable, within the confines of the company walls, to express one's honne within the group. Quality Control is not a natural aspect of their culture - it originated in the U.S. with Juran and Deming. However, they did develop Total Quality Control (which is now referred to as Total Quality Management) to work within their culture. This is why a direct application of Japanese TQM does not work in U.S. companies and one of the reasons for the necessity of developing Six Sigma as a possible solution for U.S. companies. This is discussed in detail in another chapter.

Lasch's Culture of Narcissism and Business

Maslow proposes that there are very few people with self-actualization in the companies (Maslow, 1998). Maslow's observations of self-esteem indicate the factors that would block self-esteem from ever being gained by a person would be the narcissistic tendencies within the U.S. culture that we have all conformed to. Lasch (1979) confirms Maslow's belief. Lasch shows how companies have preserved the hierarchical forms of organization in the guise of participation. Maslow and Lasch agree that there hasn't

actually been a paradigm shift away from authoritarian control. There has only been the illusion of this occurring. "The decline of authority does not lead to the collapse of social constraints. It merely deprives those constraints of a rational basis" (Lasch, 1979, p.185).

The flatter corporations with managers controlling each rather autonomous section has ended up with some problems inherent in the design. Each section manager stays out of the way of the other section manager because they are given the understood power of decision making for that section. A middle manager also makes grade in a company by showing how well he/she gets along with and works with the other managers. This leaves the manager with a tremendous amount of power to wield over his/her subordinates. Also, rules are often flexible and each manager can make up how he/she wants the section run, so other managers cannot know the details of the daily procedures. This leaves the door wide open for very strong abuse of the employees with no checks or balances for the manager - the manager has free reign with no interference from other sections or other managers. The now supposedly "more open" and "free to be creative" environment has the potential of becoming a place of unrestrained strongly authoritarian control with very little recourse for the subordinate except leave.

As Maslow brought out, there is a need for the managers to be self-actualized in order to fully realize the constructive and positive potentiality of a Theory Y type of system.

> Michael Macoby . . . in his study of the corporate "gamesman," no longer orders his inferiors around; but, he has discovered subtler means of keeping them in their place. Even though his underlings often realize that they have been "conned, pushed around, and manipulated," they find it hard to resist such easygoing oppression. The diffusion of responsibility in large organizations, moreover, enables the modern manager to delegate discipline to others, to blame unpopular decisions on the company in general, and thus to preserve his standing as a friendly adviser to those beneath him. Yet his entire demeanor conveys to them that he remains a winner in a

game most of them are destined to lose. (Lasch, 1979, p.186)

Under the guise of progress has come more control and less freedom and lower morals. Not only has progress been regressive in this regard salaries have dwindled as well. A single working man's purchasing power in 1905 is only eight percent less than the purchasing power of two working adults in 1995 (this is with inflation factored in) (Gatto, 2001). No wonder every family has to have both the mother and the father working. In effect, companies in the U.S. have advanced and grown and have become world dominating powers, yet they are paying their American workers about half of what they paid them in 1905. This certainly gives an indication of how much U.S. companies really care for their workers.

EPILOG

There has been much progress in companies from Theory X to Theory Y in corporations in the U.S. Narcissism (NPD) is now a major roadblock in the advancement of this goal in corporations and is directly dragging the corporations down. Narcissism is a serious problem within U.S. corporations and it looks like it is not going to improve any time soon. While the attempt is still being made to move into the team-based management of the Theory Y management Peter Drucker wrote about many years ago, there is still quite a ways to go in order to be able to accomplish this. American management only seems to be a fair work environment where there can be collaboration and creativity among self managed teams. However, through the appearance lurks a more dominating structure that is less caring, less moral and only pays half as much as they did one hundred years ago. We may be moving from Theory X to Theory Y, but are we really progressing or are we regressing? There seems to be an inverse relationship between corporate owners and corporate workers. From the corporate owner standpoint we are progressing, but from the workers' standpoint, we are regressing.

In a society without authority, the lower orders no longer experience oppression as guilt. Instead, they internalize a grandiose idea of the opportunities open to all, together with an inflated opinion of their own capacities. If the lowly man resents those more highly placed, it is only because he suspects them of grandly violating the regulations of the game, as he would like to do himself if he dared. It never occurs to insist on a new set of rules. (Lasch, 1979, p.186)

Maybe the future is neither a Theory X nor a Theory Y but a new set of rules.

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CHAPTER SEVENTEEN INTERNATIONAL COMMUNICATION ISSUES

How do countries see each other? What information do they usually get about another country and how accurate is that information? How does the local media influence the people and how accurate is the reporting? All of these questions affect the multinational corporation every day, and how these things are interpreted by all involved influence Business Interactions at a very subtle and sometimes not-so-subtle way. Understanding these larger issues is important to effectively accomplishing multinational business interactions.

The Twilight Zone

Sometimes being among a group of people who can only see their unique worldview is a little like entering "A Twilight Zone," and you feel that an announcer is going to introduce the situation just as you are entering the scene. Families are sometimes like this if you have been away for a while. Cultures are also like this. Real-life situations are often much more entertaining than movies.

Humanity in Cultures

Generally, most countries that are group-oriented/high-context show more humanity among people on an every day level. However, the group-oriented/high-context cultures have their problems as well - there is no utopia. Low-context cultures seem to like to get into debates over the low-context things (words are more important than human relationships), which causes a lot of alienation in a culture. See the book,

The Argument Culture: Stopping America's War of Words by Deborah Tannen (1998) for an in-depth look at how conflict in communication occurs in the U.S.

Japan/U.S. - Int'l Relationships

In Japan, a few years ago, most Japanese companies had their employees working 6 days a week (a half day on Saturday). They also didn't spend as much money as we do on city road, utility, etc. infrastructure. The U.S. didn't like them working so much and saving their money, so we ordered them to stop working on Saturdays and to start spending a lot of money on infrastructure development.

I was there when this happened. Suddenly, all of the streets throughout Japan were being torn up with construction and all the fathers found themselves at home on Saturdays. Japanese people are taught to be dependent upon the group from the society, education and at home, so they don't make decisions easily on their own. Because of this cultural tendency, all of the fathers didn't know what to do with their families with all this time off. So, a whole series of "What good fathers do with their families on weekends" books popped up in every bookstore across Japan overnight telling the fathers what to do. They all bought the books and ended up spending a lot of great time with their families going to parks, going on picnics, etc.

Even though the result might be favorable for the Japanese people, they were forced into this change by the U.S.

