

# NATO & the EU – Cultural problems in the workplace

## Businet

Belgrade, November 14<sup>th</sup> 2019

**Richard D. Lewis**

Chairman, Richard Lewis Communications



# CrossCulture

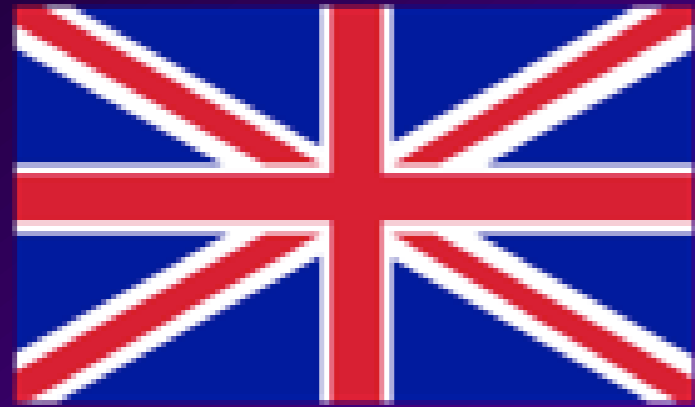
part of Richard Lewis Communications



# GERMAN

**“I don’t agree”**

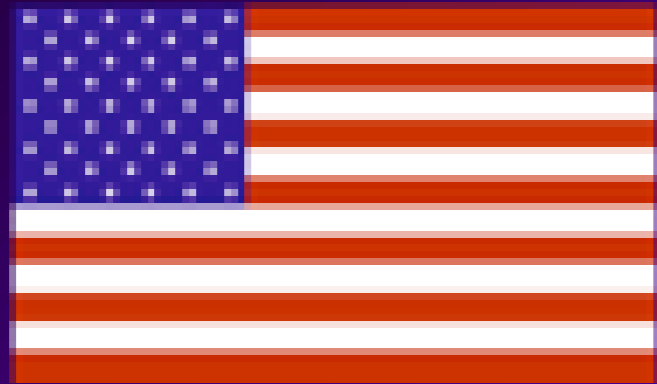




**BRITISH**

**“Hmm, interesting idea...”**

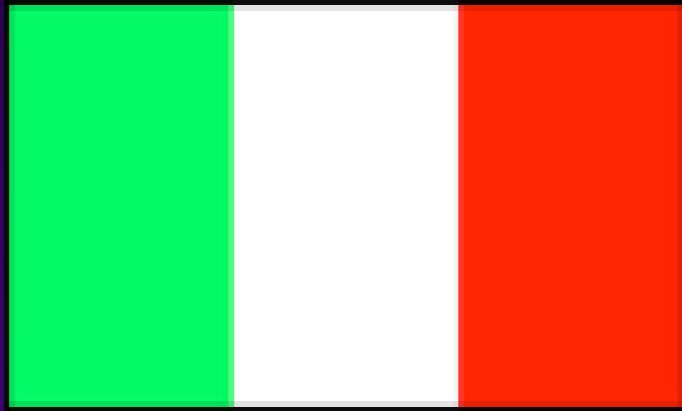




# AMERICAN

**“You gotta be kidding”**

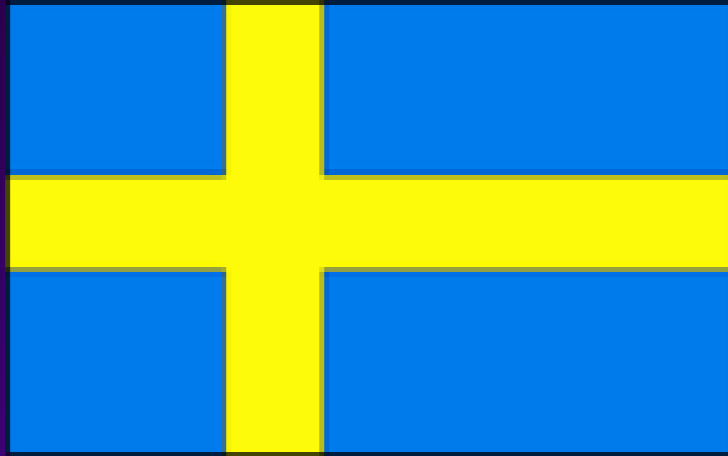




ITALIAN

**“Let’s go and have a Campari  
and talk about it tomorrow”**



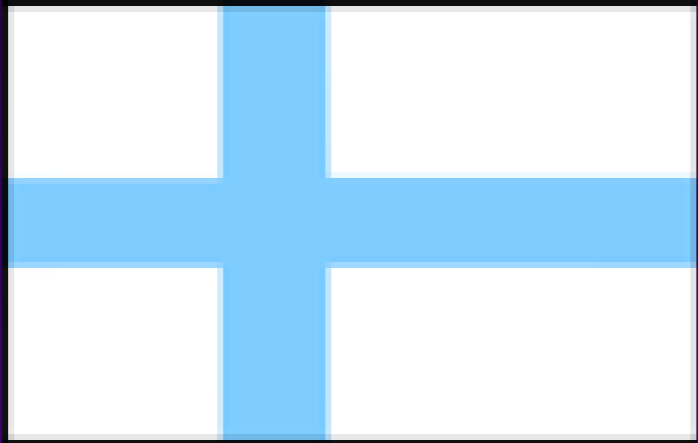


# SWEDISH

**“Let’s arrange a meeting”**



# FINN



“ ..... ”



# RUSSIAN



“нет”



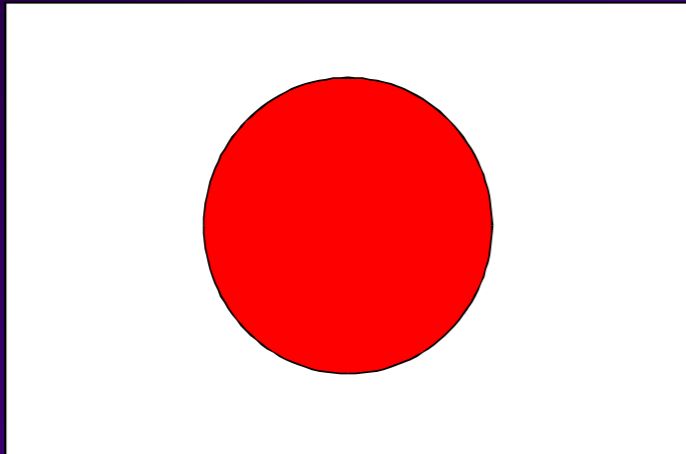




# CHINESE

“I agree with you...but I have a different opinion” ’ ’





