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David Prat Robles

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International Project Management Environments

Acabada la exposición y contestadas por parte del alumno las objeciones formuladas
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International Project Management Environments

Master Thesis



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David Prat Robles

MASTER IN PROJECT MANAGEMENT

JULY 13, 2016

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I would like to express my deep gratitude to the teachers of this master. They have showed and motivated me in the beautiful discipline of project management.

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*“They are the very same forces that ruin you,
the ones that will guide you to victory.”*

David Prat

Abstract

Globalization is nowadays allowing humanity to speed up progress by making knowledge more accessible, reducing or eliminating inefficient market restrictions or simply by allowing faster and safer transport. The capability increase of societies to develop talent summed to an economy driven world has resulted in high paced lives and a world driven by extremes and volatility.

Project management, which is the topic of this thesis, is as well in the context of globalization and therefore is also more than ever challenged by volatility, uncertainty, complexity and ambiguity (VUCA). In the hardship of synthesizing what a project manager has to do to lead successfully projects, this thesis provides the project manager with competence in multicultural and international environments, which to the author's view, it will represent the major competitive advantage of a project manager in the near years to come.

The methodology of the thesis is based in a twofold vision: on the one hand, the thesis provides a wide sight leaded by relationships strengthen using effective negotiation in a general sense. This part will be more related with culture interaction and will be aided by current cultural models where emphasis will be put in those variables that a project manager will be more interested in. This part also includes how to deal with virtual teams.

On the other hand, close perception in important matters will also be on the spot. In this sense, we close the loop by treating globalization drivers; providing in this way the project manager with keystone knowledge. This includes a thorough explanation of globalization history, how current companies have to deal with globalization to survive, the project manager's role in globalization and how to sell and buy goods in international markets. As it will be seen, it will be this close perception what will truly allow an international project manager to finally have a complete picture of the world and its role in a cross-cultural environment.

At the end of the thesis, the project manager should be able to use the basis of this strategy to deal with multicultural projects. They will be able to take distance when in a multicultural environment, while at the same time, they will be able to look very close to less visible topics such as globalization.

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1. Introduction

Nowadays several factors such as: information technologies revolution lead by transistor shrinking, cost reduction and speed increase in transports as well as free access to the markets without quotas, tariffs or any other governments restriction, are driving the globalization in the world. From the point of view of a project manager, this involves high probability to work in projects set in a multicultural environment.

In such context, the project manager has to deal with more complexity harmonizing teams of people. Culture, which represents a characteristic way of living in each society, plays an important role in people dynamics. In this point of history, people are still usually born and raised in a culture without being aware of the impact that culture has in them, their interactions and their decisions. Moreover, this lack of vision increases when several cultures with different ways of living encounter in a project.

People in the role of project manager who deal with multicultural projects would like to know how to achieve people harmonization as a means to make the project reach its objectives. Aiming this goal involves dealing with complexity because, culture not only impacts individuals, but also it is in constant evolution. Let it suffice to say that project manager's capacity to positively influence in the project is limited, so even in the case of knowing any root of the problem or having any ideal universal model, it wouldn't be possible to apply it effectively. For this reason, the useful question is to ask how cultures influence individuals, society, regulations and finally the project, so the project manager is aware of this complexity and is able to prioritize what to focus when dealing with it so that they can influence powerfully.

But what is project management? And how has it changed by globalization?

We can understand a project as a temporary endeavor with a beginning and an end that creates a unique product, service or result. Consequently, managing the project involves coming up with a management plan that can be agreed to, people believe is realistic and most important, you can stake your reputation on it. However, the key point resides in succeeding in executing the project scope under a given time and cost.

There is actually a huge extend of theory about project management which includes working frameworks, methodologies, standardized documentation and many other. Although these sources help to discipline and shape project manager's mindset and provide standardization in job positions, they don't provide the project managers neither with the abilities nor the attitude to start performing the role with certain reliability.

As has already been commented, the intrinsic mission of the project manager is to harmonize groups of people and the working team. Hence, the more the PM knows about people nature and dynamics the better. A human being uniqueness can be modeled with three layers which are represented in the following figure as the levels in human mental programming [1], [2]. First the human nature, which constitutes pyramid's base. This one comprises all that is common to all people and therefore

universal. Apart from the physical function, this also involves in outline the psychic function, such as the human capability to have feelings. However, the way they are expressed in not included in the base but filtered by the superior layers.

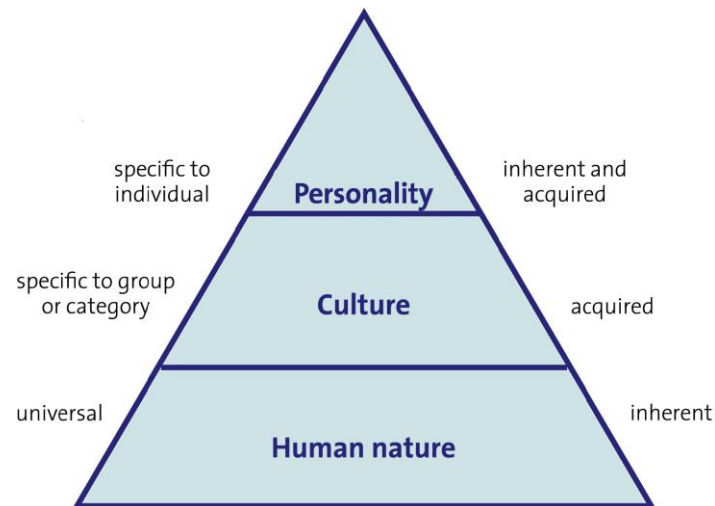


FIGURE 1-1 HUMAN MENTAL PROGRAMMING LEVELS [1]

Being proficient in knowing it and taking decisions at this layer takes a life of experience because, as it represents our nature, is the layer we are more implicitly tied and have more difficult to observe objectively. Furthermore, it requires time for a person to synthesize it. Examples of this managerial profile are found in mature and wise people. The following picture, extracted from Akira Kurosawa's film *Seven Samurai*, shows such a figure in Kambei Shimada as a wise but war-weary soldier.



FIGURE 1-2 SEVEN SAMURAI FILM [3]; KAMBEI SHIMADA LEADER OF THE SAMURAI GROUP, KEEPING TRACK OF PROJECT OBJECTIVES

As a study case, Kambei is recruited as a hungry samurai needed by village peasants, however, the project goal of defending the village from bandits needs from him to hire more samurais. Throughout the film, Kambei's responsibility in the project success demands him from using his knowledge of human nature and apply basic concepts of strategy and tactics, such as defending where the team is strong or using divide and conquer. Beyond the plot, the experience gives him and the team a critical global vision of human nature within a society.

The middle layer in the pyramid refers to culture. Defined by E.B. Taylor, an English anthropologist, as that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society. Some factors make culture especially interesting as a tool to know ourselves as humans and to use that knowledge in project management. To begin with, we as humans are members of a culture but we can also compare ourselves with other cultures. In this sense, we are able to experience less resistance to be critic when comparing ourselves as a culture because our responsibility is a portion shared in a group. It doesn't happen the same when we examine our personality, as here the responsibility is placed only in our individuality. Furthermore, is easier to compare ourselves with other cultures than to try being critic with human nature itself.

A foreign culture presents itself like an iceberg: only a small part is accessible to human perception; figure on the right [4] shows what parts are visible and which ones though having much more weight are hidden in implicit behavior. As an example to understand this concept, think visiting a foreign country as a tourist; one may find a culture very exotic because of their food, dress, religion or even their behavior. However, their attitudes, customs or assumptions may be quite more related to one's culture than other culture with less visibility. A good example would be comparing the cultural distance between Spain and Japan or China. Despite Japan's culture may appear as more characteristic than Chinese one, the culture distance of Spain is shorter in the first case. Although this may surprise the reader, next chapters of the thesis will go into detail about the causes showing models that measure fundamental culture parameters.

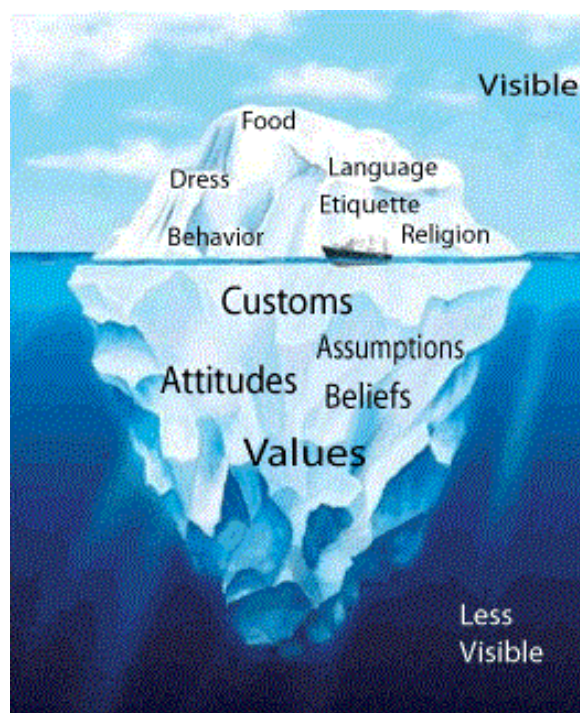


FIGURE 1-3 CULTURE AS AN ICEBERG [4]

Culture not only appears as differences between people from different countries or regions but also appears in how organizations proceed in different ways from each other. Culture can be represented in an onion model with its center containing the core which determines the outer layers. The following figure is a representation of that onion model where the values are located at the core [5]. Values are the preferences of the group for very basic feelings those members of the group will experience. For example, one culture may prefer to prioritize over equality whereas another culture equality would move equality at the end of the priority list. Whereas values are more representative of a country, different companies of the same country have their differences in their practices which are called the layers of organizational culture.