Resistance to Effective Communication

There is much resistance by the government to having everyone be able to effectively communicate. Effective communication requires a transactional view of communication in order to understand, accept and effectively communicate with others, and the existing government education systems and policies around the world require the transmissional view of communication in order to maintain control, which directly promotes, maintains and sustains an

ethnocentric and egocentric world. Government education systems around the world want to dictate to their people what the national culture is supposed to be in order to keep everything the way it is with all of the existing power structures maintaining their power or to possibly increase their power. In the eyes of governments and government sponsored education systems, effective communication is a direct threat to stability because it allows people to think for themselves and weight decisions according to a larger, more global perspective. They do not like or want this because they want the public to always support their specific agendas and to hate anyone that tries to get in the way of their agendas. Basically governments always just want the population of their country to just mindlessly agree with whatever the government wants, and this result can only be accomplished through a one-way transmissional form of communication and education.

However, multinational corporations and other corporations desperately need to be able to think and act globally if they want to succeed and be on the cutting-edge. Future Global Management and effective international communication is like the internet because it makes so much sense, it is irresistible, and governments will not be able to control or stop it. "Wake up Neo, the Matrix has you" (The Wachowski Brothers, 1999).

News - to Please Audience

News broadcasts often just give the news the way they feel that their audience wants to hear it and the way the governments want it said. The Japanese newspapers always report the news they way they want to look at things - they don't see why everyone is making such a big deal out of the trade imbalance between the U.S. and Japan. The Korean papers always approach things from their view, the U.S. news always shows things from their view, the French papers always show things from their view, etc.

Mass Communication - The News

One thing I've learned from being overseas is that News broadcasts and International Politics are both slanted from all sides. News broadcasts are about selling ad space to gain revenue and about promoting whatever politics the news group supports. In order to keep their viewers attention, they use the entertainment value and emotional button pushing techniques to keep and attract an audience so their sponsors will continue to give them much money. They also always follow some political leaning and always lean the stories in that direction.

A friend of mine is a professor that is an expert on the Israeli/Arab conflict in the Middle East. Once he went to Israel with a major U.S. network news team in order to observe how the news reports the conflict. As he went around with the news team, he found that the reporter and cameraman were very concerned with getting the story right. The reporter wrote it up and they edited it to be aired here in the U.S. However, when the editors in the States saw the piece, they asked the reporter who were the good guys and who were the bad guys. The reporter had reported on the concerns of each side of the violence. There was no clear good guys or bad guys - it was a very complex issue. This was not satisfactory for the news company. They then reedited the piece in the studio making clear good guys and clear bad guys in the story (the good guys being the ones the U.S. would like to see being the good guys), and then aired the story. After the story came out, the reporter was angry, but couldn't say anything because that's the way it's done.

Another important thing to remember is that only negative news is good news. Stories about positive things or good things people are doing are only used for human interest stories when they run out of "real" news. So, people generally will only hear about negative things about another country that are slanted according to who should be the good guys and who should be the bad guys and the story also will lean in the same political direction as the controlling owners of the news group. The news has absolutely nothing to do with fairness or accuracy in reporting.

News - Large Grain of Salt

In reality, the news is not about the ideal of giving the true story to the world - it is always about doing whatever is necessary to be the news that everyone watches, which sells the papers or commercial spots and about being used by those in power to manipulate the masses. Basically, mass media is about power and money. I always take the news from any country with a very large grain of salt about the size of a cattle salt-lick.

Mass Communication - War

The mass communication involved in terrorism and war is different than in ordinary mass communication. In this case, the major powers use their money and influence over the media to whip up the population into a state of hatred in order to justify the mass killing that will be shortly ahead. All military groups dehumanize the enemy so the soldiers will be able to more easily kill them. It's hard to pull the trigger on a man you know has a smiling and loving wife and family. However, if the soldier sees a filthy terrorist that is out to kill his own children, it is quite motivating to turn that man into toast. And if the entire nation is worked up into a frenzy of wanting to destroy the enemy, that government will be able to easily get all the financial and political backing they need to attack and carry out any military offensive they want. The media barrage will be constant, and it will constantly be pushing on every emotional button possible. This happens in almost every military campaign in every country. It's how it's done. If you watch the media shots around the world when a war is going on, you will often see the people worked up into a frenzy because it was very carefully planned to be that way by the governing groups.

Affluence and Religion

It seems that the more affluent the society is, the less serious the general population is about their religion. This is what we are experiencing here in the U.S. as well. It seems

that having money doesn't necessarily lead to devoutness or holiness (most religions state this somewhere in the literature).

Religions are Basically Peaceful

Most religions around the world are basically founded around peace and of finding ways of experiencing peace in their daily lives as they live and work together. However, religions are sometimes used by governments to accomplish goals based on domination, greed, power, brutality, and various other unclean motivations which result in non-peaceful activities. Generally, when religions are left to their own within a society, the outcome is mostly a positive one for society.

Shintoism and Buddhism in Japan results in a peaceful society. However, during the modernization of Japan when they adopted the British imperial government model in 1889 (which continued up through WWII), Shintoism was heavily used by the Japanese government to motivate the people to colonize Asia and then win WWII.

Buddhism was used by the Samurai years before as a part of the war machines in feudal Japan. Buddhism stopped being manipulated after Japan modernized in the late1800s. They gave up the feudal system, changed government systems to the modern and enviable British imperial government, modeled their navy after the British and their Army after the Prussian model, created a compulsory education system modeled after the German/Prussian system (like the U.S. and the rest of Europe did at about the same time), put on business suits and stopped carrying swords (Meiji Period, 2003). Since then Buddhism has been left on its own and has been a peaceful influence on the society.

When Japan modernized, they took the most influential world government as a model in the 1890s. The British imperial government was the most powerful and influential modern government at the time and with that government, it was considered good to colonize the world. At that time the Japanese Royal Family became key through the British model.

The Japanese royal family is also at the top of the Shinto religion because in Shintoism living people can also be considered gods and because the first Japanese emperor in 660 BC was a direct descendent of the Shinto Sun Goddess Amaterasu (Emperor, 2003). So, the royal family is at the top of the human-form gods in the country and has been since the beginning of emperors in Japan. This religious connection worked really well when they actively fulfilled the British imperial model by beginning to colonize all of Asia about the time of WWII. So, war and religion again became intertwined. However, after the war in 1945 when the Emperor got on the radio and personally told the people that Japan had surrendered, the people were disillusioned about this war/religion relationship and Shintoism was once again freed from the stronghold of warring governments. Shintoism now is a peaceful influence on the Japanese society once again.