# JAPANESE

**“I agree.”**



# Alliances

**China**

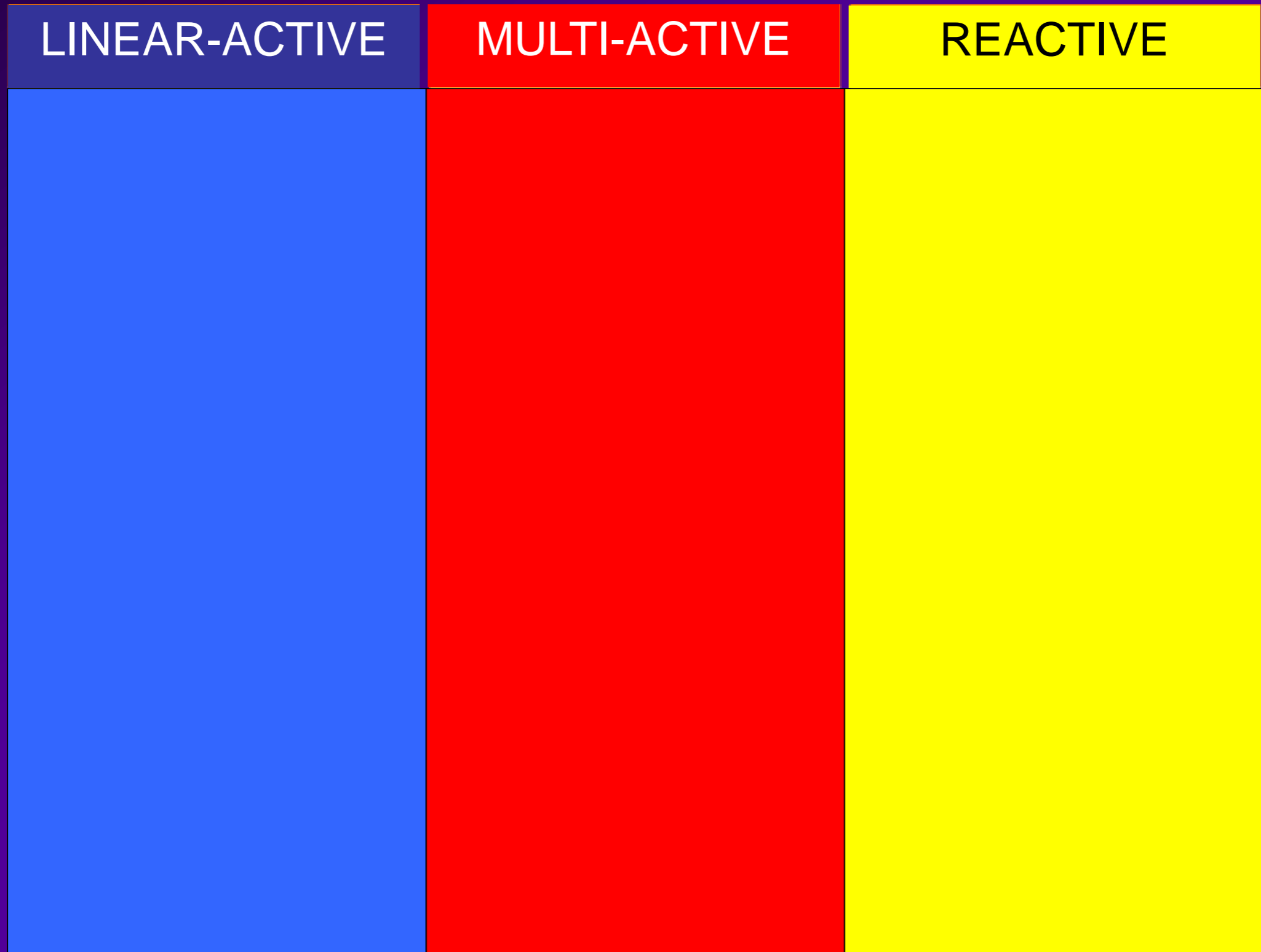
**Russia**

**NATO**

**EU**

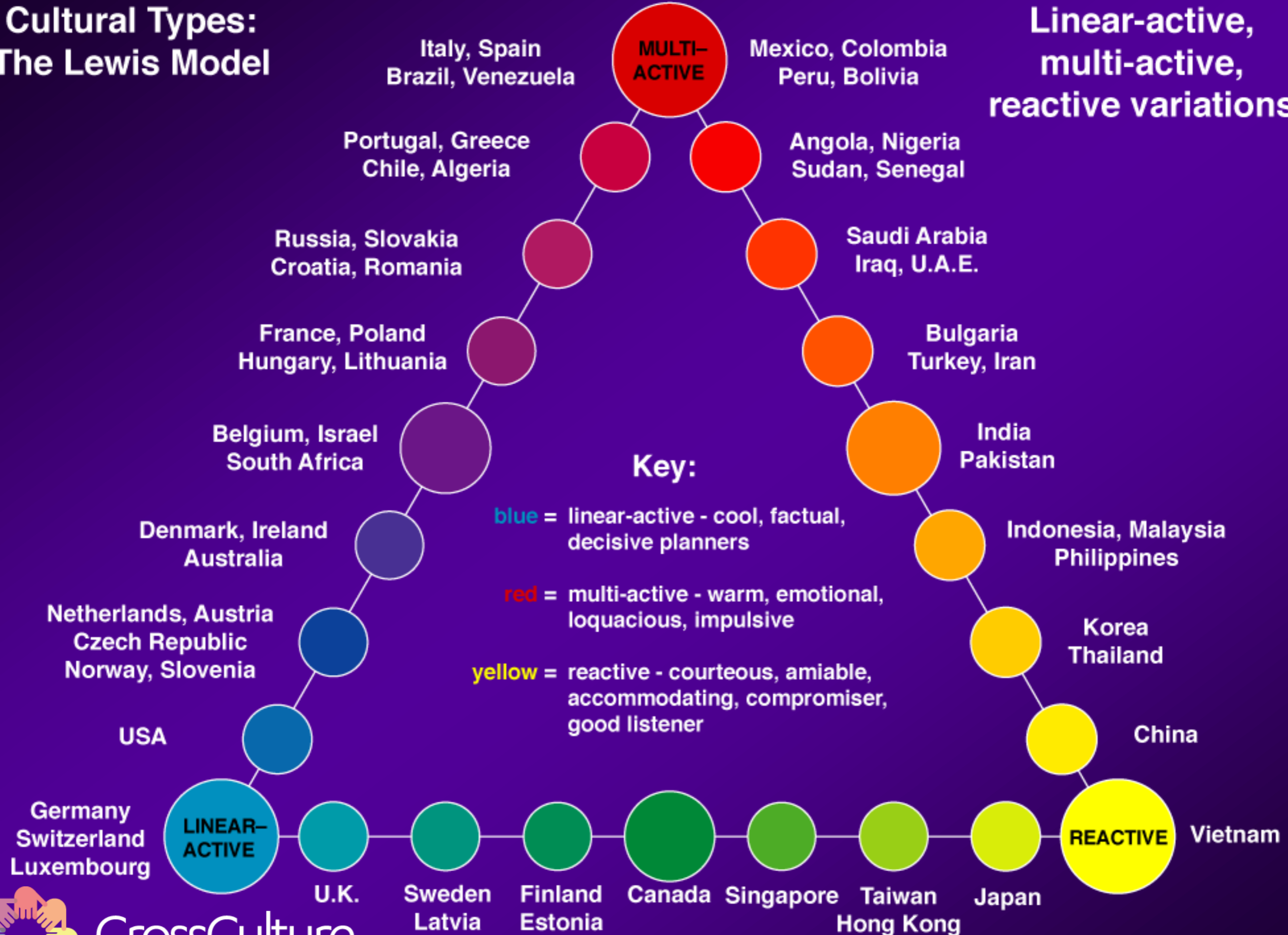


# Cultural Categories – The Lewis Model



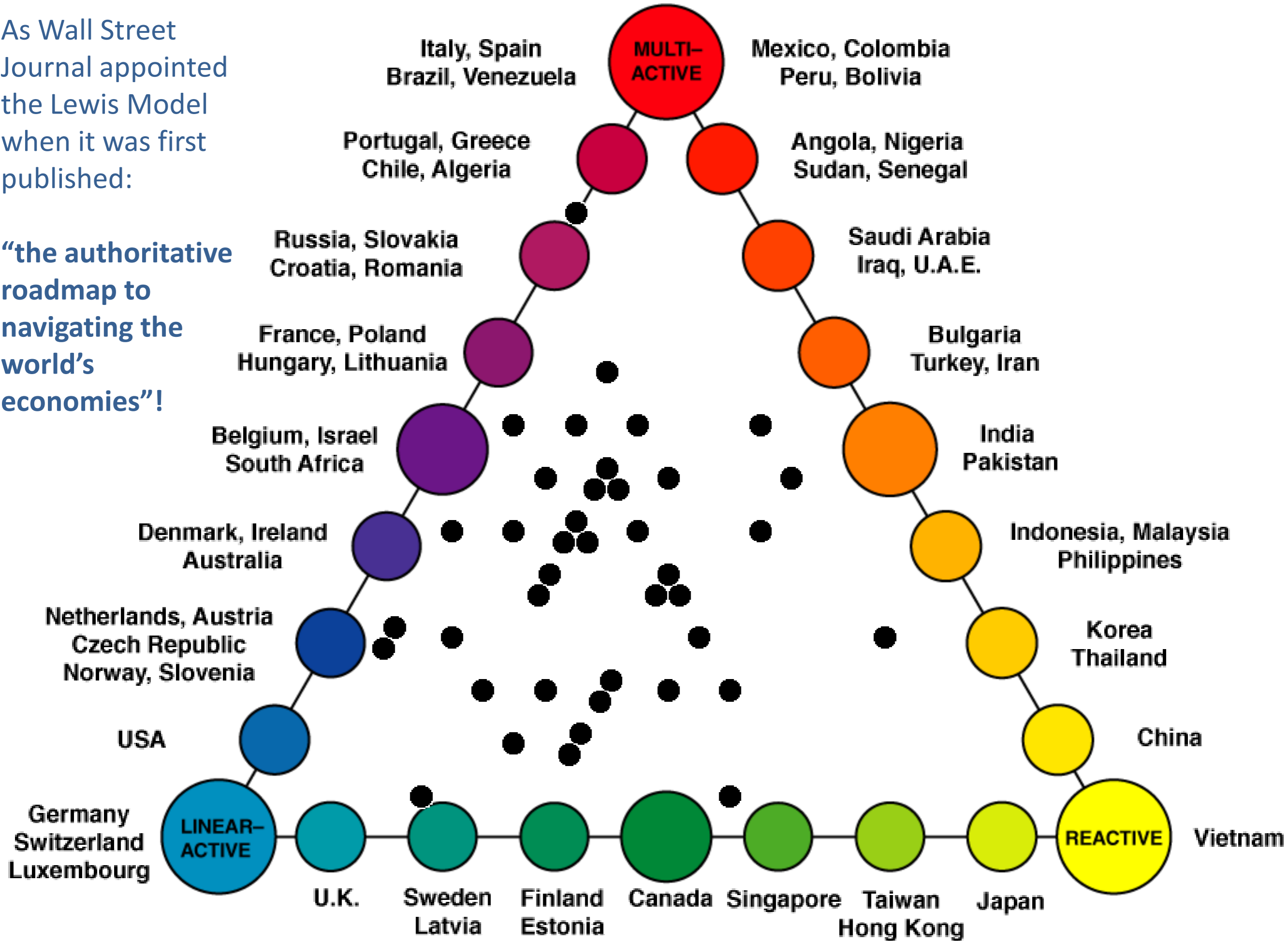