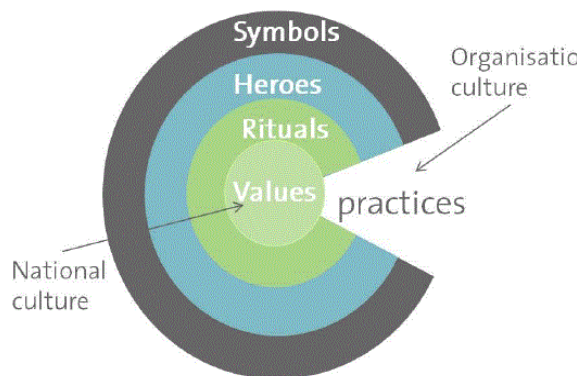


FIGURE 1-4 DIFFERENT LEVELS OF CULTURE [5]

The organizational culture is defined as the way in which members of an organizations relate to each other, to their work and to outside world, in which organizations participate.

Typical interpersonal relations include if employees speak their mind to bosses, weather colleagues in the same hierarchical level help each other, how are they allowed to participate in meetings, etc.

Regarding the relation with work, some examples are: the level of orientation to already known tasks versus innovation, if managers are short termed oriented focusing on the urgent without taking into account important matters, or even to which extent are rules followed in heuristic way without being analytical.

When it comes to the outside world relations, culture parameter examples are whether people are inward looking or are outward looking, the degree in which outsiders are welcome without needing to proof themselves and also what approach is used to deal with clients; if they offer beforehand what they think is best for them or listen first to their needs. Practices in organizations need a more accurate representation; the following figure shows those differences with respect to the previous picture. As far as change is concerned, the outer layers are the characteristics easier to change in organizations, whereas the inner layers correspond to the beliefs and practices which represent big forces that tie members to their comfort zone. To sum up, culture can act as an enabler or as a hindrance in organizations, being a double edge sword in relation to productivity. For this reason, culture should be taken into account as an important factor at the same or higher level at which new technologies are cared.

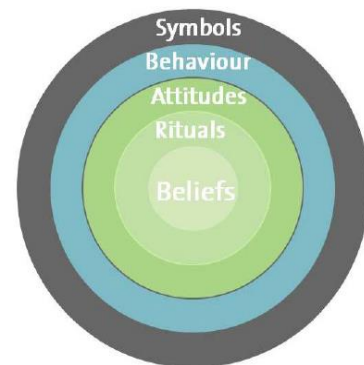


FIGURE 1-5 DIFFERENT LEVELS OF ORGANIZATIONAL CULTURE [5]

On the top of the pyramid of human mental programming there is the most visible individual characteristic of a human being, the personality. Even though personality is unique in each individual, personalities of people can be grouped following lots of criteria and turn out to be encountered under the same patterns independently of the culture. Just to mention a few; some models are: Enneagram of personality, DISC assessment, Birkman method, Myers-Briggs type indicator, etc. Whereas some of them are more related to our personal approaches related to work, others are directly related to our interpersonal relations.



FIGURE 1-6 PERSONALITY TYPES ENNEAGRAM [6]

The upper figure shows an example of personality classification according to the enneagram of personality [6], [7]. This classification outstands because it is designed taking as premise that a human being is constantly changing in a process of developing a higher intelligence or awareness. This idea gives a proactive perspective and avoids from static visions of life, which persuade people they will be the same or almost the same during all life. The enneagram uses some symbology as it contains a triangle, a hexagram and finally the circle that represents the unity. Indeed, a key point in the symbology is that the circle viewed from perspective would reveal to be a spiral that represents that higher degree in the human each time it completes a circle. The enneagram personalities also match with some of the most used personality tests. The following figure shows some of the matching.

E-pattern	Jungian Prototype	Prototype Code	Myers Briggs Prototypes
1—Perfectionist-Organiser	All Judging types	E/IJ	ExxJ, IxxJ
2—Altruist-Giver	Extraverted Feeling-Judging	EFJ	ESFJ, ENFJ
3—Catalyst-Performer	Extraverted Sensing-Perceiving	ESP	ESTP, ESFP
4—Individualist-Romanticiser	Introverted Intuition-Judging	INJ	INTJ, INFJ
5—Specialist-Investigator	Introverted Thinking-Perceiving	ITP	ISTP, INTP
6—Loyalist-Maintainer	Introverted Sensing-Judging	ISJ	ISTJ, ISFJ
7—Enthusiast-Improviser	Extraverted Intuition-Perceiving	ENP	ENFP, ENTP
8—Realist-Challenger	Extraverted Thinking-Judging	ETP	ESTJ, ENTJ
9—Harmonist-Mediator	Introverted Feeling-Perceiving	IFP	ISFP, INFP

TABLE 1-1 ENNEAGRAM PERSONALITIES CONVERSION TABLE [7]

You may have noticed a contradiction in the pyramid; personalities can be grouped regardless of the culture and still they are unique and upper in top of the pyramid. That is because they are closer to the individual. Moreover, next sections will show that cultures, as well, can be grouped depending on some basic issues or trade-offs.

At first glance, we perceive personality as the innermost characteristic of a human being. However, it is a character we create colored with tones of pride, arrogance, egoism, jealousy, vanity, dependency, timidity or perfectionism to get love, acceptance and valuation of the others, starting by our parents. It may appear as a surprise, but the word personality comes from the Latin word *persona* that according to the etymology derives from the verb *personare*, that means to resonate or to sound through; at that time this word made reference to the mask actors used in theaters and that gave them a resonant voice sound.



**FIGURE 1-7 MASKS REPRESENTATION OF
DRAMA AND COMEDY MUSES**

With our personality (ego) as a false entity or false I, that protects and separates ourselves from the outer world [8], the real individuality is found by facing what is in our shadow and in leaving our dependencies. This process that starts by controlling our past, is not easy and indeed it takes a whole life. However, the more the ego gets broken the closer is a human too kindness, compassion, happiness, joy, unconditional love, creativity and generosity, which indeed provides much more in return in the middle and long term.



**FIGURE 1-8 STEVE JOBS IN 1997 AT WWDC IN A
FIRESIDE CHAT [9]**

Notwithstanding, the purpose is not to dissolve the ego but to submit it to our real humanity or self. It's very easy to understand the concept if we understand ourselves more than an identification with our ego. A common way to dominate it is to observe our behaviors and our emotions in a process that ends up by unraveling how the ego uses our lack of self-awareness, the time illusion and the space to get in our center. We should aim to use ego just to manage ourselves in the world. Remember that people with great purposes [9] achieve them by finding and consolidating this balance. However, a great power carries a great responsibility.

2. Managing in Complexity

Managing projects is certainly a challenging endeavor. In a local context, usual most valued skill involves experience in dealing with a given work environment. Other representative characteristics depending on the country are: soft skills, age, career, etc. However, international projects are highly represented by their complexity. At first glance, this complexity appears to come from different legal systems, contracts, company organizations and many others. Whereas these aspects can be relatively learned with a period of time, there's a strong component which adds complexity without too much reaction time for project managers; that is the complexity that comes from dealing with different cultures in a project [10], [11]. Project managers who don't have an understanding of different cultures tend to fail fast in their assignments because of their lack of perception in the interactions scenario getting lost in that added complexity.

Culture along with corporate culture have already been explained in the previous section. However, to understand more where culture complexity comes, a big picture of culture is needed.

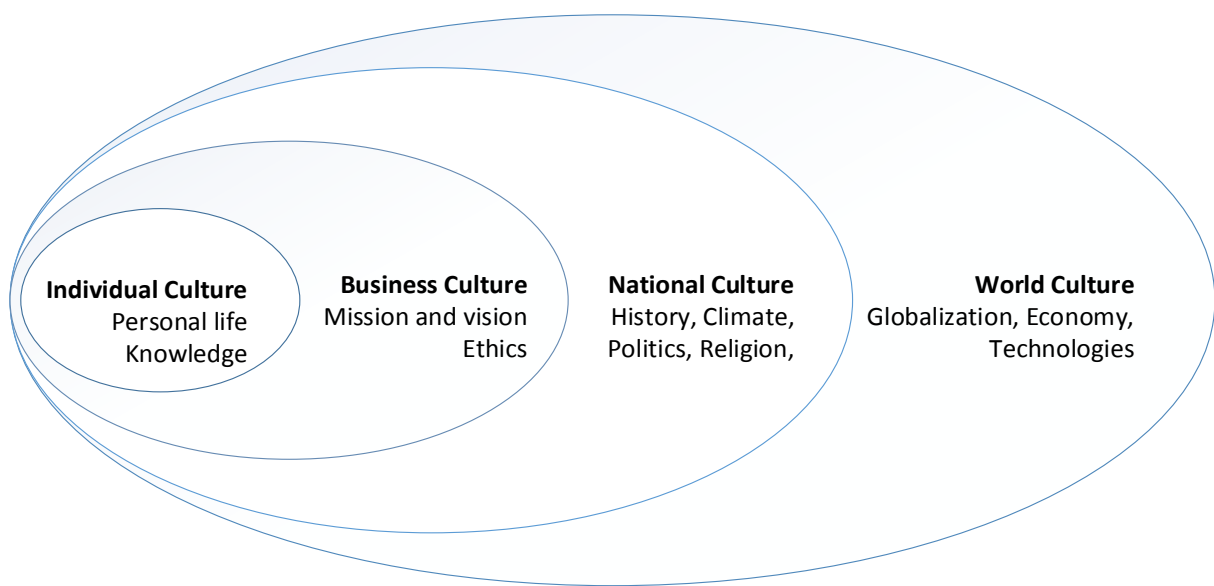


FIGURE 2-1 CULTURAL LAYERS, (ADAPTED FROM THOMAS W. GRISHAM) [11]

This previous figure lets to understand how different cultures are nested with one another. The innermost circle represents the personal life of an individual taking into account their personal experiences and their acquired knowledge which is indeed, with a right attitude, their source of value. The business culture represents the values among their employees which should be aligned with the mission, vision and ethics of the company. National culture, the main topic of this study, shaped by country history, climate, etc. and, last but not least, world culture. This last culture, although less visible is currently driven by globalization, technology progress acceleration and economic pressures between different nations which is becoming one key variable in the equation.