Religion, Disagreement & War

Religion always deals with "the Truth." There are so many religions and churches and each has there own unique Truth that they adhere to. People feel these things at the deepest levels and often find a certain religion that fits them. When people talk of things that go against the Truth that one believes (and is also believed by the other members), it often cuts deep, and people get upset. When it comes to Truth, it is not a matter of negotiation with others in order to compromise one's belief or a matter of dropping one's belief to take on another's, it is usually a matter of sticking to one's belief. So, the potential for disagreement among religions is a given. This makes it very easy for warring governments to use/abuse religious beliefs to whip up a frenzy of hatred towards the enemy within the country through the media. Religions are continuously abused by warring governments for their own violent reasons.

How Others View the U.S. -
How People in the U.S. Feel

The general public in the U.S. feel and want to stand for what is good and free, and that we have human rights high on our list. Speaking in general and not considering countries that are fanatically driven, other countries do not know this about the general U.S. public because they only are aware of and deal with the political pressure that is often applied to them by the U.S. government.

I have found that most countries have mixed feelings about the U.S. When you live in a country, you become the representative of your country, so you are often asked you why you are doing all of these (what they feel are) unfair things in their country and around the world. They rarely bring out the nice things. This is natural.

Look at the U.S. news channels - how often is positive news considered newsworthy? Negative news is the thing always reported in newspapers around the world so the local people often just get the negative things about the U.S. and visa-versa. How often do we hear about positive news about other countries here in the U.S.? How often do we hear about positive news about the U.S. in the U.S.? When they get almost no news about another country except for some negative news every once in a while it tends to create a certain impression of the other country.

How Others View the U.S.

I have lived and worked within the Japanese, Korean, Turkish, Cypriot, and Puerto Rican societies for a total of 14 full years and have been in thousands of conversations with host people from these countries and with others from other countries in these countries. I have also read the local papers and TV news reports for years within these countries and saw how the host population responds to the media. Studying the host culture, how they think and communicate, and how mass communication affects communication and thought and how

all of this affects communication in international business. This is what my wife and I were doing abroad.

The main thing to know is that other countries get very little information about the U.S. other than what the media feeds them. Generally, what the media is concerned about in the news overseas is how the U.S. is pressuring them to do something that they don't want to do. The fact is that the U.S. does intrude into others countries business all of the time. This is something that the general public in the U.S. is not informed of. It is our government doing this and not the people of the U.S. However, people from other countries do not make that separation. If you are from the U.S., you are doing it to them (from their perspective). They also have no problem believing that the U.S. is truly intruding in on their business because they are very aware of all of the military and CIA intrusion from the Cold War years where the U.S. developed an infamous negative reputation abroad from our Cold War military and CIA campaigns.

Ethnocentrism

Ethnocentrism runs deep and almost everyone in the world is ethnocentric - it's a natural situation, and it is not negative in and of itself. However, it does create a lot of misunderstandings around the world.

We must realize that many people around the world still remember the things the U.S. did during the Cold War. The U.S. and Russia, during the Cold War, were directly responsible for arming and sponsoring rebellions, assassinations, coup-de-tats and other internal military actions within what was then called "Third World Countries" all over the world. It was an ugly, brutal, and inhumane thing to inflict upon other countries. Millions died around the world as a result.

These countries have not forgotten this. We have done many nice things around the world, but we have also done many grotesque things as well. People often tend to forget about the nice things and hang onto the negative things - it seems to be a human tendency around the globe.

EPILOG

It is amazing that we get along as well as we do. That is certainly a very hopeful fact that may help lead to the possibility of even greater cooperation in the future. Internationally, communication really started to speed up a few years ago when the fax machine hit the market. Suddenly, what took a month to get a return letter from one country to the next (two weeks one way) only took as long as a telephone call. Now, with the internet and email, communication is truly on an instantaneous superhighway. Also, international travel is so much easier to set up and accomplish because of all this instantaneous information and great air travel.

However, without people understanding how cultures and communication intertwine, they will continue on in their ignorance. Also, the possibility of greater and more frequent disputes can also happen because of the increased exposure to one another. When communication is based on ignorance, a positive outcome is mostly based on luck and possibly to the hopefulness of those involved.

People can live together in the same country for years or even centuries and still not understand each other or get along with each other. Exposure to other cultures is a necessary ingredient for a better future, but it is way short of being enough.

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CHAPTER EIGHTEEN ASSESS and ANALYZE COMMUNICATION

Every environment needs to be assessed for how the business interaction should be approached. Every situation requires thought and examination throughout the communication process. The more you know their mindsets and patterns of communication, the more effective your communication will be. There is a certain isness to situations. We must communicate in the here and now and must deal as effectively as possible with the situation at hand in order to succeed today.

The fact is that the more we learn how to accomplish Business Interactions in the most effective way for the existing situation, the more we have to be the ones to make multinational business a success because others won't know how.

FUTURE GLOBAL MANAGEMENT training gives you the knowledge and skills necessary to be able to accurately assess the complete business circumstance, and the knowledge and skills to thoroughly and successfully accomplish Business Interactions within the company, between companies, and internationally for the best results possible with the least amount of errors.

Business - Transmissional View

Almost all U.S. companies view communication in a transmissional way where the meaning is considered in the message. This leads to constant misunderstanding and miscommunication throughout the company. Also, most U.S. companies are not aware that it is the communication itself

that is the problem. They are not aware of the existence of human communication within the company. They apply management formulas, implement this process, have them do this and implement that, but they never deal with how to effectively communicate in order for these things to be accomplished among the people. Since they think that communication is transmissional (the meaning is in the word) all they have to do is to tell them and that's that. Communication does not work that way and everything always gets muddied up. Then the new programs that falter get tossed because it didn't make a big splash. They then move on to a different new program that will slog around because the communication is so poor. Some companies are better than others about this, but overall most companies in the U.S. have this tendency.

The U.S. education system trains people in companies to view communication in a transmissional way. This makes communication appear in very simplistic terms. When a supervisor tells the workers what to do and the workers don't do it, s/he can't understand why unless they can't speak English or have an attitude. This is actually a common thought in businesses because of the way we are taught. We are taught in schools that the meaning is in the message, which implies a transmissional form of communication. It was written and they speak and read English so they will thoroughly understand it. If they can't understand it, it is because they are not familiar with the language. This view leads to huge communication problems in businesses and in life.

Most people in businesses also have no clue that people interpret things differently so they don't know that misunderstandings exist - it is assumed that everyone is on the same page. Communication is not even an afterthought; it is out of consciousness. People in business like to plug in management formulas and expect them to just happen if they give them the information. They do not realize that communication issues even exist. Speaking and writing is just something you do in your everyday course of doing business - what's to know?