# Cultural Types: The Lewis Model

Linear-active,  
multi-active,  
reactive variations

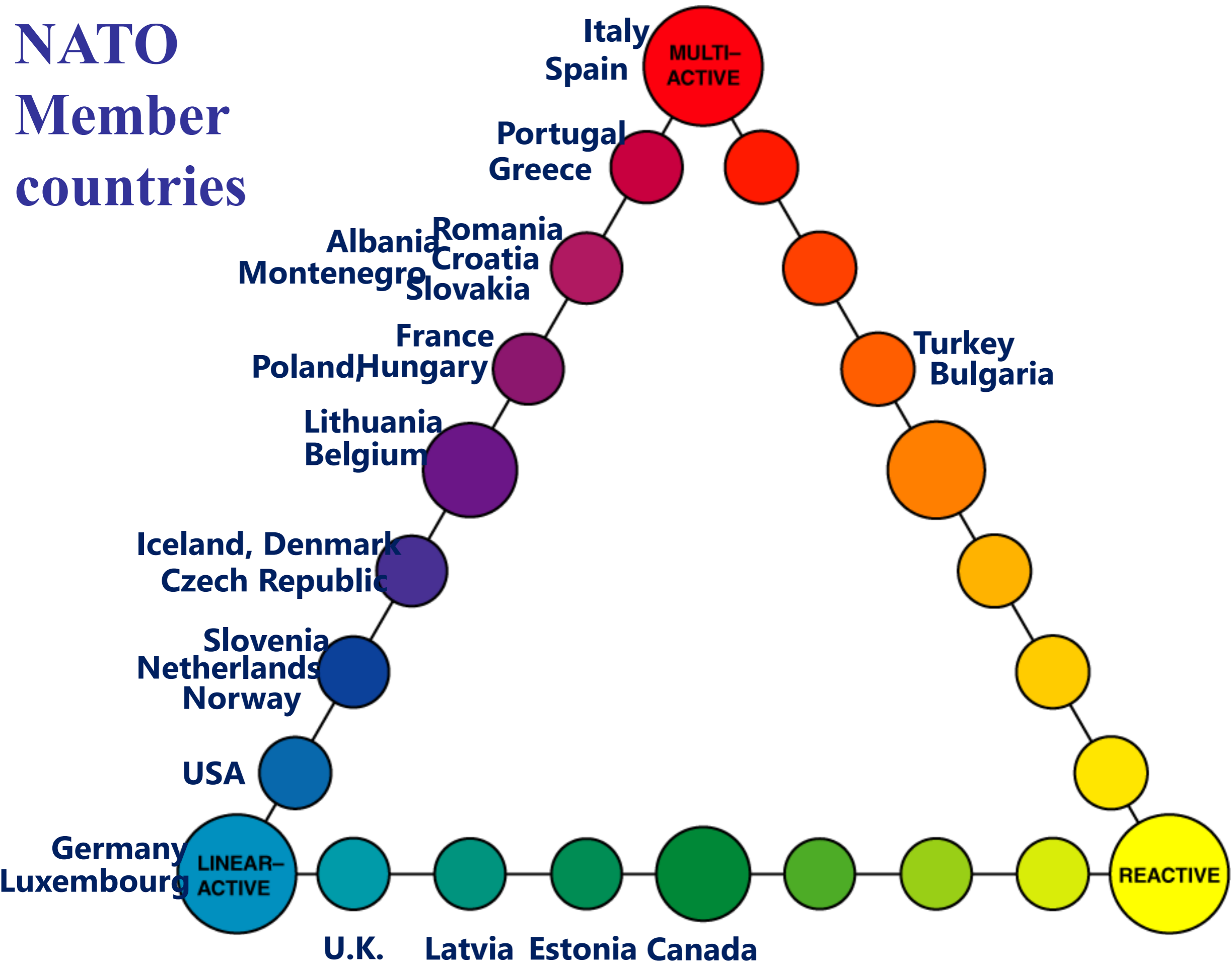


As Wall Street Journal appointed the Lewis Model when it was first published:

“the authoritative roadmap to navigating the world’s economies”!