The international project manager should identify the strongest points that influence a given individual in the team fast. For example: knowing where a person comes from, their local politics, their relation with globalization and their impact in their generation. Also their former companies' values and personnel attitudes as well as a being emphatic with their life's path. Otherwise, the project manager will learn wrongly the lessons from that project.

An international project manager evaluation could be done using the following quadrant requesting for four coarse grained skills:

The first one is intelligence as a competence in the spoken work, mathematics and depending on what sector, other competences related to their studies. Depending on the project's context, these competences can be required with a higher or lower threshold. However, there are multiple studies that demonstrate non correlation between IQ or studies marks with leadership capacity. Instead, leadership in international projects arises with the following next quadrants.

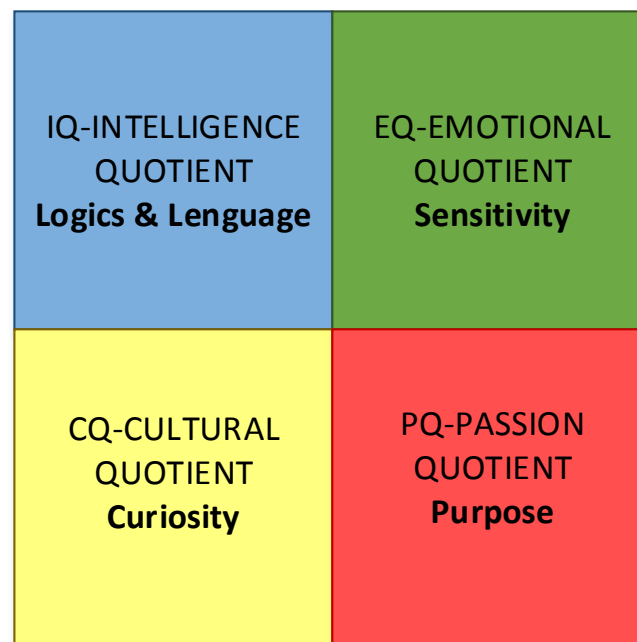


FIGURE 2-2 THE FOUR DIMENSIONS OF SMARTNESS [10]

- Emotional quotient measures the capacity of an individual to recognize their own and others emotions, label correctly feelings and, given that information, guide their thinks and behaviors correctly. If a project manager lacks this skill, they will see the team as a machine, which, in the long term, will create a feeling of emptiness in team's members. Instead the project manager with a sense of sensitivity can act as an antenna of others members' feelings and adequately act regarding those ones that cause more influence on the team.
- The cultural quotient is the one that differentiates the authentic international project manager. It requires a great deal of attitude and its origin is based on the curiosity of the project manager about other cultures. Without this

curiosity, that manager will pass over the project as a casual experience limited in their contribution to give or not approval to other cultures. On the contrary, the project manager with curiosity and a developed CQ will be able to model its impact so the team member's perception of him or her is the right one depending on what is important for each member's culture. Knowing cultures will tell about your respect about their people and how much you care, putting into practice that knowledge, although is more complicated because there are more variables involved, will allow you to reduce cultural risks in the team and in general with the stakeholders.

- The last quadrant makes reference to find activities that we like. In 500 B.C. Confucius said "choose a job that you like and you will never have to work a day in your life". This quote defines work as a pleasant activity which happens when one likes that endeavor. However, not focusing on spent time and efforts is only possible when one is doing an activity for a given personal purpose. Inspiring comes out from purpose and it is the mission of the project manager to find those activities related to some values, life style, beliefs, etc. that shape that purpose; furthermore, try to work in a team in which members are tightly aligned with that purpose. This way, the team will not only finish successfully a project but will also contribute with innovative ideas, excellent quality product or service and will be in general more proactive.

Having the right studies, experience and communicating well will give you the opportunity to be in the role of the project manager. However, the last three quadrants will determine how long will you stay in the game. Developing sensitivity, curiosity and purpose will make the project manager to advance against all the odds. These three quadrants have been studied by Thomas W Grisham [IPM] being them referred as Cross Cultural Leadership Intelligence or XLQ, [12].

Specifically, an international project manager stands out of the local project manager because of their CQ. It has already been commented that it is keystone to have curiosity, that is to say greedy attitude to learn new things. But let's analyze more into detail what elements lie in CQ, these elements are [13]:

- Motivational factor: Is the entry point for cultural intelligence. Motivational factor is showing interest and attitude to participate in cross-cultural environments. The motivation can be intrinsic, being this one genuine in the individual, or extrinsic, which arises from some kind of compensation. Consciousness of multiculturalism in the project increases the confidence when performing in it.
- Cognitive factor: Is determined by the degree in which the individual has knowledge about other cultural systems, values, institutions, religions, beliefs, communication protocols and if possible their language

- Metacognitive factor: makes reference to the individual's ability to use their cultural knowledge to anticipate situations and plan ahead to minimize cultural risks and benefit from different abilities that different cultures give to individuals.

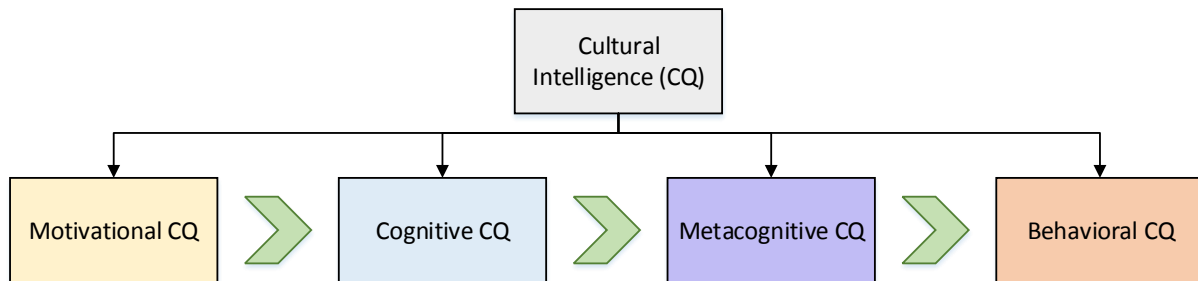


FIGURE 2-3 THE FOUR FACTOR MODEL OF CULTURAL INTELLIGENCE (ADAPTED FROM JOLITA KIZNYTE ET. ALL) [13]

- Behavioral factor: is the adaptation of the actions to different cultures. This includes the verbal, the paralinguistic and body language communication. Moreover, this also includes the way the metacognitive is performed and how they are perceived by other members, because how actions are executed matters and have different meanings in different cultures. To put it simply; if the metacognitive factor are the tactics, the behavioral factor is the operative.

The process of CQ becoming effective is also shown in the previous picture. To increase CQ in an individual, a team or a company the first step is to work in the motivational CQ. This can be done by sensitizing people about culture by raising their awareness, its benefits and setting goals towards CQ. The next step is to get knowledge about cultures through seminars or any other kind of training such as e-learning, internal formation, etc. With these tools it is possible to take into account the cultural aspect in project and taking it into account when planning ahead. The last step, is to learn from the already taken decisions and actions aiming to perform better our acts and communication so as to adapt them to different cultures.

This methodology constitutes a framework for cross-cultural competence. There are currently academies that offer courses inside the already presented framework. Moreover, they also offer access to certifications, which include different levels. In the same line, professional profiles about cultural consulator are also appearing. In this sense cultural intelligence can better the management of multicultural teams, the recruiting and talent development, which has to deal with international talent acquisition, the adaptation of the leadership approach to different cultures and the negotiation.

3. Culture Models

Because of describing and analyzing all countries cultures in a separate way is an unsurmountable task which would become partially outdated as soon as generations change their values or priorities in each country, a more strategic approach to get cultural knowledge is to study the most fundamental dimensions of cultures and to see how different models complement each other.

Aiming to provide the project manager with the key tools to direct themselves to a better team and stakeholders' interaction in multicultural environments, the choice has been to analyze and discuss the Hofstede's model, which represents a straightforward but solid base for general cultural comparison. Going in the line of the stakeholders' management, the Lewis LMR model will become a powerful tool to classify cultures with respect to their interaction style and the way they plan. Finally, a section dedicated to time orientation and pace of cultures will also help the project manager to understand this subtle but important variable. How does it affect to projects and negotiations and how does pace of life relate with other key country variables. Across these three sections, the topics of leadership, management and power will be treated, revealing interesting insights.

The following figure shows the variables of the current main cultural models and studies. The circle indicates the focus in the thesis, the main selected models or studies for the thesis are in red. They are somehow fast and useful for a project manager.