Everyone in companies always views communication as being transmissional. So, when someone doesn't understand your message, it is either because they cannot understand English (so give them English classes) or the people are lazy and/or stupid (so they should be yelled at to wake them up and get them off their backsides). The transmissional view of communication (which almost everyone holds to) is at the root of most communication problems, and it keeps everyone on a different page and misinformed.

Basically, they are not aware of this major difficulty so it is not even a consideration because it is outside of consciousness. When management formulas fail, they just try a new one. They are constantly implementing new management solutions without addressing the root causes of the problem. If the root causes are not addressed in a solution, the solution can only have limited or marginal success.

Japan is very different. They know that communication is transactional and that meaning is subjective. Their difficulty is instituting change because of the way group dynamics work and how decisions are made. They have entirely different set of difficulties within their companies.

Assess Before Speaking

In order to communicate effectively (to be a professional communicator), a person must assess the entire environment including the culture, the corporate culture, the diversity, the group, the office, and the individuals. Once all of the factors are known as much as possible, effective communication can be constructed. Often what IS NOT said is as important as what IS said. Just blurting out something because it happened to run across one's mind is not effective communication nor is it open and honest communication. That is called "Speaking before thinking" or "How to put a size 12 shoe into your mouth."

Assess Communication First

A thing to always remember is that every environment needs to be assessed for how you approach your communication. Every situation requires thought and examination throughout the entire communication process. The more you know the communication tendencies of the corporate environment, of the particular office and of the mindsets and patterns of communication of the people around you, the more effective your communication will be.

Assessing to Get on Same Page

The important points to understand in terms of effective communication is that people have their own way of viewing any situation and that way is unique. The requirement in communication is to find out how they are viewing the situation so you can see where the differing views do not meet and cause the conflict or confusion. The workers have one way of viewing a situation and the managers will have another way of viewing the same situation and they are sometimes like ships passing in the night. This is the nature of communication. The trick is to turn on the light and help everyone get on the same page. This doesn't just happen between cultures; this is an everyday occurrence among people of the same cultural background as well - it's just not as easily seen.

Effective Cultural Training

Training of generic cultural training does not help much in the day-to-day operation of any business. Companies have paid $100,000 to have most of their people in the company to have generic cultural training and it didn't make any difference. They still had the same communication problems because of the cultural differences. Before cultural training can have any type of effect on communication within the company, the communication has to be analyzed to see exactly how culture is influencing and causing difficulties within the communication so a solution can be made to

improve the communication. Without this kind of analysis, the communication problems are never discovered and everything just keeps on going along in the same way. If you don't specifically know what is causing the problems, you can't realistically create a solution that will be effective. Most generic training is not effective.

Business Interaction Analysis Example

A key point of effective communication is in understanding the other's mindset. If you are communicating to other people within the same culture (the U.S. culture), then you should know as much about the U.S. culture as possible in order to generalize how the other might be thinking/viewing the situation. Also, the fact that people are physical, mental, or emotional leaning effects the way the other will interpret and respond to a message.

For instance, if you were in an upper level position in a company that had a CEO who knows how to cut-to-the-chase and get the job done, but his communication always gets heated when things are not going well, how do you communicate with the CEO when things are not going so well with the company?

There are two areas to analyze: (1) the general U.S. cultural communication patterns, and (2) the individual's communication patterns. (Also, the corporate culture of how communication is generally handled within the company should also be analyzed but is not covered in this example.)

Area 1

(1) The general U.S. cultural communication patterns (the influencing forces behind the communication in business).

Companies are thought of as machines that either work well or that need to be fixed so they do work well.

People are hired as cogs in the machine. If the cog doesn't function correctly, fix or replace the cog - nothing personal.

Employees are evaluated on their ability to perform their jobs well in order to ensure that the cogs in the machine are all working correctly.

Peoples' identities are heavily tied to how well they do their respective jobs. If anything happens that causes them to look bad in their work, they feel that they are being attacked on two levels. They could be evaluated down which could lead to them to being reprimanded or even fired, and their own sense of identity and self-worth is also under fire (the existence of fear and indignation in their communication).

Area 2

(2) The individual's communication patterns (the influencing forces specifically behind the individual).

In this case, the CEO happens to be Physical and Emotional leaning in his personality. Physical in that the CEO is a doer and that he does not seem to know how his communication affects others. Physical people are often mostly concerned with what needs to be done and often don't realize how their very practical and to-the-point communication affects others. When a Physical person is also Emotional leaning, he also is heavily influenced in his reasoning by how he feels about the situation.

In times of stress this combination can be explosive, and the CEO doesn't realize how his/her explosive and blunt communication affects others.

Putting It Together

Putting all of the above information together, a person can realize how s/he should communicate effectively to this CEO when things get tough.

In the U.S., a person wants to be very careful during the stressful times. When the company is not doing well, the cultural tendency is to fix the machine (the company) in order to make it run better (which might include fixing, replacing, or removing a few cogs).

At these times, communication with the boss would be geared towards quick and clear communication that lets him/her know that everything is working like a well-oiled machine that is working very hard to gain ground and move forward (because he is Physical/Emotional leaning in his personality).

Humor or extraneous communication (chit-chat) might not be appreciated and might even be taken in a very negative way. If humor is used, he might think that the person is not serious and only messes around instead putting his/her nose to the grindstone, and he might think that the person is not the right type of person for his company.

Every communicative event needs to be analyzed in this way before interacting. It takes analysis and thought in order to effectively communicate in any situation.

Analyzing Companies

Every company is different and has to be analyzed independently. It's a matter of gathering the information through interviews, observations, and collecting written data. This gives the information on how communication occurs within the organization, and what is causing the communication problems. An analysis of what they are trying to accomplish in the workplace and what is currently happening in the workplace must be done. After that is accomplished, a solution can be constructed on what needs to be modified in order to get where they want to go.

The principles of communication remain the same. The general U.S. cultural tendencies, the U.S. corporate tendencies, the unique corporate culture of the company, the interdepartmental communication, the departmental communication, the office communication, and the individual communication must be considered before the entire situation can be realized and a solution created. Also, if you are in a multinational corporation, you must analyze how the specific differences within the other cultures figure into the dynamics at each level.

Communication is always extremely complex. However, the more you become familiar with how communication works, the more quickly you will be able to assess a situation. At Samsung Semiconductor in the Silicon Valley, CA, I was able to go into the company and in two days assess what their communication problems were, and then it took a week to develop a twelve hour training workshop for the 2 VP's and

20 top managers. However, at a major computer manufacturing company, it took me several weeks of interviews, observation of many types of meetings and videotaping work-in-progress on the manufacturing line in order to clearly assess the communication situation so I could create an effective solution

Problem Solving

Problem solving is a necessary tool in business. It is a process that helps determine the best solution for an existing problem or it can be used for developing new programs in the company. A new program must have a reason to exist and it must improve the current organization - it must fulfill a need. The need can be viewed as a problem to be solved and the new program will be the solution.