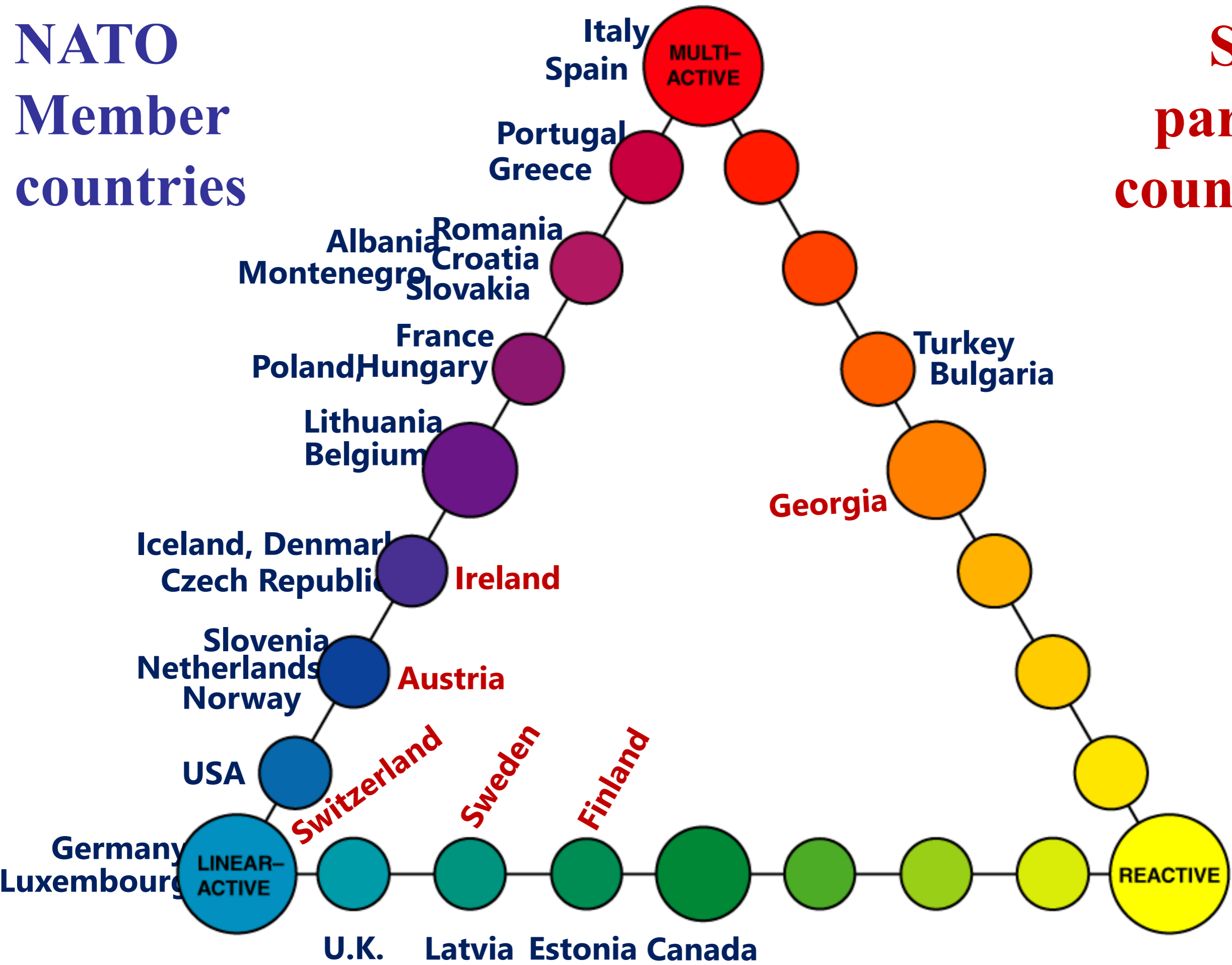
# NATO Member countries





# NATO Member countries

# Some partner countries

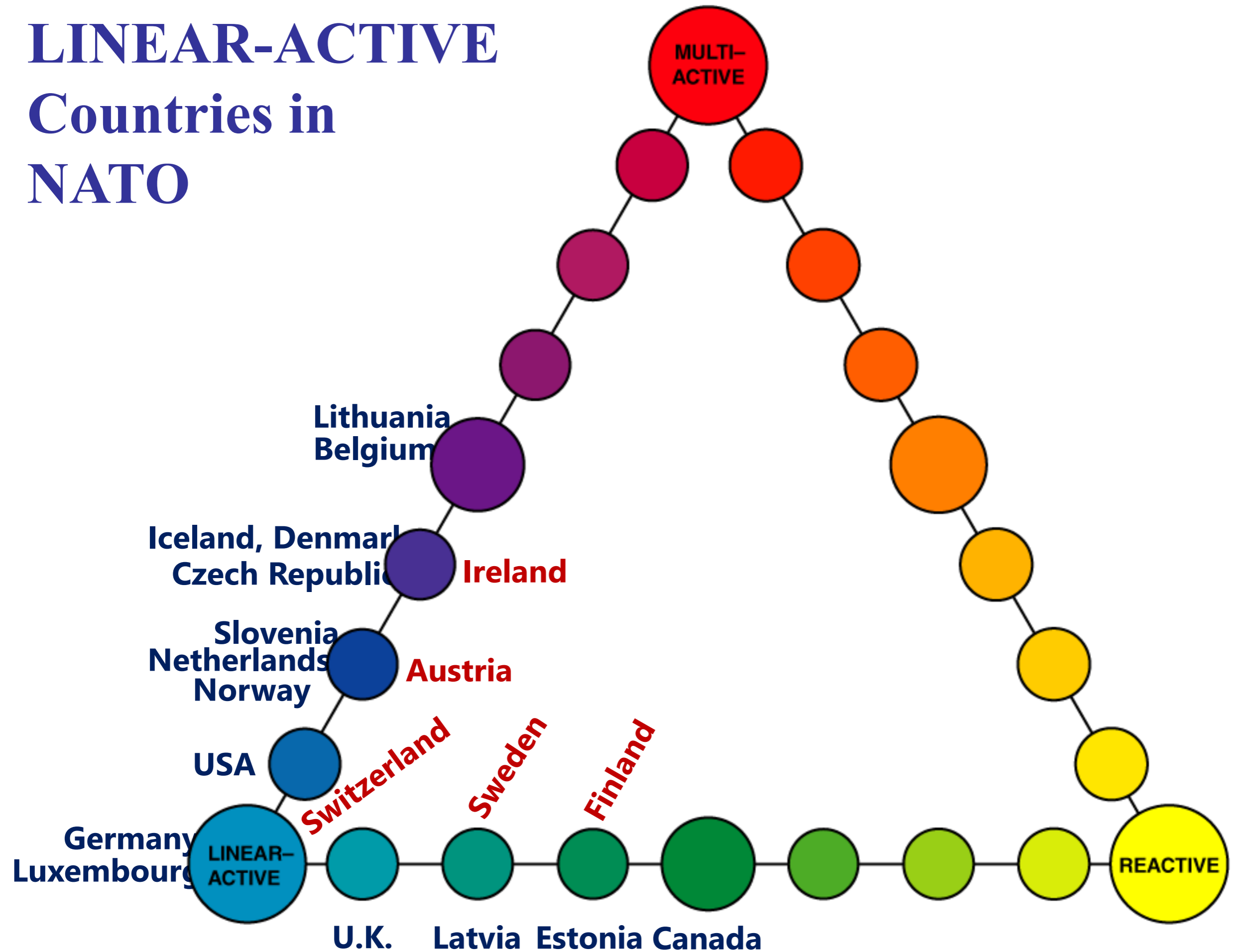




# LINEAR-ACTIVE

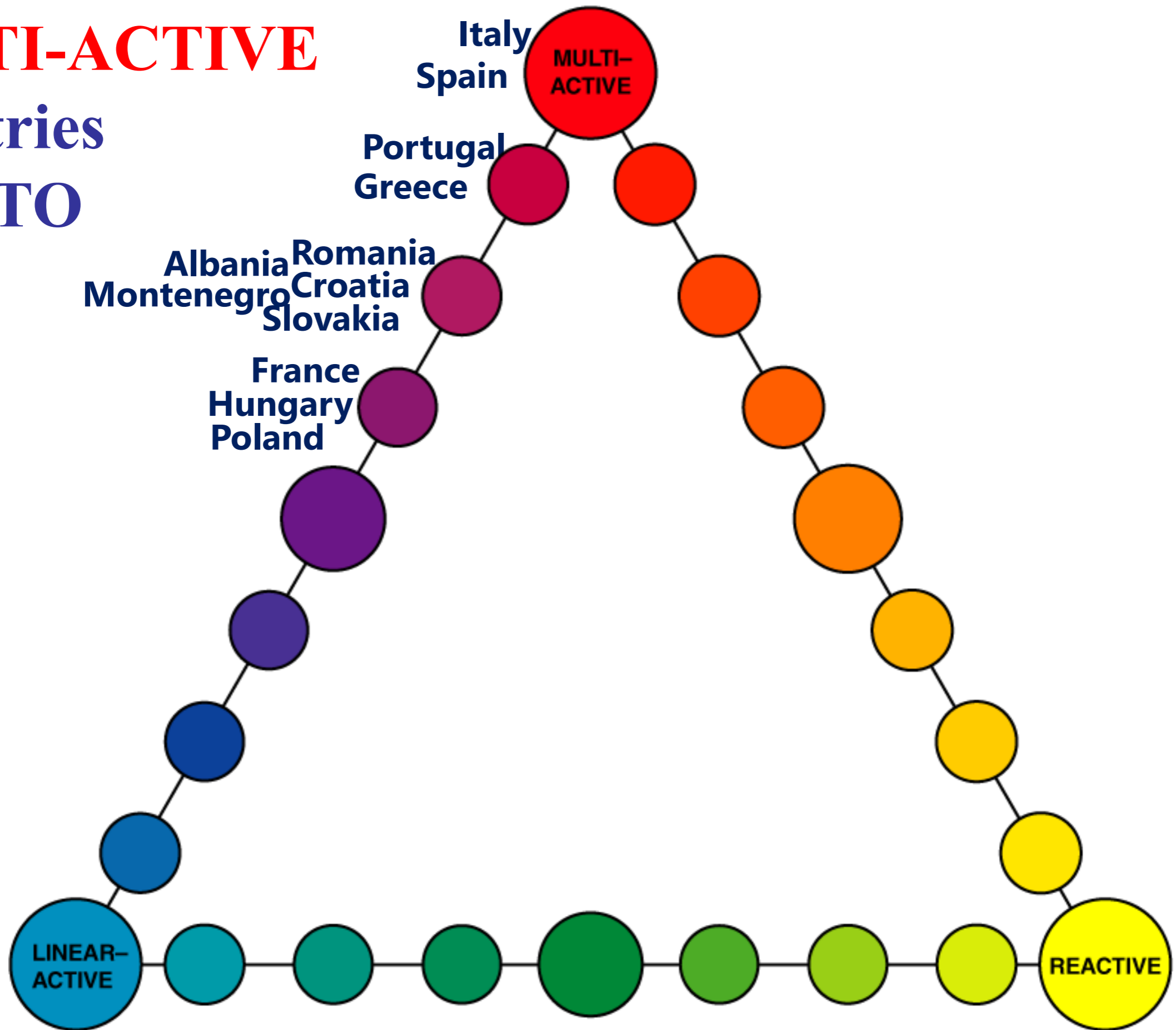
## Countries in

# NATO



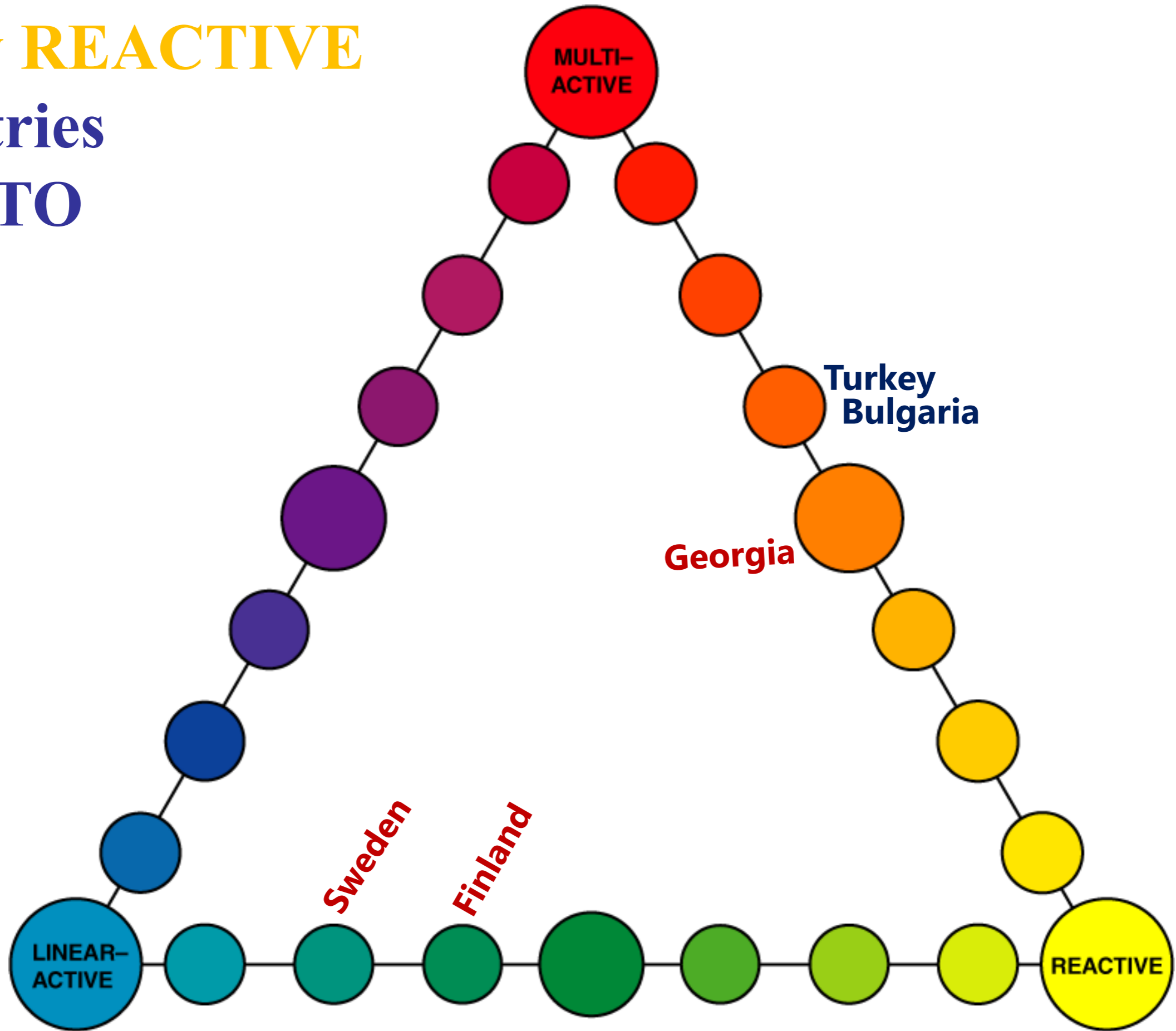
# MULTI-ACTIVE

## Countries in NATO



# Partly REACTIVE

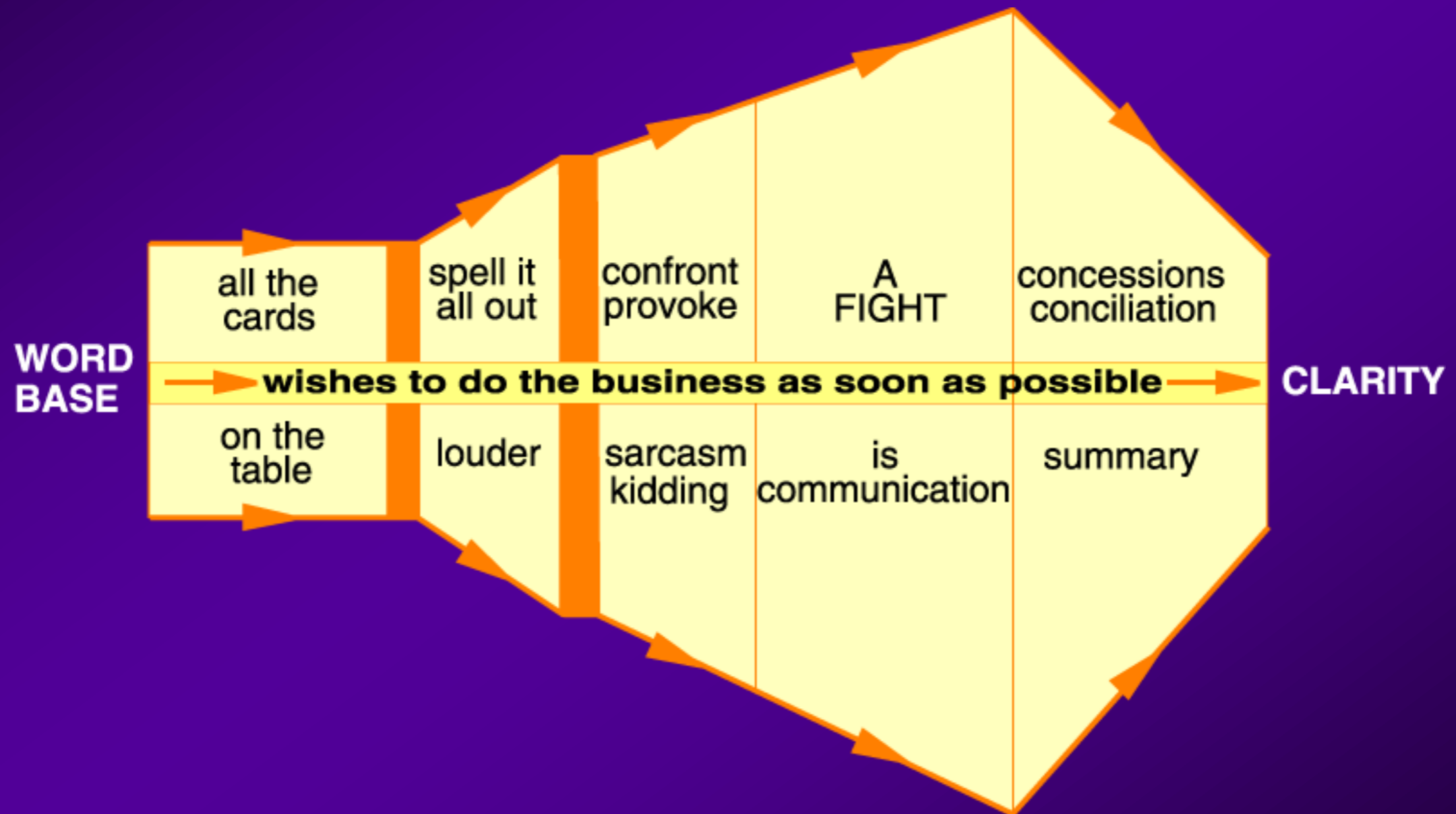
## Countries in NATO



# Communication Patterns

# National Communication Patterns

– USA –



# National Communication Patterns

– UK –