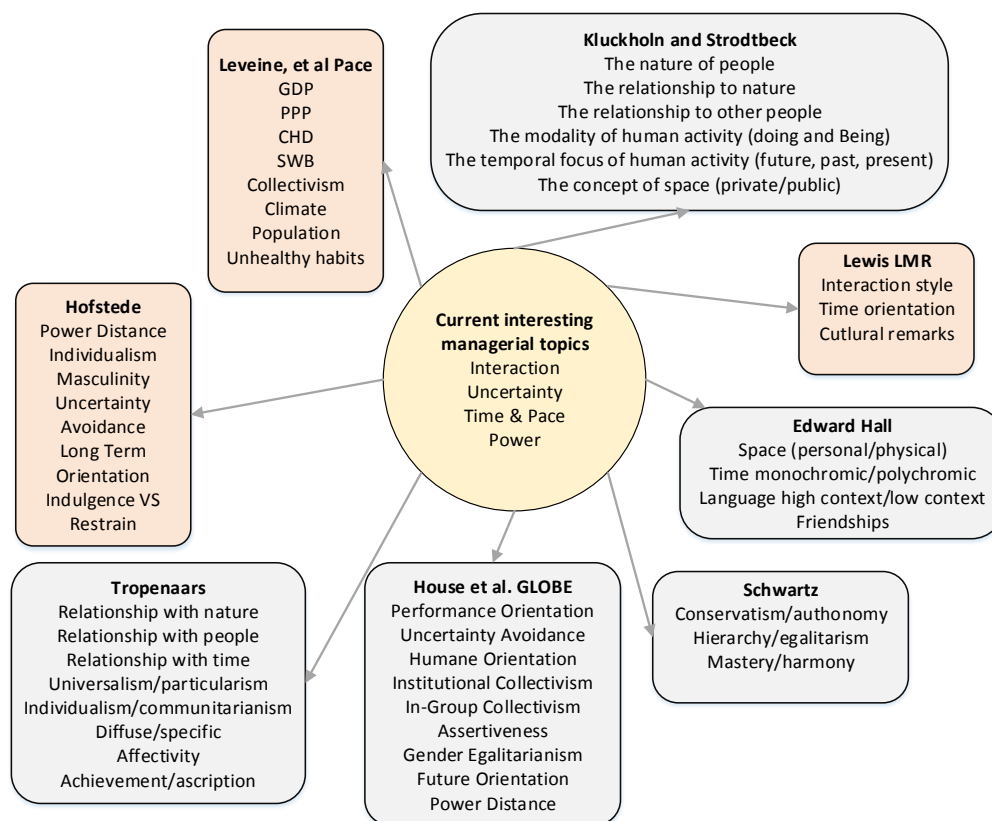


FIGURE 3-1 CULTURE MODELS AND STUDIES THESIS SELECTION

3.1 Hofstede's Model

The Hofstede model [2] is a study of a representative large body of survey data about the values of people in more than fifty countries around the world that started at 1974. The study population consisted in people who worked in the local subsidiaries of one of the largest multinational corporations: International Business Machines (IBM). The success of the pooling resides in that the survey revealed the common problems through different countries with different measures or differing solutions for them. Those common problems had been found 20 years before by another study from two Americans: the sociologist Alex Inkeles and the psychologist Daniel Levinson. Moreover, Geert Hofstede found that by surveying other non IBM managers in different countries the results didn't differ so much.

The initial model included 4 main variables that are much related to the common problems found by Daniel Levinson and Alex Inkeles. In Hofstede's model those are:

- Social inequality and the relationship with authority
- Relationship between the individual and the group
- Social and emotional implications of having been born as a boy or a girl
- Emotion when dealing with uncertainty and ambiguity

Furthermore, in late 1980 Geert met Michael Harris Bond, from the Chinese University of Hong Kong, who did a study called Chinese value survey (CVS) and had found almost the same variables when surveying China using an adaptation of Rokeach Value Survey (RVS). However, a variable that measures the uncertainty avoidance had no similarity with time focus orientation which Geert labeled *as long-term versus short-term orientation* and adapted it for his study. This variable represents:

- Perseverance and thrift for future rewards vs. personal stability and tradition

Regarding the relationship between the individual and the group, Geert found out that whereas many countries scored contrary for individual questions and group questions, there were some of them which scored high or low in both. Over 1980s Misho Minkov, Associate Professor at International University College, Sofia, Bulgaria, investigated in the World Value Survey (WVS) leaded by U.S. sociologies Ronald Inglehart. This survey included more than 360 forced-choice items covering several social aspects. Misho, adding data from other relevant sources, extracted three more interesting dimensions to the WVS: *exclusionism versus universalism*, which turned out to give complementary information related to Hofstede's *collectivism versus individualism*, *indulgence vs restraint*, which came as part from WVS's *well-being versus survival* and which Hofstede included as a sixth variable in his model. Finally, *monumentalism versus fleshumilty*, this last one significantly correlated with *short-versus long-term orientation*. So the new variable indulgence versus restrain shows:

- Tendency to allow relatively free gratification of human desires enjoying life and fun vs. conviction that such gratification needs to be curved by strict social norms.

The following sections show Hofstede's variables into more detail. They will be described, commented and for each one, to have big picture of the situation, a world map has also been generated with Microsoft PowerBI. In the generated maps, the tool was limited to show country granularity so, it is important to say that for some countries such as Switzerland, Belgium and Canada a simplification has been made with respect to the original classification. In the following maps, the culture parameters are referred to the German speaking part of Switzerland and the Flemish speaking part of Belgium. For Canada, the score from the whole country has been chosen.

Power Distance

Power distance (PDI) is basically an index that measures the degree in which society accepts a clearly established hierarchy or, in other words, how much culture allows people to question authority and distribute power.

This index is composed of three questions:

- To non-managerial employees; how often does it occur that you experience being afraid of express disagreement with your managers?
- Define your boss decision making style as autocratic, paternalistic, etc.
- What is your preference for your boss decision making style?

Whereas the first two questions make reference to describe the current situation, the third one refers to a wish of the subordinate. Surprisingly, for those countries that reported autocratic and paternalistic boss styles, also answered high for the same styles in their preference. On the other hand, countries with more democratic and consultative bosses showed in the same way their preference in the third question.

This preference hides a more psychological issue, which is the dependence in asymmetric power relationships in high PDI. Having high PDI indicates that that culture has dependence in relationships; being these ones emotionally more distant. However, this dependence sometimes is manifested in form of counterdependence, that is to say, there are cases in which this dependence is rejected completely. On the contrary, low PDI is related with interdependence between bosses and employees, being the emotional distance relatively small.

The following picture shows the power distance index around the world. Low PDI countries are painted in green, whereas middle ones are painted in orange and high ones in red. The PDI divergence between countries can be explained from the historical point of view. Being the Roman and Chinese empires ruled by a single person or power, these ones prepared their people to receive orders from a center. On the

contrary, Germanic part of Europe, worked in a different way; they were divided into small tribal groups directed by local lords, not willing at all to receive orders from anyone else. The question of why these different cultures got used to these systems from so early remains opened. However, a possible explanation could be that more extreme weather conditions could have forced societies to avoid generating big and high hierarchy systems in order to be more effective in the species survival.

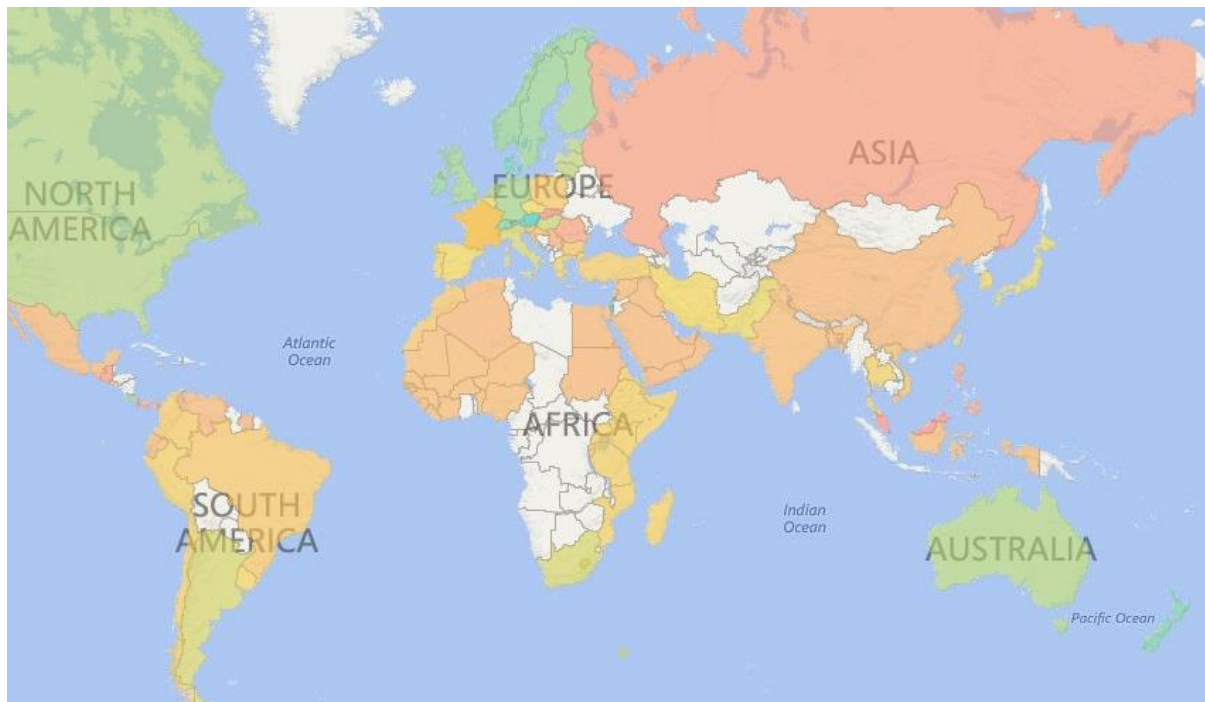


FIGURE 3-2 POWER DISTANCE (PDI) VALUES IN THE WORLD

Some interesting correlations for a PDI index are:

- Higher latitudes are associated with lower PDI
- Large size populations are associated with high PDI
- Rich countries are associated with low PDI

Perhaps the clearer correlation is of being a large size population with high PDI. People in such populations have to accept a political power that is more distant and less accessible than in smaller populations.

Regarding the countries' richness, here the correlation is not as direct. That's because wealth is also a product of other factors such as larger middle class, better education system, modern technology, social mobility, etc. So in this sense, it is more complex to establish a direct correlation between low PDI and wealth.

Individualism

Individualism (IDV) is a measure of how much loose are ties between individuals. In high individualism societies, everyone is expected to take care of themselves and their

immediately family, whereas in collectivist societies people tend more to be integrated in cohesive groups that protect them in exchange of unquestioning loyalty.