A problematic situation gives you a problem. A problem, of course, needs a solution. But, a solution cannot be created until the root causes are clearly identified and described. Without clearly knowing the root causes, the solution will probably not solve the problem - the problem will not be gone. The problem is a result or effect of the root causes. Get rid of or significantly diminish the root causes and the problem will be gone. The following fictitious example is provided to help clarify these points.

The problem: little Jeb keeps getting bumps on his head. Mama B wants to know why, so she investigates and finds that his older brother, George, keeps hitting him on the head with the broom handle. The quick fix is to yell at George to stop hitting Jeb on the head with the broom handle. However, it will probably only stop for that afternoon because George is jealous of his little brother. So, the root cause of the problem is that George is jealous and it makes him want to continuously hit little Jeb on the head. In order to effectively solve the problem Mama B must first realize the root causes. Then, she must analyze all the ways that she might be able to get George to stop being so jealous of little Jeb and all the ways to get George to stop hitting Jeb. When she specifically addresses the root causes of the problem in her final solution,

the solution should work and the problem should go away and little Jeb will no longer have bumps on his head.

1. Describe the Problem

The problem needs to be described before anything else can be done. First, state the problem in one sentence, if possible. For example, "Problem: many assemblers in the plant are not participating in their work team weekly quality control meetings." Then, the problem must be described - an accurate picture must be taken of it from all sides (don't get into the why, yet). What, exactly, is currently happening? What should be happening? What groups of people are involved? How does each group interpret the situation (what is each group's perspective)? What are all of the undesirable effects that result from the situation (be specific)? What loss is the company incurring from the situation (be specific)? Other? Be thorough enough in your description of the problem so your Root Causes and Solution will make sense. Something cannot be improved or solved until you know what you have in front of you in great detail.

2. Root Causes of the Problem

In the case of communication problems between two groups each perspective must be thoroughly described in the Problem Description, and then analyzed for the reasons why each group is saying or writing the things they do in the Root Causes of the Problem. A good starting place for the above example would be: Why are many assemblers in the plant not participating in their work team weekly quality control meetings? There may be several root causes for a problem. Once you know why they are saying or writing the things they do (getting their interpretation of meaning - their perspective) an analysis can be done on where the perspectives collide to cause the communication breakdown. Remember, meaning is not located in the language or on paper; it is in the minds of the people involved and then is negotiated in the "between" where a mutual understanding can occur (or may not occur). A root cause is known when it becomes the answer to the last why that can be asked. When you keep asking "why" a problem occurs at some point you

can no longer ask why because the fundamental root cause is given as the answer. A common saying in quality control is to ask why five times and you will have the root cause.

The root cause or causes are final answers as to why the problem is occurring. In the problem description, the problem is described in detail as if a picture is being taken of it from all sides. The description also usually contains the effects that are seen from the problem.

After a thorough description of the problem is done, one can then start asking why this problem occurs. This is where the causes and the root causes are discussed. The root causes are found after you can no longer ask why - it is the answer to the last why. There usually are several root causes to a communication problem. After the root causes are discussed and discovered, a solution can be discussed and laid out. The solution needs to address each root cause in order to be an effective solution.

At first the corporation in the above example thought that the root cause of the problem was a lack of language ability, so their solution was to give language training to the assemblers. However, it was found that the language training did not improve the situation, so the real root causes must not have been addressed in their first solution.

A problem cannot be fixed until the root causes are known and are addressed in the solution.

3. Solution for the Problem

Once the root causes that create the communication breakdowns are known, a solution can be attempted. Solutions, of course, are as varied as the problems. However, make sure your solution addresses all of the root causes of the problem. If your solution eliminates all of the root causes, the problem should be permanently eliminated. However, this situation may not always be possible. Absolute solutions can occur with machines; however, human beings are so subjective that an absolute solution can never be reached. So, in human communication problems, if your solution reduces the root causes of the problem as much as possible, then the problem should be minimized. The best possible solution,

for human communication minimizes the root causes as much as possible. To check if your solution will be effective ask the question, "If this solution is implemented will the problem be completely minimized?" If your answer is no, go back and reconsider all of the root causes and modify your solution to address each of the root causes. Then, ask the same question again.

Computer Manufacturing Company Case Study

The Problem: many assemblers in the computer manufacturing plants are not participating in their work team weekly quality control meetings. The first line managers, who are each in charge of a work team of about six assemblers and a line engineer, have tried to get these individuals to join in on the quality control effort with little success. Since these assemblers speak English as a second language, it was at first considered a language problem. However, after having language training, the situation had not improved. The first line managers are considering termination; but, since most of the assemblers have been with the company many years and know their jobs well, the company wants first to try to bring them up to speed.

The company has hired you as a communication consultant to solve the problem. The management is willing to make some reasonable changes and to do the necessary training, but they need to know from you what the specifics of the changes and the training will be. This is why they are paying you. They want to know:

(1) what changes need to be made,

(2) who should be trained, and

(3) what will be in the training and why it is in the training.

The development of the training will be discussed later and they will decide whether to hire you or do it "in house."

Interviews

Management. The management has handed out pamphlets and memos to all employees telling them, in general, about the world-class manufacturing quality control effect at the company and what they, as a company, are hoping to accomplish as a result of this effort. They have also had a couple of large meetings with the company employees that are involved in the process.

First Line Managers. They have tried to get the assemblers in question to participate in the quality control effort, but have had almost no success. The managers want them to bring up possible improvements/problems from the workplace, add their personal observations about problems others bring up, and join in on developing solutions for existing problems. They felt that it must be a language problem since most these assemblers are originally from other countries. So, as a possible solution they requested language instruction for them. However, after they had the language training their participation did not improve. Now, they are going to evaluate them radically down if they do not join in on the effort and possibly recommend dismissal if they do not improve.

Corporate Training Supervisor. He feels that something needs to be done. The assemblers in question are on the verge of being fired. This is unfortunate because most of them are very good at their jobs and have been with the company for a number of years. They have had language instruction, but that didn't seem to help. The goal is to get them to be self-directed teams, but they are not even taking the first step towards that goal. The first line managers are considering firing them, but management wants to first try to get them up to speed. The quality control effort is considered voluntary at the company; however, they must jump into the program at some time, and their time is running out.

Assembler. One assembler in question said, "I just want to do my job. I've been working here for over ten years, and I have much work to do every day. The people that go to these

weekly meetings are only trying to get out of work. I already know how to do my job, so I don't see the point in wasting company time on sitting around talking about something I already know how to do. It's just an excuse for others to get out of work. I would rather do my job."