“don’t rock the boat!”



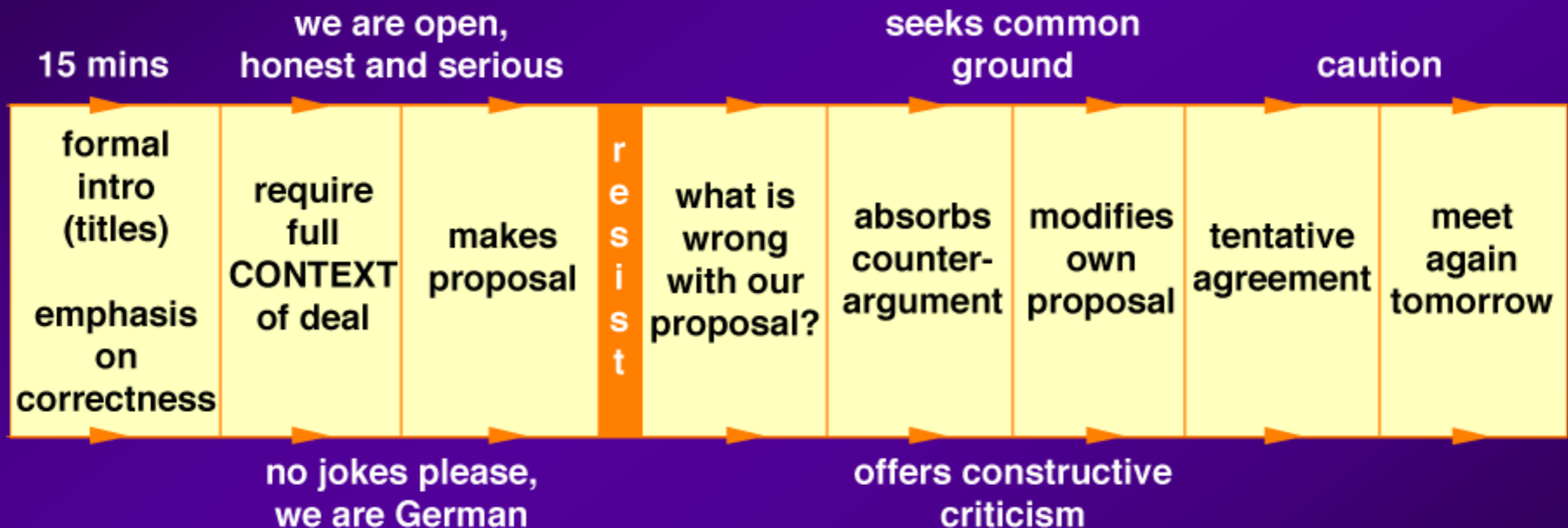
# British Coded Speech

What is said	What is meant
Hm....interesting idea	What a stupid suggestion
You <b>could</b> say that	I wouldn't
We must have a meeting about your idea	Forget it
We shall certainly consider it	We won't do it
I'm not quite with you on that one	That is totally unacceptable
I agree, up to a point	I disagree



# National Communication Patterns

## – Germany –



“die Wahrheit ist die Wahrheit”