This cultural variable, also referred as the power of the group, is tied to family models. In collectivist societies, the family is composed of a big number of relatives, this is known as extended family. In this situation, children learn to think of themselves apart of a group that regardless of their preference, constitutes a great deal of their identity. The individual ends up owing lifelong loyalty where breaking this loyalty is one of the worst things the individual can do. On the contrary, in individual societies, children are raised in a families consisting of only their parents, those are called nuclear families. In this context, children are grown thinking of themselves as a distinctive “I” instead of being classified according to a group membership. For instance, playmates in school are chosen in basis of personal preference and children are expected to leave the parental home as soon as they can stand on their feet. In such societies, practically and psychologically healthy people are considered those ones who are not dependent on any group.

Individualism is measured according to six parameters when working. Personal time after work, freedom, challenge at work, training, physical conditions and use of skills. Whereas high individualistic countries scored high for the three first parameters and low for the last three, collectivist countries scored in the opposite way.



FIGURE 3-3 INDIVIDUALISM VALUES (IDV) IN THE WORLD

The correlation is done in the sense that individualistic countries value more their independence from the organization whereas for collectivist countries, the dependence with the organization is seen as natural. The picture of individualism around the world shows that individual societies are the exception. It is important to notice that being individual countries richer than the average, when answering the

questionnaire, they gave less importance to the three later aspects because they took them for granted as living in a developed country. In this sense is interesting to think if individualism can only take place in those societies in which there is abundance enough not only to allow people having nuclear families but also generating individuals that can live and relate with others more according to their personal preferences.

Looking at both maps, PDI and IDV, it is easy to see that both variables are highly negatively correlated. In general, high PDI goes together with low IDV and vice versa. That occurs because cultures in which individuals depend on groups usually also are more dependent on power figures. Notwithstanding, there are some interesting mild exceptions in this negative correlation, each one with a necessary further study. For instance, France and Belgium have medium power distances with quite high individualism. Simplifying, this is due to the principle of the “rationale of honor”, in which the rank’s implications are more determined to tradition than being imposed by one’s group. This form of individualism in middle power distance is supported by a bureaucratic system that can be called *stratified individualism*.

Masculinity

Masculinity index (MAS) is defined as the level in which emotional roles between men and women overlap. In masculine societies, roles are clearly defined. Men are expected to be assertive, tough and achieve material success, whereas the system makes women to keep modest, tender and remain dedicated to quality of life roles. On the contrary, in feminine societies, both genders are supposed to be modest, tender and concerned with quality of life.

The way this variable is found and associated with being man or woman is making questions about earnings and career advancement, having good relationship with the manager and a cooperative working environment. These variables were the ones found correlated with gender. Giving men around the world more priority to the first two ones, whereas women gave more priority to the two second ones. The gap size was found different between masculine and feminine societies. This variable can be misunderstood by mixing it with the individuality one, in the way feminine cultures are more focused on wealth of the society which is a group; we could think of being them also more collectivist. However, both variables are independent; in individualism-collectivism deals with group dependences and identity whereas masculinity-femininity stresses on ego versus relationship.

Although men and women are biologically distinct and their roles in procreation are absolute, other physical differences are more relative at individual basis. Moreover, their tendencies over being modest and tender are much less determined by nature than culture can determine. This is very clear when looking at professions in different countries and how culture influence in the gender percentages of each profession. For example: female managers in Japan are almost inexistent whereas they are quite frequent in more feminine countries such as in the Philippines and Thailand.

The following picture shows masculinity index around the world, colored in red the most masculine societies, yellow for more neutral societies and in blue the most feminine ones. Here, it is important to notice that being a masculine or feminine culture doesn't correlate with being a rich or a poor country as it was correlated with being more individual or having less power distance.

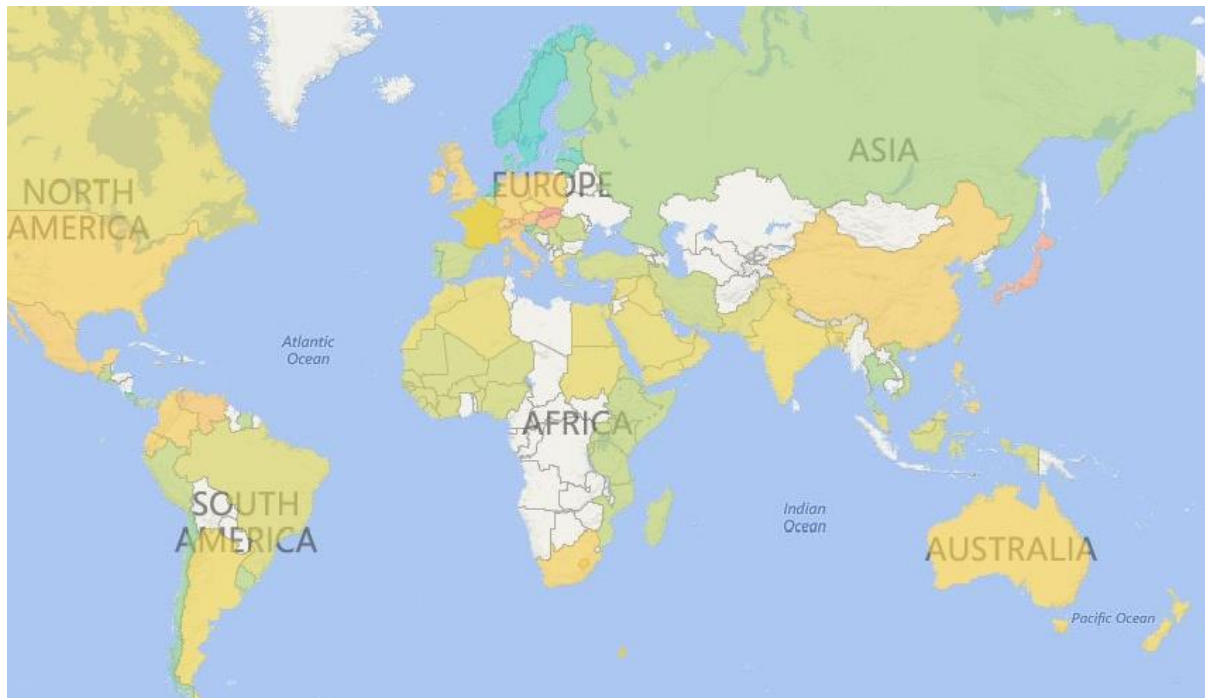


FIGURE 3-4 MASCULINITY VALUES (MAS) IN THE WORLD

It is a fact that people from different ages score quite different in their masculinity. Older people tend to be less competitive and more relationship and group wealth oriented. Approximately at the age of 45 years, men and women score the same. This can be due to the fact that at this age, women generally end their child-bearing potential and therefore there is no more biological reason for that difference.

At job positions, masculine roles are more associated with sales, where competitiveness is keystone. The association also works for engineers and scientist which are performance oriented profiles. At managerial positions, individuals should have a balance between assertiveness and nurturing. Furthermore, older persons are more suitable as people managers because of their decremented masculinity whereas young people suit more into technical managerial positions.

This variable is especially interesting in the context of the state. It represents the knobs of the following tradeoffs:

- Solidarity with the weak versus reward for the strong
- Aid to poor countries versus investing in armaments
- Protection of the environment versus economic growth

At this point the reader may have noticed the link of these statements with right or left winged governments. Masculine countries strive for performance whereas feminine ones do it for a welfare society. Tax levels are indeed a consequence of choosing one approach or the other. In fact, masculine countries criticize feminine ones attributing their economic problems to high taxes, whereas feminine countries criticize the contrary. One of the key aspects in high or lower taxes is that feminine countries think that poor people are poor because they were unlucky in life whereas in masculine countries the belief is that they hadn't work hard so rich should not support them.

Religion is also influenced in this polarization. For example: Catholicism is more masculine than Protestant traditions because they maintain more masculine values. Protestants now practice equality between men and women in their leadership and clergy. Also Buddhism in masculine Japan is very different from Buddhism in feminine Thailand. Another example is Islam, where Sunni is more masculine than Shia, which stresses more the importance of suffering. This is clearly seen in how Iran scores more feminine than other predominantly Sunnite Arabic-speaking countries.

Uncertainty Avoidance

Uncertainty avoidance (UAI) is a complex variable as it translates into multiple reactions in people's societies. First of all, it should not be confused with risk avoidance. Instead, uncertainty refers to the creation of ambiguity. Whereas risks can be associated with something physical which can represent a danger and create fear, ambiguity is related to the generation of any possible and unknown scenario with no relation to a concrete object which creates anxiety. To put it simply, risk avoidance and ambiguity make pairs with fear and anxiety. The first ones are causes whilst the second ones are consequences.

UAI is the extent to which the members of a culture feel threatened by ambiguous or unknown situations. Questions in the survey included how often did people experience stress in company, the preference for detailed and respected rules and their time remaining expectation in the current company. The tricky part of this variable is that individuals scored different for the three questions. However, when summed up, all three variables showed the differences between studied societies. This means that different societies have programmed different levels of tolerance when dealing with uncertainty and ambiguity.

High UAI societies develop stronger systems of rules that make children often feel guilty and sinful which translates to the development of stronger superegos. This concept was created by Sigmund Freud to describe a part of the subconscious in charge of moral and ethics acquired from culture having the relationship with father an important role. The following picture gives valuable information about high UAI countries. Let's give some examples to show that a part from different reactions in people, high UAI, also has different manifestations in societies.

A first example is Japan. This country is a clear example of strong superegos. If we take Bushido philosophy code, in which samurais had a strong sense of honor and moral at a point that they had to commit suicide when losing honor, is easy to see the previous correlation with high UAI. Furthermore, Japan is also an example of how high UAI societies are more expressive than of those with low UAI; in this case, if we compare with other Asian countries. In other words, as individuals, they also tend to become more nervous and to manifest that. However, as society puts more pressure they spend long times behaving in accordance to rules. This has another interesting consequence, which is that they drink more alcohol after work than those societies with low UAI. In this process other countries follow approximately the same pattern; such as Germany, Spain or France.