Other Assemblers. After interviewing a couple of the other assemblers, it seems that they have a similar view of the work team weekly quality control meetings. Most of the assemblers in question are originally from Asian countries and a few are from Hispanic based countries.

Observations

On observing some of the work teams during their weekly quality control meetings, the assemblers in question did not say anything during the meeting and did not write anything down. In the meetings, most of the quality control effort was being handled between the first line manager and the line engineer in each work team. The assemblers not in question participated some.

The assemblers in question almost always attended their group quality development meetings with the other assemblers, the first line engineer, and their first line manager, but they did not participate at the meetings.

The first line managers were mostly young men in their mid-twenties who were recent engineering school graduates. They had a lot of energy and drive. When they were conducting their group quality development meetings, they simply asked the assemblers if they had anything to add or say and then moved on if they didn't respond.

Other

After receiving a copy of the evaluation sheet for the assemblers, it was found that about sixty percent of the evaluation revolved around participation in the quality control effort within their work teams.

The assemblers were introduced to the program and were familiar with the improvement/problem solving forms to fill out at the meetings.

The assemblers did not seem to be aware that they were being graded down for their lack of participation even though the evaluation forms had so many points about participation directly on them. It almost seemed that they were not familiar with what was on the evaluation forms. However, I was told by management that they were familiar with the forms.

The assemblers did feel reserved about speaking out or joining in at the meetings. When they did go to the meetings they sat like bumps on a log. They also did not know exactly what needed to be improved since everything seemed to go O.K. on the line. But, most of all, these particular assemblers felt the meetings were just a way for the lazy workers to get out of work, and they did not like being counted among the lazy workers.

The company was not interested in any type of incentive program. The company was expecting each small quality control team on the floor to come up with improvements on a regular basis. This is a large company with thousands of employees with hundreds of different types of jobs so training everyone would not be an acceptable part of a solution.

So, with the information in this case study, do your best to answer the following questions before reading on:

(1) what changes need to be made,

(2) who should be trained, and

(3) what will be in the training and why it is in the training.

What I did at the Computer Manufacturing Company
The Training Development

It took a couple of weeks to gather all of the information through interviews, videotaping meetings and work on the line, etc. Once I had all of the information and saw how all of

the people and groups were viewing the situation, and understood what they knew and what they were doing, I was able to design the general aspects of the solution in a few days. However, the actual training exercises for the assemblers and first line managers took a lot of time. The exercises were for a classroom setting and for exercises for the first line managers to use with the assemblers on the floor. The exercises went into the many exact job related situations and on-the-job type exercises for the managers to use with the assemblers.

Root Causes

1. One of the biggest problems is the inconsistency with making the participation in the program voluntary yet making it mandatory within the evaluations. The assemblers were not clear on what was being required of them by the company because the company was not being clear and straightforward. It was definitely the company's fault. They did not know that they had to do it. Voluntary means optional.

2. The assemblers' cultural views of the meetings were that only lazy - bad - employees wanted to go and participate in these meetings. This basic view influenced all of their behavior within the meetings. Also, most of their cultural tendencies were to be quiet and always defer to the group leader's direction. Self-direction is generally considered inappropriate behavior within a work group according to most of their cultural norms. Since being self-directed was an option, they naturally would not want to do it.

3. Even though the assemblers were shown how to fill out the improvement forms and knew why the company wanted to do it through the brochures and general meetings, they could not conceive of exactly how to do it on the line because everything already seemed to work O.K.

4. The first line managers were only interested in managing their teams. They never took the time to develop and/or train the assemblers.

My Solution

My Solution - (This company was not interested in an incentive program even though I firmly believe it would have improved the situation. I did make the suggestion.)
The Company wanted the following information:

(1) what changes need to be made,

(2) who should be trained, and

(3) what will be in the training and why it is in the training.

1) The changes that need to be made -

The needed change was to make the world-class quality control effort mandatory. It needed to be clearly stated from the top level out to the company with reasoning that will make sense to the assemblers and others.

The first line managers need to go over the evaluation sheets in detail with the assemblers so they clearly know what is expected of them.

Also, each assembler in question should have a trusted friend, hopefully of the same cultural background, within the company explain why they should do it, and that it is good for them to participate in the quality effort. They need to realize that it is a good thing and that they should fully participate.

2) Who should be trained -

The assemblers in question and other assemblers that are not up to speed and the first line managers needed to be trained.

3) What will be in the training and why it is in the training -

The first line managers needed to be trained on the very specific cultural reasons why the assemblers were not participating and trained on how to get them involved in the process. The first line managers need to redefine their job function in order to take the steps necessary to bring about a

self-directed team with the existing team members instead of simply managing/directing them.

The first line managers were also to be trained on how to specifically train the assemblers within their groups on how to go all the way through the improvement process in a hands-on training procedure that they will accomplish within the meetings.

The first line managers will also train the assemblers on all the different ways in which improvements can be made on the line and how to recognize them.

The assemblers will be specifically trained in a separate class by the company on how to go all the way through the improvement process.

The assemblers will be specifically trained in a separate class by the company on all the different ways in which improvements can be made on the line and how to recognize these possibilities on the line.

EPILOG

Being able to assess, analyze and then create a solution is the application of FUTURE GLOBAL MANAGEMENT. Not every situation involves such a large difficulty as in the above case study, but every Business Interaction within a multinational corporation or any corporation must be assessed and analyzed in detail before moving ahead with the Business Interaction. The success of the Business Interaction depends upon this. If you apply everything that you have learned so far in your place of business, you will find that your Business Interactions will begin to dramatically improve. If everyone in your company were to learn FUTURE GLOBAL MANAGEMENT, the entire company would start seeing major improvement. If everyone in a multinational company learned to successfully accomplish FUTURE GLOBAL MANAGEMENT, that company would be on its way to being one of the first companies in the world to have a truly effective multinational management system up and running.

CHAPTER NINETEEN
THE GLOBAL
EXPERT

Multinational business interactions are always extremely complex. However, the more you become familiar with how they work, the more quickly you will be able to assess a situation. At one major multinational semiconductor company in the Silicon Valley, California, I was able to go into the company and in two days assess what their communication problems were, and then it took a week to develop a twelve-hour training workshop for the two Vice Presidents and twenty top managers. However, at a major computer manufacturing company with several plants, it took me several weeks of interviews, observation of many types of meetings and videotaping work-in-progress on the manufacturing line in order to clearly assess the business interactions so I could create an effective solution and resultant training.