# National Communication Patterns

## – China –



# Listening Habits

# Listening Habits

– USA –



# Listening Habits

## Germany



# Listening Habits

– France –



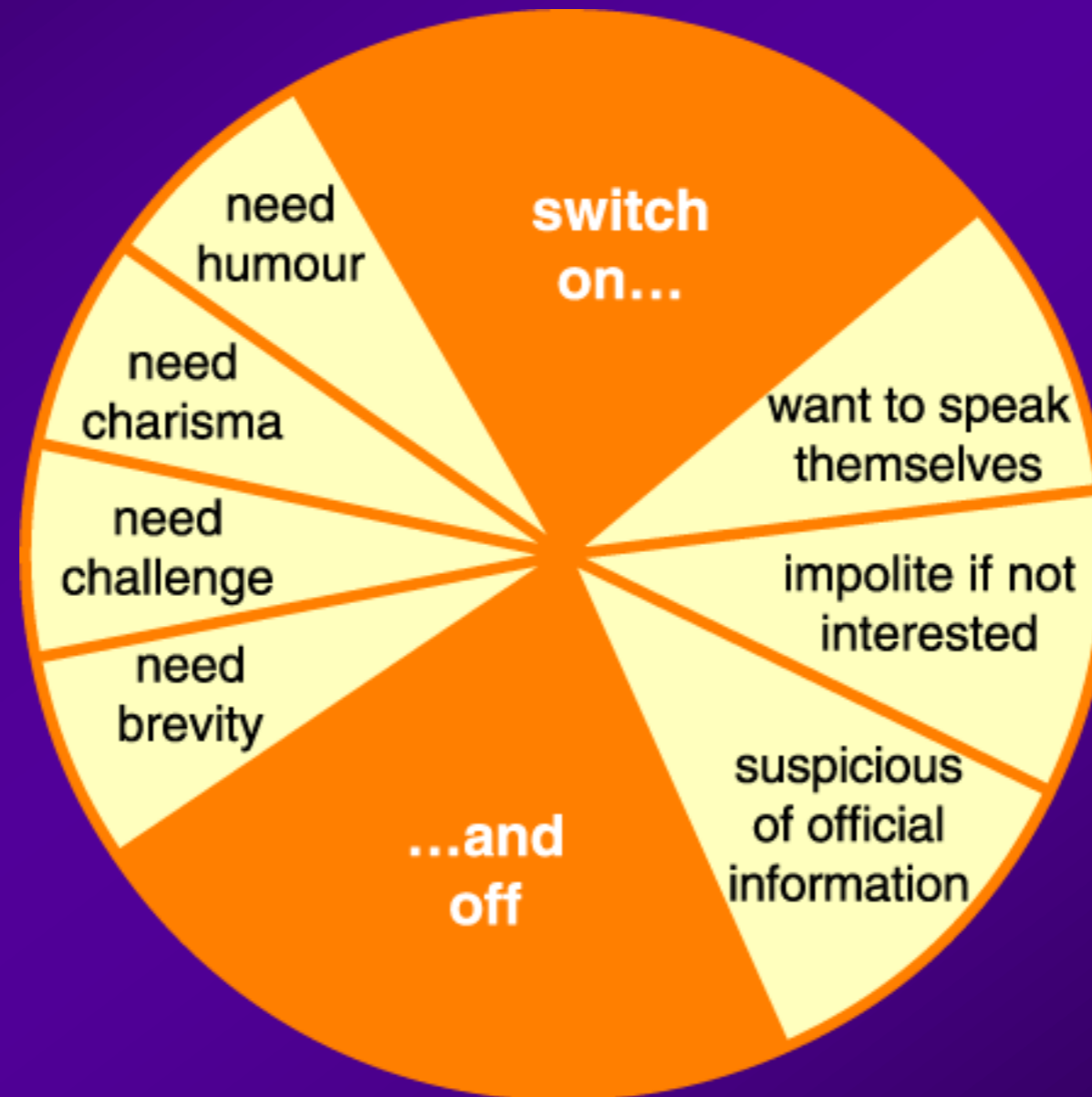
# Listening Habits

– Poland –



# Listening Habits

– Hungary –





# Listening Habits

– Sweden –





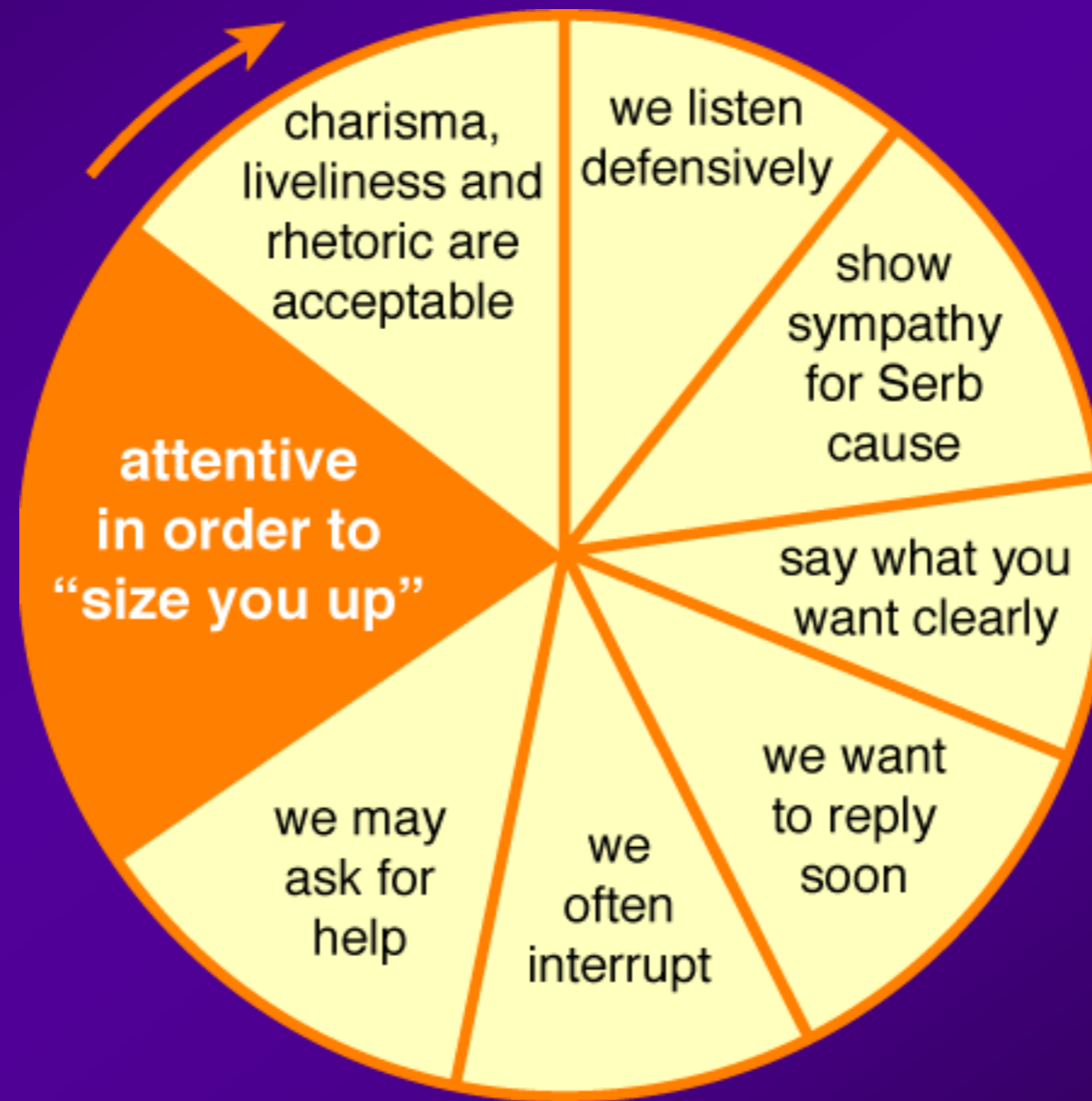
# Listening Habits

– Slovenia –



# Listening Habits

– Serbia –



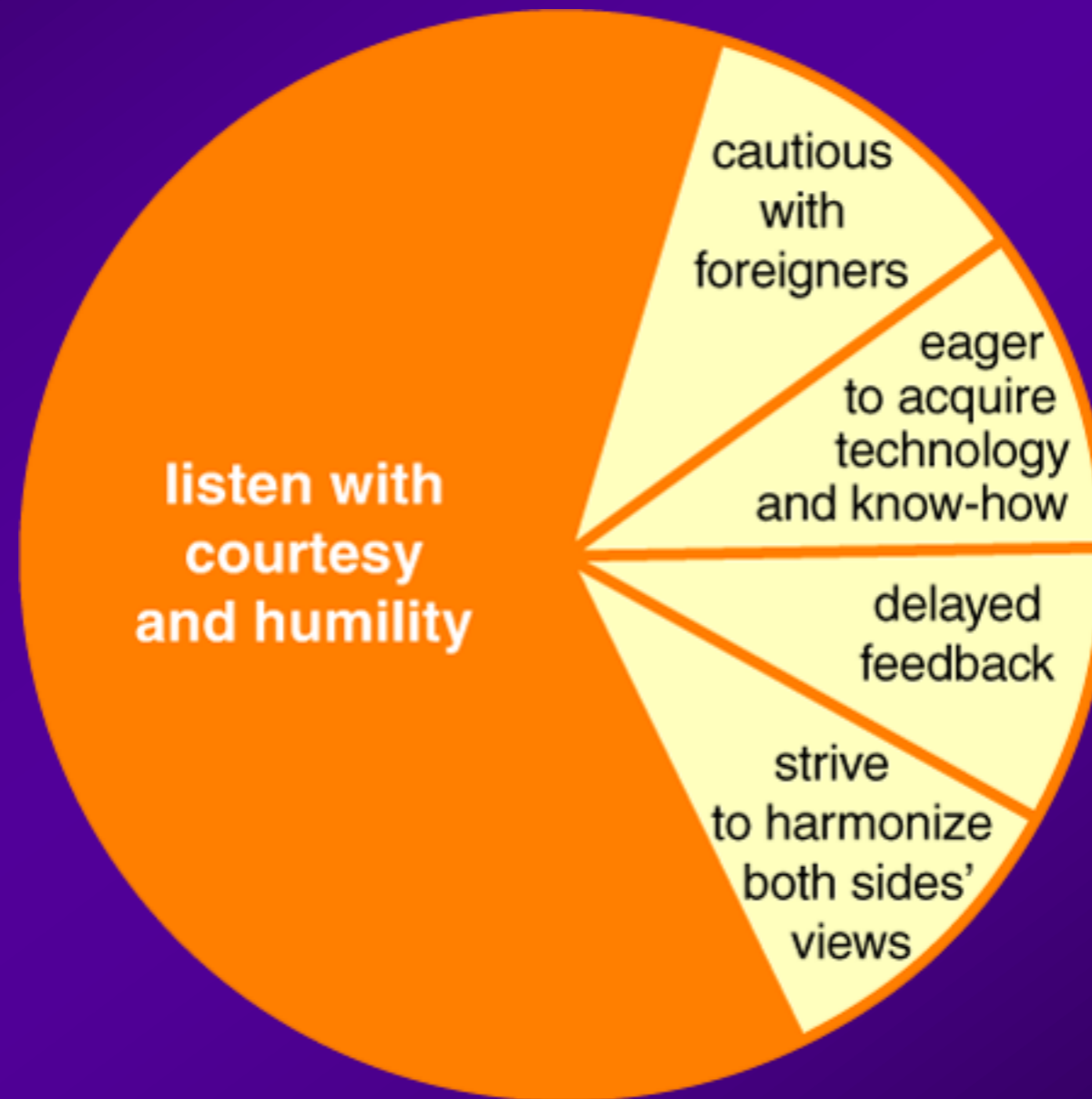
# Listening Habits

– Croatia –



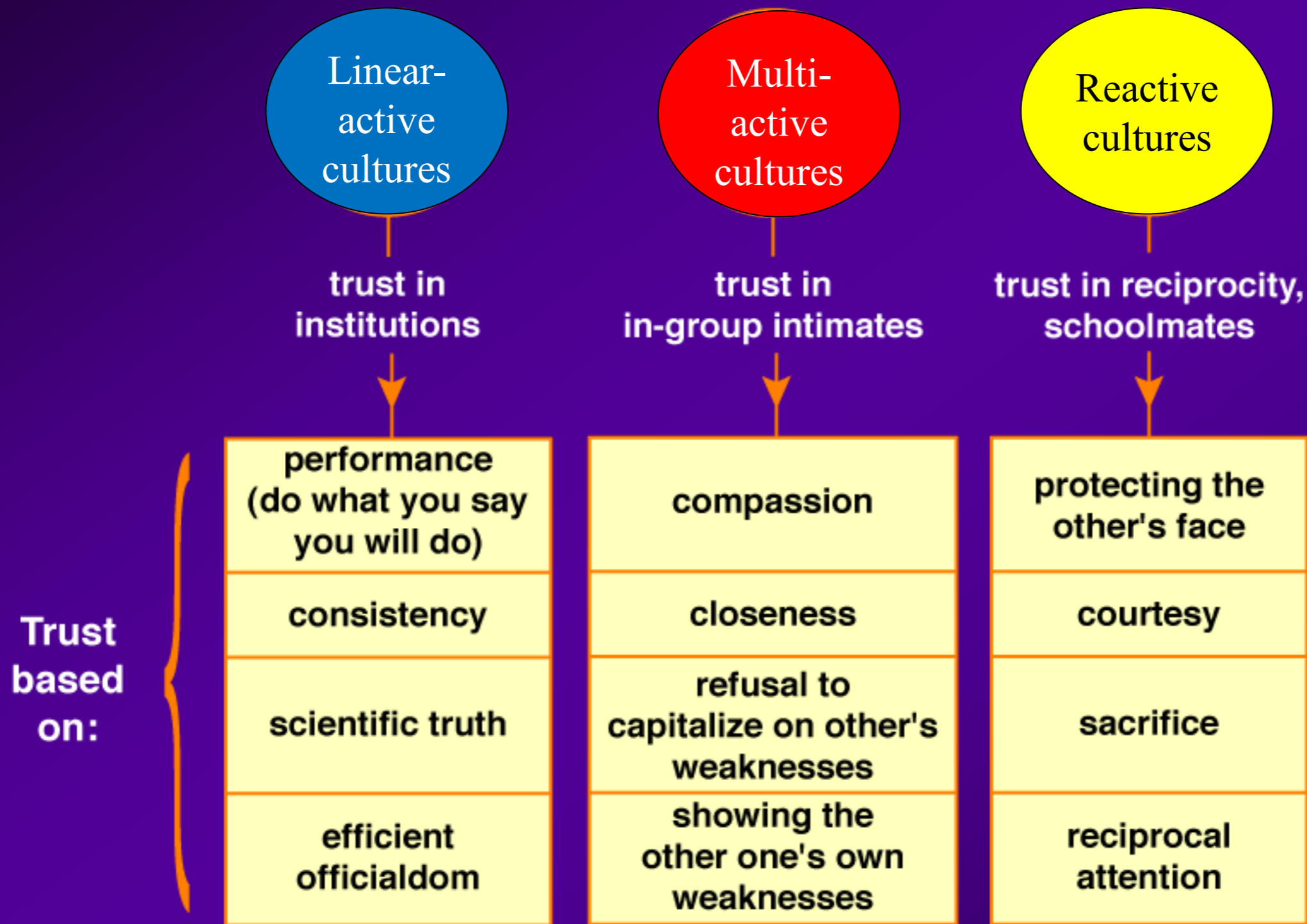
# Listening Habits

– China –



# Trust

# Trust Variance





# Motivation and Taboos

<b>LINEAR-ACTIVE</b>	<b>MULTI-ACTIVE</b>	<b>REACTIVE</b>
<b>Pay</b>	<b>Status</b>	<b>Face protection</b>
<b>Working Hours</b>	<b>Comforts</b>	<b>Harmony</b>
<b>Facts, Truth</b>	<b>Flexible Truth</b>	<b>Diplomacy before Truth</b>
<b>Clear Rules</b>	<b>Vague Rules</b>	<b>Interprets rules flexibly</b>
<b>Respects officialdom</b>	<b>Seeks favours</b>	<b>Uses connections</b>
<b>Justice</b>	<b>Compassion</b>	<b>Lenient</b>
<b>Transparency</b>	<b>Confidentiality</b>	<b>Privacy</b>
<b>Good products</b>	<b>Good relationships</b>	<b>Good reputations</b>





# ANGLOS

	Motivation	Taboos
<b>US</b>	New challenges, speed of action	Slowness
<b>UK</b>	A humorous approach when possible	At meetings, don't rock the boat
<b>CANADA</b>	Be laid back on political issues	Being overly opinionated or intense



# WESTERN EUROPE

	Motivation	Taboos
<b>FRANCE</b>	Praise France, share their visions	Long silences
<b>GERMANY</b>	Indicate that you trust them	Too much small talk
<b>BELGIUM</b>	The ability to compromise	Too much dogma
<b>LUXEMBOURG</b>	Recognize as Founder member	Patronizing them
<b>NETHERLANDS</b>	Admire their energy and economic record	Time-wasting



# NORDICS

	Motivation	Taboos
<b>DENMARK</b>	Be utterly democratic	Infringing on anybody's rights
<b>NORWAY</b>	Be straightforward	Too much talk or charisma