FIGURE 3-5 UNCERTAINTY AVOIDANCE VALUES (UAI) IN THE WORLD

Another characteristic of high UAI countries is that they have different ways to refer to the other person. That is to say, they feel safer establishing context in their relations according to social rules avoiding ambiguity. For example, *tu* or *vous* in French, *tu* or *usted* in Spanish and many hierarchical ways to speak in Japan.

A possible manifestation in high UAI countries is also punctuality. In this case, ego and its bounding to time and space to survive is also involved. Anxiety generates a need to plan ahead everything so nothing uncertain happens. This behavior feeds the ego, which the bigger it becomes the more security it needs and the more makes that individual to see world as a thread. Not only punctuality is clearly seen in German and Japanese trains and their way of working but also UAI is highly correlated with speed limit relaxation.

Managers in low UAI countries can come from backgrounds that involve common sense and generalizing. For instance: in Great Britain, the study of classic literature is

a valid entry ticket for a business management career. Low UAI countries managers differ in that they are occupied themselves more in strategic problems rather than with daily operations; such as in France and Germany. Though the economic success is dependent of more variables.

Paradoxically, high UAI countries, (the study is reduced to industrialized countries), have more self-employed people than those with low UAI. The reason is that individuals in these societies are more likely to have low well-being in a society. However, the resultant big picture shows that low UAI are better at innovating whereas high UAI countries do it better at implementing as that requires sense of detail and punctuality.

Long Term Orientation

This dimension is defined as the approach towards fostering virtues oriented to future versus fostering virtues oriented to past and present. In long term orientation cultures, there is a particular focus on perseverance and thrift whereas in short term orientation cultures, the focus is on respect for tradition, preservation of “face” and fulfilling social obligations.

The first study that modeled this variable was the Chinese Value Survey (CVS) which included twenty-three countries around the world. Given that the variable had no correlation with Geert’s IBM study, he decided to include it, although in a wider study that has some variations and that will be described later on in this section. From now on, the first variable will be referred as LTO-CVS and the one that included more countries will be referred as LTO-WVS.

The variable, in its CVS definition, although not totally, is highly shaped by Confucius philosophy. However, that doesn’t mean other countries also share or even prioritize more those values. The following list describes the variable modeling.

- Persistence or perseverance: this is one of the most representative characteristic of this variable. It’s related to one of the 4 Confucian values in the way that life consists in trying to acquire skills and education and working hard. It is also much related to entrepreneurship as it encourages working hard today for a future reward. Interestingly enough, LTO-CVS is strongly correlated with national economic growth and this characteristic makes sense to the correlation with the focus on the future.
- Thrift: combined with the previous variable, it strengthens the correlation with economic growth. It is also related with restraining one’s gratifications of today to achieve some objectives from a longer-term view.
- Ordering relationships by status and observing this order: one of the most representative teachings of Confucius was designing a society in which their stability was based on unequal status relationships between people. These relationships are based on mutual and complementary obligations: for

example, the junior partner owes the senior partner respect and obedience whereas the senior owes the junior protection and consideration.

- Having a sense of shame: this characteristic although is not Confucian, is common in China. In high LTO countries, humility was seen as a virtue both in men and women. This is a consequence of having sense of shame.
- Reciprocation of greetings, favors and gifts: this is somehow related to collectivist. However, here the approach requires a long term view. In China the term *guanxi* makes reference to one personal network of acquaintances and relates family to business world. One consequence of this approach is getting use to accept side payments and services. Transparency International classifies these practices as bribing.
- Protecting one's face: this characteristic goes with low-LTO cultures in which society sets a sort of musts or traditions which have to be followed to protect one's face. Being contrary to this base means being flexible and adaptable to new changes and deciding in basis of the current context.
- Personal steadiness and stability: this one also goes with low-LTO culture. It is attached to pride and appears in contexts of religions that deal with inflexible truth. This aspect will be developed with an example in this section.

Aiming to have more surveyed countries and capturing the long term orientation dimension but without having so a high focus on capturing Chinese values. Misho scored the WVS database up to the year 2007 for items that were conceptually similar and correlated significantly to the LTO-CVS. These adapted dimension contains three characteristics:

- Thrift as a desirable trait for children: this variable is measured by mixing it with other such as perseverance or imagination and religious faith. This way its priority over the other variables is measured.
- National pride: This variable scores negatively and measures the aspect of self-enhancement.
- Importance of service to others: mixed with other variables such as politics, leisure time, etc. to capture its priority over these other variables captures reciprocation of greetings and favors.

The following map shows this fifth dimension around the world. It's easy to see how the modified dimension has correlation with the LTO-CVS. Asian countries have high or medium scores.

After the WWII Asian and African countries were poor. From 1970-2000 the countries called the 5 dragons; which included Taiwan, South Korea, Singapore and Japan outperformed notoriously their GDP per capita whereas other African and south American countries did not achieve almost any improvement. One of the key aspects in this phenomena is that, LTO promotes persistence and saving which are keystone

variables to economic growth. However, it was their flexibility to adapt and imitate the occidental new technologies what could make effective a high-LTO culture.



FIGURE 3-6 LONG TERM ORIENTATION VALUES (LTO) IN THE WORLD

Dealing with truth has been mentioned in this dimension analysis. This is an interesting variable not only because it is associated with strict truth religions but also in separating good from evil. Whereas western societies have clear guideless about what is good and evil, eastern ones don't and think that it depends entirely upon circumstances at the time. This is clearly seen in the way each culture rates of imprisonment. If taking similar rich countries across the dimension, those with higher LTO have lower imprisonment rate. It is not only because of strict codes of good and evil but also because an approach that contemplates that good and evil is within human being gives space for criminal reformation into useful citizens learning to be good.

Indulgence versus Restrain

Being the most abstract dimension, indulgence versus restraint (IVR) was born while understanding that happiness has two controversial aspects. On the one hand, it is about how much satisfied is one with their life and on the other hand, it is one's perception of having emotional affect or being in an elevated mood. The World Series Survey demonstrated not only that these two are weakly correlated, but also that subjective life satisfaction is simply explained by country's wealth. In finding that some poor countries scored high happiness, there was a need in finding a more distinctive model for happiness.

Intrigued by Inglehar's analysis of the WVS, Misho performed his own studies and found that happiness was determined by the following variables:

- Happiness: this question is simply asking about one's level of happiness. Scoring positively only the option of very happy.
- Life control: the essence of this question is asking about the subject perception of their decisions having consequences on their lives. That is to say, the degree of freedom in that society.
- Importance of leisure: here the question involved multiple choice options, only scoring positively leisure as being the most priority over the other options.

Other important things are having friends, spending money and doing things one like. Where educating children in thrift was negatively correlated with indulgence. In this sense, this dimension measures a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun versus being restrained believing that that gratification has to be cubed and regulated with strict social norms.

The following figure shows indulgence versus restrain around the world, where red societies are the most indulgent ones and the green ones more restrained. There are multiple factors that affect this dimension. One of the most related is the positive correlation with high PDI, which indeed represents lack of freedom for speech and autocratic bosses.



FIGURE 3-7 INDULGENCE VERSUS RESTRAINT VALUES (IVR) IN THE WORLD

There is also correlation with LTO-WVS and IVR. Good examples of such dimensions' interactions are China and Russia. Both countries scored with high power distance and long term orientation. In the case of Germany, although its PDI is quite low, having very high UAI somehow contributes to higher the restrain.

There are interesting relations about indulgent cultures with having positive emotions frequently and remembering them. Also the levels of optimism and extraversion are higher. On the other hand, in the context of food consumption, they tend to consume more junk food and become obese; even though the general trend is of being healthier than restrained countries, specifically when it comes about cardiovascular disease.

On the contrary, there are findings about more restrained societies generating more cynic individuals having a negative view where powerful people are arrogant exploiters of less powerful individuals, people in general willing to stop working after they secure a comfortable life, old people usually stubborn and biased and feeling apathy towards social implication. Moreover, regarding sexuality, there is more restraint in norms about having casual sex.

National governments are usually concerned about birthrates. There are basically two instruments to higher natality: one is lowering education levels and the other is to make people happier; being economic development a trick to make feel people more conformant with their lives even if society is restrained and doesn't allow individuals' decisions to affect their lives. Unfortunately, regarding increasing the births, economic development requires longer to be positively modified and many governments tend to lower the education to obtain the same effect.

As in other dimensions, it is difficult to find out the original reason for one culture to become indulgent or restrained. However, Misho proposed a coherent explanation by including restrained cultures in those that originally needed from intensive agriculture. This included mainly Eurasian territories which didn't have opportunity to easily hunt animals and suffered from calamities associated with intensive agriculture like dependence of climatology for survival. They had feelings of less control over their lives and little time for leisure.

3.2 Cultural Clusters

Distinguishing cultures among certain parameters is what cultural models do. However, the project manager is interested in having a rougher classification to be able to have a general idea when dealing with multiple cultures. The project manager has to be very conscious regarding their projected image; what can be tolerated in one culture may be bad seen in another one and vice versa. Used to describe how cultural groups behave regarding many topics, the Six Culture Clusters © was developed in basis of Hofstede's model. It allows to tell apart common characteristics of near cultures, for example: saving in this way efforts when developing marketing campaigns for multinational companies [14]. Tough, the model can be used for many purposes in relation to project management [15]. Cultural competence has already been defined in the thesis by starting with a good predisposition to multicultural environments. However, in management and in negotiation, it cannot be assumed that the other part will be contented only by good intentions and other's culture awareness and beliefs knowledge. So, let's have a look to the characteristics of each group.

Family Cluster

This cluster includes Asian countries such as China and other influenced countries as Singapore, Malaysia and India. In this cluster, trust needs time to be built and leaders empower harmony and change. This cluster advantage is its capability to implement major projects and realize complicated business quickly. Employees are loyal to company. Formal rules are written down but they are changed easily depending on the situation. In general, the leader is seen as a paternalistic figure, someone old who represents wisdom; negative feedback is avoided and loss of face can be disruptive to the relationship. The CEO usually exercises strict but benign control. At organizational level, they are good at incremental innovation where there is low individuality, low uncertainty avoidance but high power distance. Communication is of high context requiring noticing subtleties in body language.