A major part of the problem analysis is finding out what each of the respective perspectives/worldviews are on every side of the human equation. Once I know what the differing worldviews/perspectives are, I can effectively develop a solution to get everyone on the same page within the company in a way that is constructive and moves the company forward with what they have to do.

The Burden is Ours

The more we learn how to communicate in an effective way, the more we have to be the ones to do something. You will find that most people do not know how to effectively communicate. So, if you want the communication to succeed, you will have to put the extra effort into it to ensure that it will come out in the best way possible. You will find that you

will practically have to do everyone else's job in terms of ensuring that all of the essential information is being conveyed at the right time to the right people in the right way. Also, when the communication gets tense in a situation, it will have to be you who will be able to find a solution because it is beyond the other's awareness or ability. The ironic thing will be that the other person will often think that s/he was the one that turned the situation around (it's the way egocentrism works). Welcome to how it is and how it will be.

Communication Frustrating

Communication is sometimes frustrating. It is normal for people to have their own worldview and then not be able to see things outside of that view. It is very frustrating, but it is also the way it is. So, from a communication standpoint, one has to realize that this is often going to happen and then move forward to make a plan on how to communicate most effectively for the situation.

Effective communication doesn't mean that everything is always going to turn out great; it means that effective communication will get you through it in the best way possible for the situation. Dealing with human beings is always extremely subjective and unpredictable.

Communication is Not Easy

Communication is not easy because of the subjective nature of meaning in communication. Communication is always complex but workable and understandable. It takes effort and it is a process. If you ever think that communication is easy, you are probably missing something. Also, you often need to communicate through several mediums in order to effectively communicate.

Communication Takes Effort

Effective communication is not easy, and it takes a lot of effort to try to realize how something should be said in order

for them to clearly understand your meaning. In order to communicate effectively, we must empathize with the other. We must try to understand their reasoning and viewpoint so we can modify the content and logic of our message for them.

Stress and Communication

Stress and fatigue exacerbate the problem of differing interpretations in communication, and stress and fatigue also make tempers flare up more quickly. In a strange way, stress actually helps bring attention to an existing problem of differing interpretations.

A major problem in communication is that the misunderstandings are not realized and everyone goes on with business thinking everyone is on the same page. This problem is actually an everyday occurrence, and it has to do with the interpretation of meaning.

Things Don't Change

Sometimes it seems that people don't really want things to change in the workplace. Academics in the education system in the U.S. are the same. There has not been an indication of progress in the human communication field in the last 20 years. When I read the professional journals, they are still talking about the theories of 20 years ago that never worked in the first place. All of the communication classes in most universities are teaching theories of communication that do not apply to life or work in any way. I was actually fired from a teaching job once for teaching communication that applied to peoples' lives and to the workplace. The State education system does not want it taught.

Bonnie Hubbard, a well known communication professor with a well used book on Organizational Communication, visited my Organizational Communication class when I was working on my masters degree at a university in the U.S. She had been recently hired by Intel and came to our class to discuss the communication at Intel. After she spoke, the professor asked her what she thought was most valuable about the Communication education within the universities. She

hesitated, then said that there is nothing taught in the university communication programs that is of use in business except that in speech classes students get a chance to help overcome their fears of getting up in front of others. This same situation exists in many fields within the university.

I have a friend who was fired for trying to teach philosophy and logic that applied to the students' lives. When he came to teach the next semester, the school actually had a policeman with the College Dean bar him from the door of his class, and he was threatened to never step foot on the campus again. This happened just recently at a College in southern California. The State is very serious about making sure that only theory that does not relate to life or work is taught within the colleges and universities.

Professional Communicator

Every business interaction is training for a professional communicator. I feel a certain pride when I know that I have communicated in the best way possible for a situation. It's kind of like training for the Olympics for me because I compete against myself to become more professional as a communication expert.

Communication - Emotionally Draining

Communication can be very emotionally draining if it is very intense and if you have to work so hard to protect yourself in tough situations or have a difficult person to deal with.

I always try to look at communication as a professional and disassociate myself from it in order to objectively analyze the situation and compose effective written or spoken communication. This is not always easy to do and I cannot totally disassociate myself when it is intensely directed at me. I get emotionally involved, but that just increases my drive to get it right.

You also need to be alert to the fact that other people sometimes try to dominate and manipulate others by trying to

emotionally drain you. If you feel that draw, wake up out of it, shake that mindset off (because it's like going down into a dream) and get a fresh and clear look at the situation. Also, sometimes conversation about difficult topics can do the same thing. Once again, it's like a dream and you can shake it off and get a clearer and fresher view of the situation.

Pulled Into the Dream

A natural tendency of egocentrism is for the other to always communicate in a way to try pull you into his/her particular dream of reality (their particular worldview). The person does this because they truly believe that their interpretation is the only correct interpretation and they feel the desire to convince you of the same. If you are not aware that this is a common occurrence, you will be drawn into his/her dream without realizing it.

The way to avoid this is to stay alert and awake and don't allow yourself to be drawn down into his/her dream. Realize that it is just the other's interpretation of reality - a set of concepts - and you can observe the person and understand why the person may feel this way, but you do not have to agree with them.

Culture Shock

Communication is Mind-Boggling. Like in the movie *The Matrix* (Wachowski Brothers, 1999), it's better to be awake than be asleep in the dream. Once you more accurately see how things are, you can know how to better approach each situation at home, work and in society.

Families have their own specific culture and if you don't fit into it, there will be resistance to you and possibly pressure put on you to get you to conform. It's what cultures do - it's not that a family is unusual. Others (family members, coworkers, friends, etc.) may slowly start to understand you, and they may not. However, you can know why they are acting and communicating in the way that they do with your eyes open.

What you will also often experience is culture shock - a shock to the mind when you start seeing how the culture really operates. Everyone goes through this and the shock aspect of it subsides after a while as you adjust to how to deal with all of the new realizations. A good way to help with this is to often go through the things that you are grateful for. There are enough negative things in the world to keep us depressed every moment of our lives if we focus on them to the exclusion of what makes us happy. The trick is to see the negative things with our eyes open and then focus on the good things in our lives and appreciate and enjoy those good things.

We will always have our worldview, but as time goes on we can be free from only thinking, acting and reacting from the limited worldviews that have been imposed upon us.

Reverse Culture Shock

It is always difficult to adapt to a different culture. Even reverse culture shock is not easy. Every time I come back to the U.S., I encounter the culture shock of readjusting to the U.S. culture even though I already know the culture. Years ago I thought that the more I learned about communication and culture, the less culture shock I would experience - not so.