<b>SWEDEN</b>	They always want consensus	Confrontation
<b>ICELAND</b>	Acknowledge their strong character	Patronizing them



# BALTICS

	Motivation	Taboos
<b>ESTONIA</b>	Admiring their guts facing Soviets	Trying to persuade or push
<b>LATVIA</b>	Good manners are important	Rhetoric
<b>LITHUANIA</b>	They need more liveliness than other Baltics	Avoid boring them



# LATINS

	Motivation	Taboos
<b>ITALY</b>	Share personal details, praise families	Discussion of corruption, mafia
<b>SPAIN</b>	Protect their face at all times	Sensitive about Spanish honor
<b>PORTUGAL</b>	Show compassion	Confrontation



# CENTRAL EUROPE

	Motivation	Taboos
<b>CZECH REPUBLIC</b>	Praise their inventiveness and humour	Being ostentatious
<b>HUNGARY</b>	Mix friendliness with shrewdness	Praising Romanians
<b>SLOVAKIA</b>	Recognition of “young” nation	Calling them “Czechs”
<b>SLOVENIA</b>	Recognition of “young” nation	Praising Serbs, Croats or Bosnians Calling them “Slovaks”



# EASTERN EUROPE

	Motivation	Taboos
<b>POLAND</b>	Love and help Poland	Criticism: Poles are sensitive
<b>CROATIA</b>	Emphasize their “Westernness”	Praising Serbs
<b>BULGARIA</b>	Proud of relative stability in the Balkans	Talking about Communist era
<b>ROMANIA</b>	Respect Romanian difference (Latins among Slavs)	Praising Hungarians





# EAST WING

	Motivation	Taboos
<b>ALBANIA</b>	Admire the durability of their culture under foreign rule	Hurrying them
<b>GREECE</b>	Acknowledge former Greek glories; maintain eye contact	Appearing too naive
<b>TURKEY</b>	Admire Kemal Atatürk	Discussing Cyprus, Greece or Islam





# PARTNERS

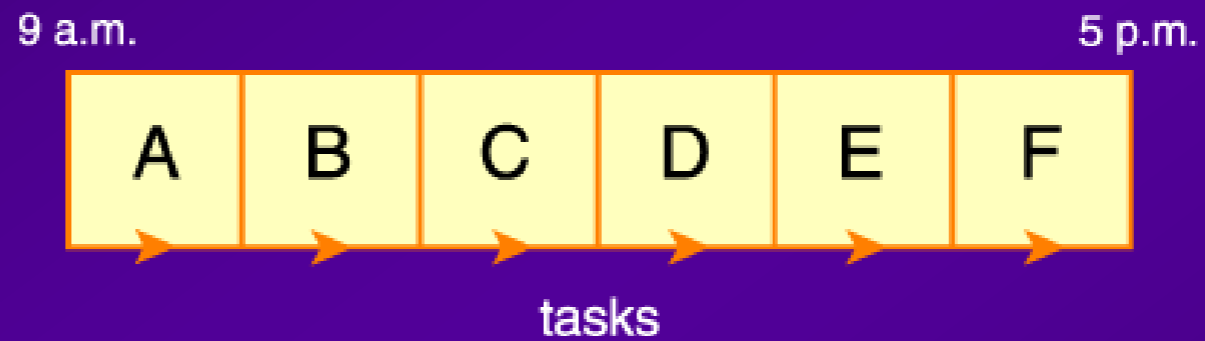
	Motivation	Taboos
<b>FINLAND</b>	Show you rely on them	They hate verbosity
<b>SWITZERLAND</b>	See themselves as already multi-cultural	Don't question independent spirit
<b>GEORGIA</b>	Discussion must be warm, but frank	Don't question their dignity
<b>AUSTRIA</b>	Recognize their sophistication	Avoid confusing them with Germans