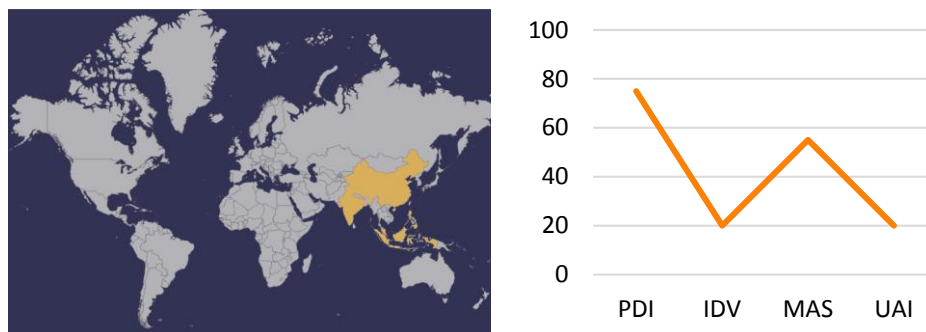


FIGURE 3-8 FAMILY CLUSTER LOCATION AND CHARACTERISTICS

Contest Cluster

Anglo Saxon countries form the contest cluster. Competition and freedom are the key concepts. In this pursuit of individual happiness, the government and legal institutions remain in the background to reduce rules and regulations. Hierarchy obeys to current performance regardless of age or gender. Objectives and negotiations respond to figures and tangible results. Open conflict, though formal, is normal and a way to decide new strategies or decisions in company. Planning is rough and objectives oriented. Culture has well defined roles for winning and losing. They praise practice vs theory.

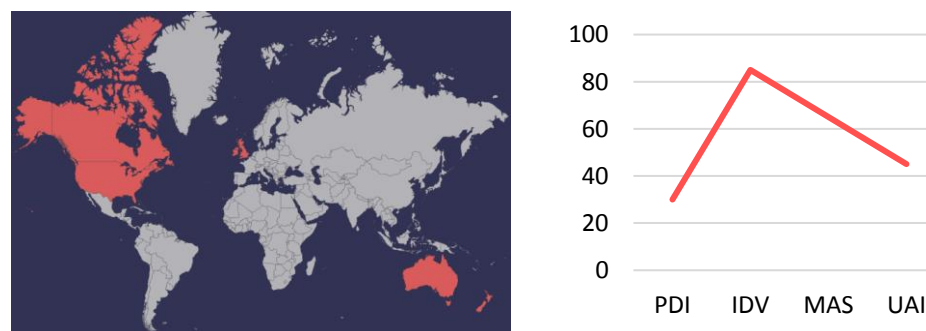


FIGURE 3-9 CONTEST CLUSTER LOCATION AND CHARACTERISTICS

Network Cluster

The network cluster encompasses the Scandinavian countries and Netherlands. This cluster shares the PDI, IDV and UAI with the contest cluster. However, they are distinguishable from other clusters in their high femininity. In their context, consensus, co-operation and friendly negotiation replace competition and individual success of the contest cluster. Contributing to the organization and being recognized are key factors. In this sense, the project manager has to consult employees regardless of their rank, instead of imposing their strategy, no matter whether it would come from their intuition or analytical capacity. Societal responsibility and employees are in the basic values of their organizations. Moreover, their societies empower organizations that praise these values.

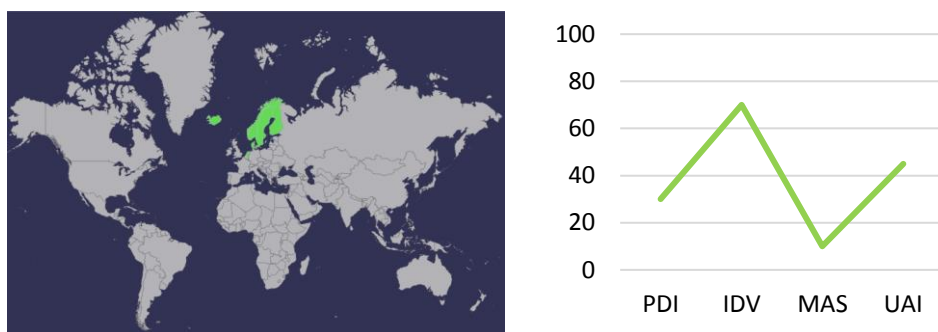


FIGURE 3-10 NETWORK CLUSTER LOCATION AND CHARACTERISTICS

Well-oiled Machine Cluster

Well-oiled machine cluster includes German-speaking countries and to a certain extent Hungary and Czech Republic. They resemble to the contest cluster in the PDI and IDV. However, their high UAI involves everybody working towards predictability and structure. Leaders have to be experts who decide in basis of analysis and representative figures. Employees are not under control; they are supposed to be competent and autonomous, though the manager figure is reserved as a last resort in case of ambiguities. Transparency, information readiness and delivering high quality are keystone.

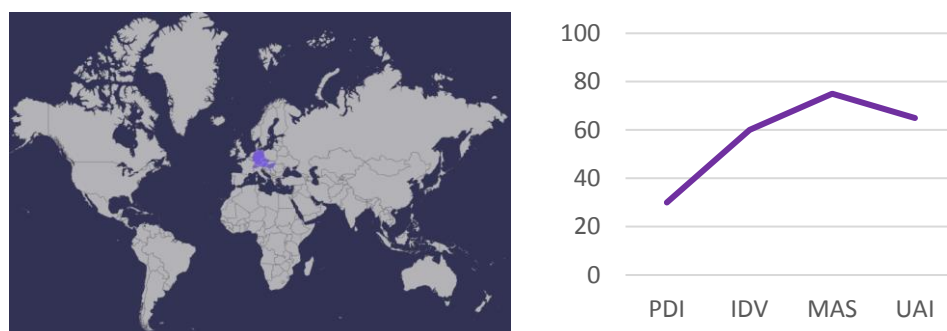


FIGURE 3-11 WELL-OILED MACHINE CLUSTER LOCATION AND CHARACTERISTICS

Solar System Cluster

The cluster is composed by France, the French speaking Switzerland, Belgium in which Wallonia is closer to the cluster, northern Italy, and to a limited extend Argentina and Spain. The key concept here is being affiliated to an organizational department, professional group or academic peer group. Academic achievements and being competent in one's profession is important. Contrary to the popular belief, these cultures are hard working. They have a special sense of honor. Power distance is high and individuality too; thus the manager has to be both respected and feared. High control is applied in the hierarchy but it is very subtle to avoid moving other's pride. At organizational level, there are disputes between departments, notwithstanding, the manager only intervenes when issues go out of control. Dressing code is taken into account; style, formality and status are important. There is an intellectual approach.

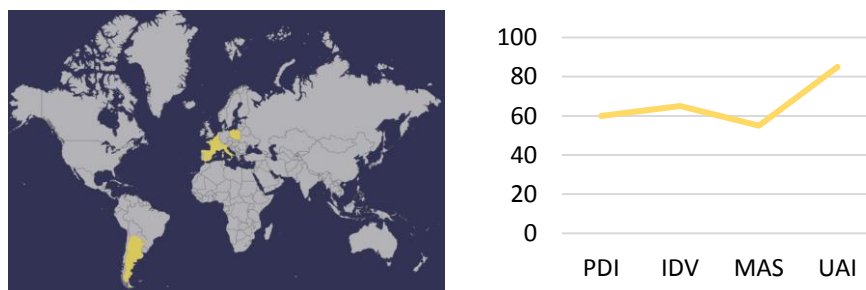


FIGURE 3-12 SOLAR SYSTEM CLUSTER LOCATION AND CHARACTERISTICS

Pyramid Cluster

Being the most numerous, the pyramid cluster includes Portugal, the Russian Federation, Greece, most of the African and Arab countries and much of Latin America, where Argentina is also included to a some extent; also Korea, Bangladesh and Pakistan are included. Here, clear hierarchical and mandating structure is defined at work and in social arrangements. Top management is in charge of overseeing everything and setting up policies in basis of the common good. Power is unequally divided and people accept this a fact of life. Directors should be a good example and support their team members privately and morally. Good leaders have all answers to questions and their decisions are not exposed to open discussion. Leaders delegate and mandate.

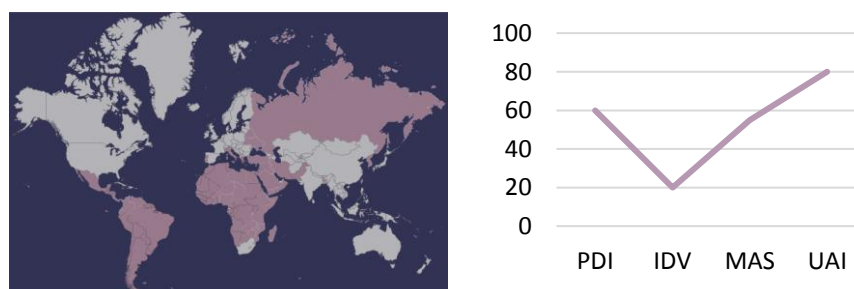


FIGURE 3-13 PYRAMID CLUSTER LOCATION AND CHARACTERISTICS

3.3 Lewis Model of Cross-Cultural Communication

Pursuing a simple model which could enable learning to have effective interaction in the fields of business and international cooperation, Richard D. Lewis came up with a model that classifies cultures in three differentiated groups depending on the way they have conversations and perform tasks [16]. This model is very resistant to cultural and generational transformations because it is based on language. The three types of cultures are the following:

- **Multi-Active Cultures:** these cultures express themselves emotionally, they are the most extrovert and their communication center of attention tend to be focused in the person within a context in priority to factual data. They are multitasked and change their task context very often as a result of a lack of planning or a very loose schedule in relation with other cultures.
- **Linear-Active Cultures:** are more introverted and express themselves by facts and data. Contrary to the multi-active, active rarely interrupt to their interlocutor in the dialogue. They plan ahead linearly and feel comfortable sticking to plan.
- **Reactive Cultures:** Conversation is shaped as a monologue, where the interlocutor waits until their partner ends developing arguments leaving some time before starting, to allow the other part to resume arguments or simply to think more before speaking. Pauses are important, their lack of interjections and silent communication is complement with subtle body language. They are reactive in the way they usually leave other cultures to start the conversation or adapt their schedule to others' first move.