If you are not familiar with a culture, there are no manuals to read to get you up to speed. It takes years to learn how a culture works. You can't have expectations about what you are not aware of. It's like asking if you know what dream you will be having tonight. As for me, I was expecting an adventure overseas and I got one. And when I returned, the differences in thought jump out even more, and I am always able to see more deeply into how my own culture works. These new realizations then come with the shock of having to mentally adjust and adapt to the knew realizations.

Using Broken English Overseas

The temptation when one first goes overseas is to speak to the local population in a reduced "Tonto" style language

(from the old Lone Ranger TV show). I don't do that. I speak much more slowly, limit the vocabulary to more basic words, use shorter and simpler complete sentences, use my hands more, and avoid special expressions.

I haven't found the "Tonto" style to help, but it does teach the local people to speak like that because they will start to emulate your speech because you are the native speaker of English and must know the correct way to speak more than they do. I also wonder about the impression it leaves with local people who are familiar enough with the English language to know how the English language sounds. It could have a negative effect, for they might feel that you are talking down to them (a baby-talk kind of impression). Also, when working with experienced international people and you use the "Tonto" language around them, you end up looking extremely naive and inexperienced (and a bit stupid) - not something you want when doing business. I highly recommend to not fall into that temptation.

Sizing Up and Intuition

Everyone sizes up others as they interact, and it is a part of communication that is always there. When we realize that this is going on and see how it fits into how communication operates (the Barnett Communication Model), we can approach communication in a professional way because we are able to more accurately assess the situation and communicate in a more effective way.

Another aspect of the "sizing up" part of communication is that intuition does exist and some people are more tuned into it than others. It is an aspect of communication that is not very developed in the U.S. In Japan and Korea intuition always plays a huge part in communication. The thing about intuition is not that one "reads" the others mind, but it is possible to "read" the others motivation/intention - whether it is good or bad or if the person is lying to you or if the person is sincere or insincere. These things can be picked up on through intuition.

Communication - A Calculated Choice

As a communication expert, before I decide to confront an issue, I have learned to analyze how the corporate culture truly acts and reacts in such cases, how the immediate area acts and reacts in such cases, how the people involved act and react in such cases and in this case. I also consider what the motivation is behind the actions with all of the involved people and what they have to gain from it in the long and short run. After assessing the situation of how it would probably play out with the different approaches I might take, I then ask myself why I want to do this and what I have to gain from it in the short and long run.

It's always a choice of how much do I want to push and possibly escalate or if just simply saying something will do. Or sometimes I know that it won't make a bit of difference what I do so I basically ignore it. I don't ignore the people; I just decide to let the issue go. I always make a very calculated choice.

Communication Inconsistencies

There are inconsistencies in business communication on a daily basis, and it's not my job to make everyone aware of these inconsistencies. I see them because I am a professional communicator and a communication consultant (it's what I do). Often, these inconsistencies are part of the intended organizational management strategy of only telling people what they "need to know" and also many little white lies to get the company to work in the way they want it to at each level and department. By bringing these inconsistencies out into the open, it causes much strife in the company (caused by me), and it actually works against how the executive managers want it (which then gets me fired).

Solving Communication Problems

The important points to understand in terms of effective communication is that people have their own way of viewing any situation and that way is unique. The requirement in

solving communication problems is to find out how the people are viewing the situation so you can see where the differing views do not meet and cause the conflict or confusion. Workers will have one way of viewing a situation and the managers will have another way of viewing the same situation and they may end up like ships passing in the night. This is the nature of communication. The trick is to turn on the light and help everyone get on the same page. This doesn't just happen between cultures; this is an everyday occurrence among people of the same cultural background as well - it's just not as easily seen when it occurs within the same culture.

U.S. Communication Suicide

One of the main root causes of communication breakdowns in the U.S. is that our society and our education system continuously teach us that the written word is all-powerful (which is true in the U.S.) and that the meaning is in the message (which is never true in any country). Knowing that written communication is all-powerful in our society is good to know, but believing that these all-powerful messages wrought through written communication contain the entire meaning as long as the form, grammar, and vocabulary are correct is communication suicide.

What about the fact that every person interprets a written message in a unique and different way? What about the fact that every person interprets the existing agreements between/among all the people involved in a situation in a unique and different way? All of the differing interpretations of meaning and agreements must be addressed in order to successfully communicate.

Exclusive Nature of Worldview

When companies hire me, they have already come to the conclusion that something is not working right and they want me to help them fix it. However, the basic problem of the exclusive nature of worldview remains and is always one the root causes of the communication breakdown. Everyone is

taught in our education system that the meaning is in the language. The leaders of the company feel that they communicated and the employees are refusing to comply. What is there to know? But, they somehow have a problem, and they hire me to fix it. I have never found anyone in a company with a clue that the exclusive nature of worldview is at the root cause of the problem because people do not even know that this exists - it is out of consciousness from the beginning.

A major part of the problem analysis is finding out what each of the respective perspectives/worldviews are in every side of the human equation. Once I know what the differing worldviews/perspectives are, I can effectively develop a solution to get everyone on the same page within the company in a way that is constructive and moves the company forward with what they have to do.

EPILOG

Now that you know how to effectively accomplish Business Interactions within a multinational company, your life will be forever changed. Every Business Interaction will be much more interesting. It also makes each interaction more work because effective communication is not always easy and it often takes some effort. What you'll also find is that you are about the only one who knows how to effectively communicate (unless they also know FUTURE GLOBAL MANAGEMENT). Almost everyone in the world is both ethnocentric and egocentric, and there is not much you can do about it. So, when you communicate, you will have to be doing most of the work in order to make it work.

This is the nature of it. At some point you might decide that it was so much nicer when you were not aware of all of the things going on so you could just communicate, do the Business Interaction and not worry about it. Ignorance is bliss. However, once you know, there is no turning back. You have taken the red pill (a Matrix reference).

You will also learn more and more each day and year about how the depth of multinational and local differences

influences communication and Business Interactions. This has been my area for many years, and I learn more every day. To me, it's fascinating, and I can't get enough of it.

It's now time for you to go out and apply everything you have learned. You now have the Skills, Knowledge, Ability, and a Plan and Method to accomplish a successful Globally Competitive Multinational Management. And if everyone in your corporation were to learn FUTURE GLOBAL MANAGEMENT, your Multinational Corporation would shortly be on the very Leading Edge of Global Competitiveness. FUTURE GLOBAL MANAGEMENT is effective and it works!

Peter Drucker, management legend, stated, "No company has yet successfully built a multinational management - not even CitiCorp" (CNBC Interview, 2002). This has been our observation as well. However, multinational corporations now have a chance to "break the sound barrier." They can now go beyond the barriers that have been holding them back by applying FUTURE GLOBAL MANAGEMENT within their multinational corporations.

References

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