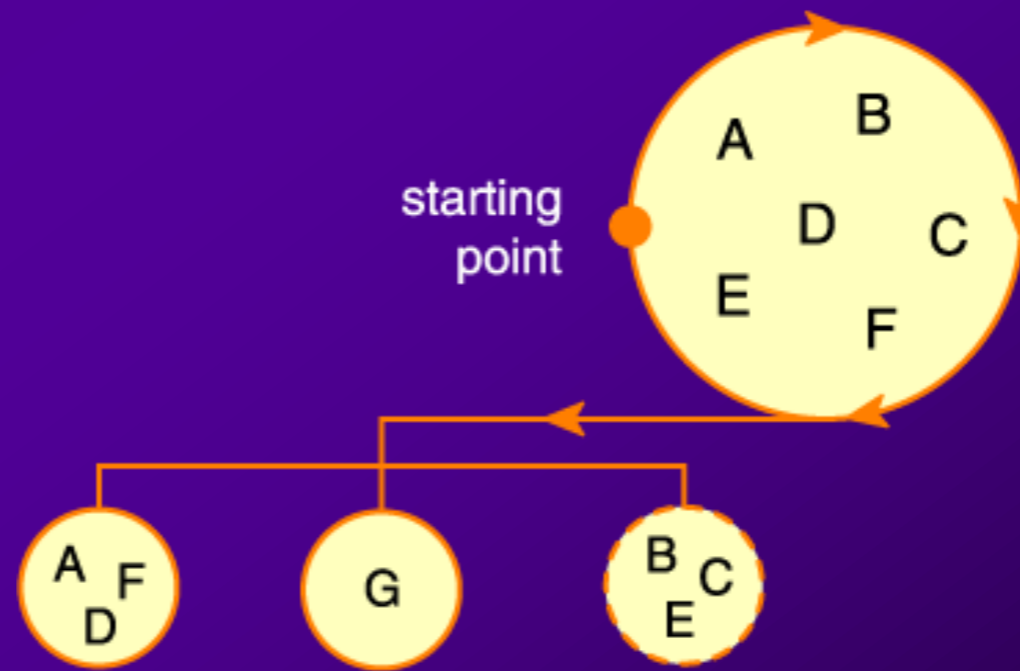
# Concepts of Time

# Concepts of Time

Linear-active



Multi-active  
&  
reactive



# Concepts of Space













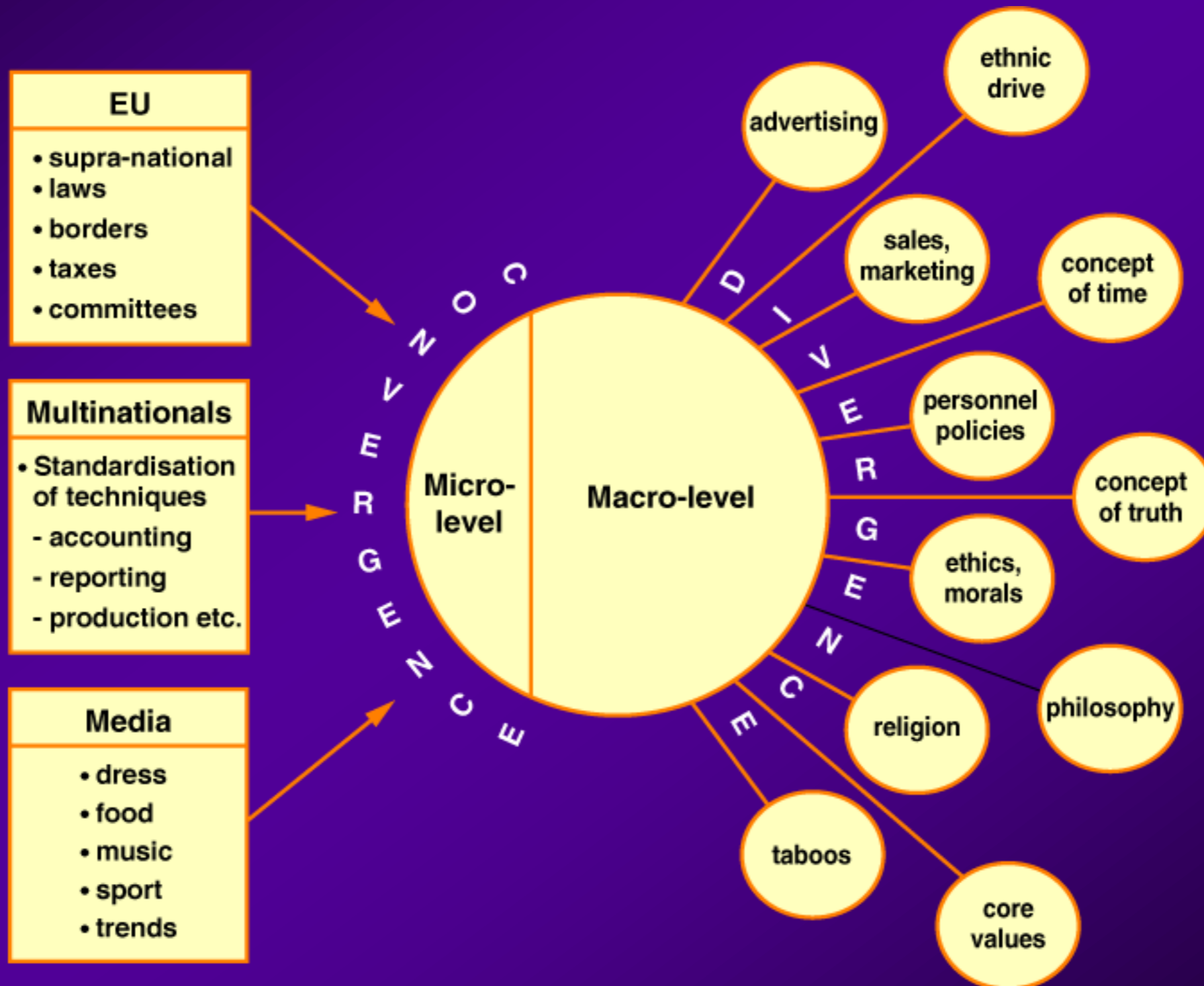
**katsojankuva!**

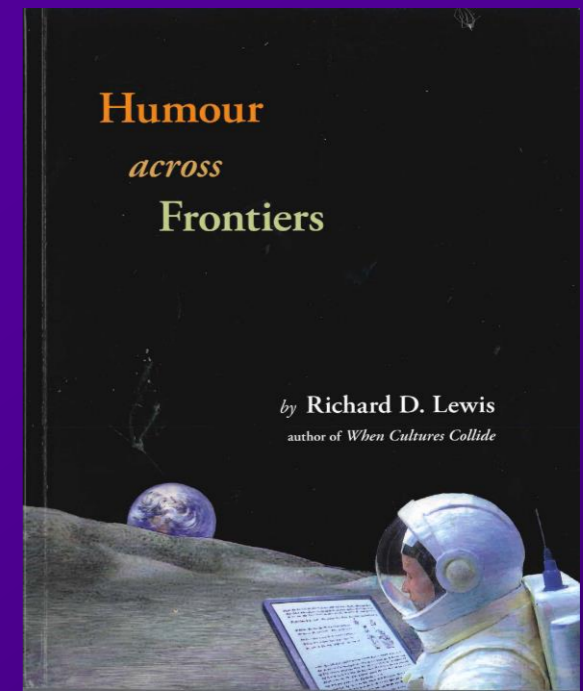
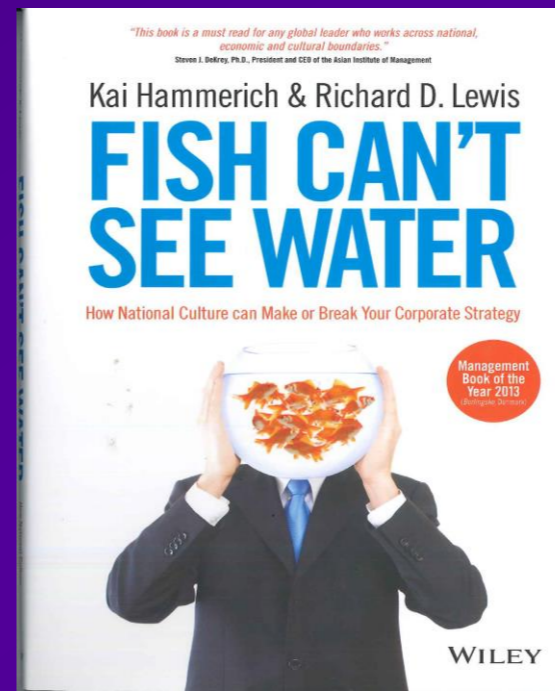
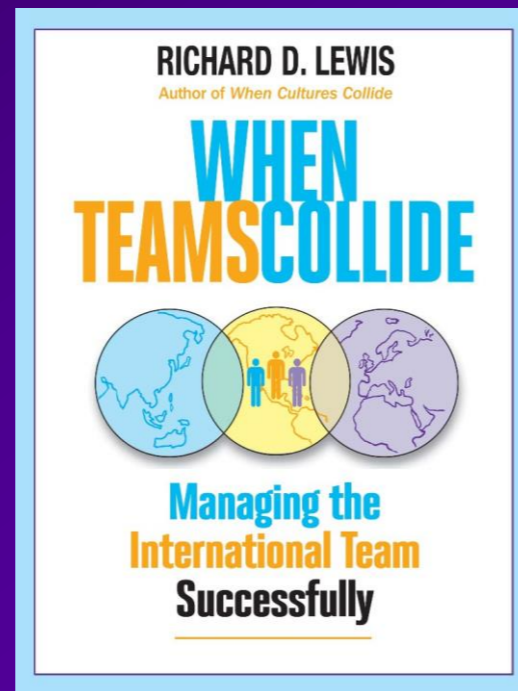
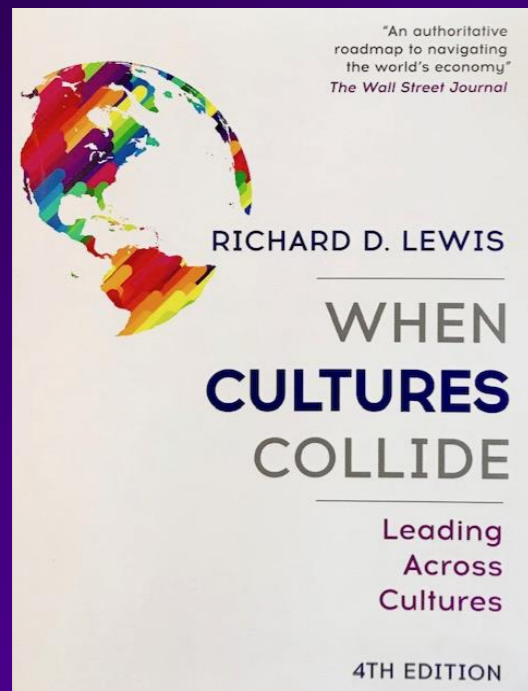




# Globalisation

## Macro and Micro-level Cultural Adaptation





Management Book  
of the Year 2013  
(Berlingske, Denmark)

*Thank You!*

**Richard D Lewis**  
Chairman, Richard Lewis Communications