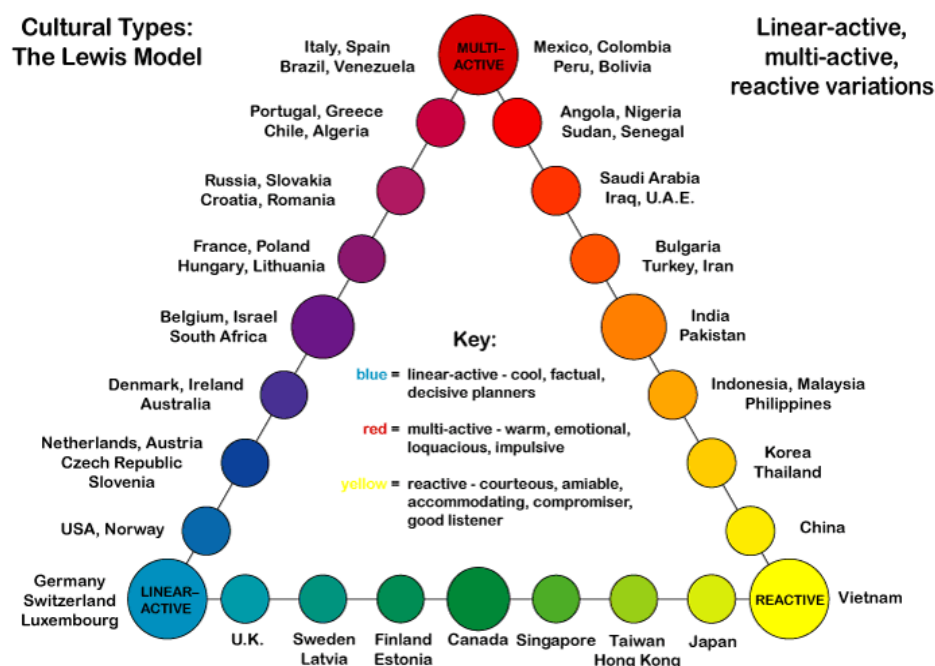


FIGURE 3-14 LEWIS MODEL CULTURAL TYPES

In the previous figure, a classification of countries is done representing their variation with respect to the three defined groups. Although distance is the same in the representation, that doesn't mean the scores are equal. Moreover, countries with the same dot color or neighbor dots may have different religions, beliefs, etc.

The communication and business between these three groups can be described with the following example:

Imagine Florian, who is Swiss businessman. His company sends him to Rome where he has an appointment with Andrea, also a businessman but Italian. They have arranged their meeting at 10:00 PM. However, this appointment time is understood differently by both cultures. Florian arrives punctual at 10:00 PM to Andrea's Office, but Andrea is not there yet because he already was delayed by another meeting. When they meet 15 minutes later, Andrea receives an important call for a closing transaction so Florian is asked to wait at his office during fifteen minutes more. When they finally start their conversation, although Andrea asks apologies, Florian is upset for the delay. Moreover, Andrea's conversation warming is longer than Florian is used to.

This example shows how these two groups usually have business collisions in the way they work. In this case, Andrea's culture involves doing many overlapped tasks that also tend to come dynamically. Whereas the linear mindset of Florian's culture generates punctual and expected events. Furthermore, their communication is different. Andrea's one is more focused on people; Florian's is on facts and tasks.

Linear-active cultures tend to interact and work well with reactive ones. They are nearer in their communication approach as both are more introverted. In addition, whereas the reactive culture tends to wait for a stimulus, the linear active likes presenting their ordered arguments that they have studied beforehand.

In the case of multi-active cultures and reactive cultures interaction. This combination tends to create a time consuming interaction. Multi-active cultures have often too much expressiveness which not only generates saturation for reactive cultures but also can induce lack of trust. On the other hand, multi-active cultures may find difficult to know reactive cultures' opinion or needs due to their subtle expressiveness, sometimes even with clumsy movements.

Lewis created the LMR model knowing that cultures, although many times were reflected by countries' borders, in their origin, factors such as language which models the way of thinking, were determining their way of interacting and their way of working. That is to say, the way they perform tasks through time.

The following figures shows the world and Europe's maps colored with the already LMR described groups. An interesting case is that one of including north of Spain and south and mid France. Despite of being in different countries and including very different regions with own languages, their interaction and thought type is similar but different from their neighbor areas. For example: Basque country which have talent for industry and commerce and have a much more introverted interaction than Castilians, Catalans who are more reserved than their Castilians neighbors, have cult

for the order and efficiency like Northern Europeans and Americans. Galicians, who share some common ground with the British.

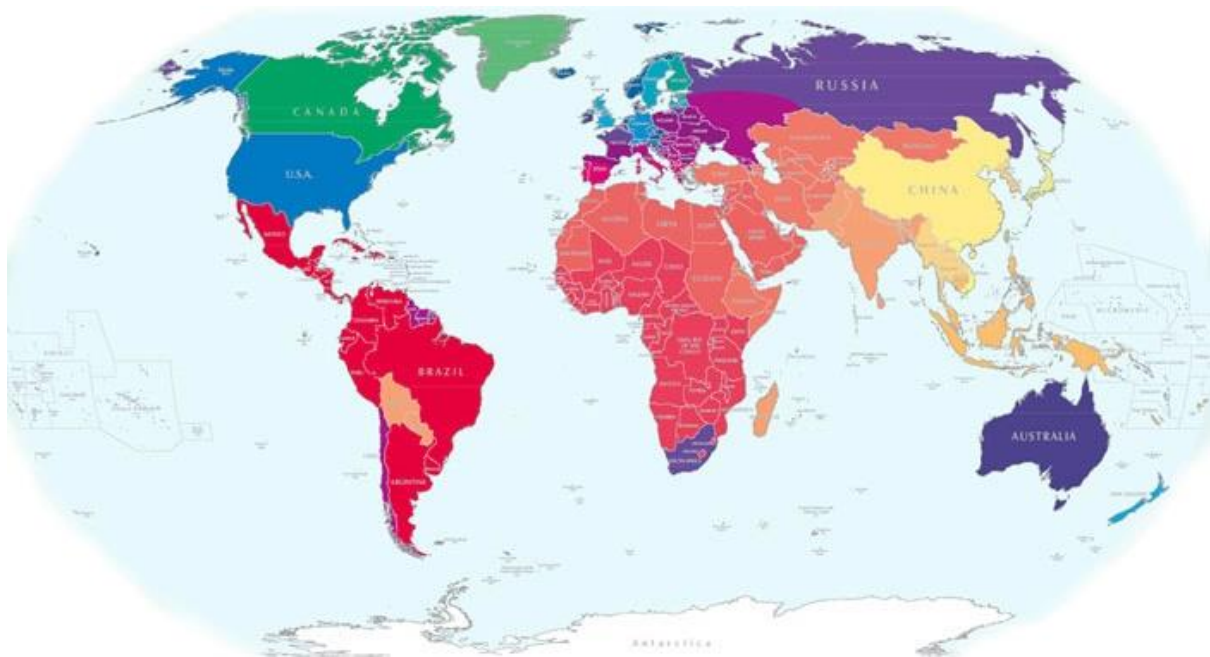


FIGURE 3-15 WORLD MAP OF LEWIS MODEL CULTURE TYPES



FIGURE 3-16 EUROPE MAP OF LEWIS MODEL CULTURE TYPES

A part from their language and culture, people's interaction and way of thinking can be fine-grain tuned depending on their studies, profession and age. Lewis found that the older the person, the more reactive becomes. In the same line, professions such as doctors or lawyers become more reactive. Engineers or accountants experience a transformation to linear-active interaction, whereas successful managers have balanced LMR scores, and senior ones become more multi-linear than their social average.

In a globalizing world, nations' leadership is going to be increasingly determined by cultural competence. Outdated views from old imperial approaches such as ones of Spain, Britain or France, or mental insulation as in Japan and USA won't work because of the huge figure of market stakes. In its side, Germany is putting effort in multiculturalism. However, their strict organizational mindset makes them appear distant to other cultures.

Leadership in Each Culture

Leaders, who usually are the ones who create organizations, have different styles of working depending on their country. As a leader is chosen by their followers; so it is the choice according to each country culture. Once leadership election has been established according to culture, the managerial style at organizations can be matched with the three already commented LMR cultures:

- Linear-active: they are required to have technical competence, have a logical approach rather than emotional, they are deal oriented, want immediate results, promote order, efficiency and inspire through careful planning.
- Multi-active: they are required to be eloquent and persuasive, extroverted. Time is not as much important as completing human transactions emotionally.
- Reactive: they are also people oriented. However, they are valued by their knowledge, patience and quiet control. Should inspire modesty, courtesy and be able to create a harmonious atmosphere. Usually know well their companies and adopt a paternalistic role.

Tough this classification, each country has its organization trends according to its culture; some interesting examples are the following:

- United States: managerial approach is assertiveness, competition, goal, confidence and challenge. Value is concentrated in revenue and quarterly results. The time a manager plays the game is determined by results. Fast hiring and firing. However, failure is part of the process and organizations value failures in CVs. Aggressive and ambitious approach lets place for young and female managers. However, law is strict with punishments in order to control that unleashed society that requires a great number of lawyers. Time is money and business is priority. So, at international level, American managers can

become impatient with other slow-paced cultures. Moreover, if deal is favorable, what is moral can be set apart.

- France: elected according to family, age, education, experience and their mastery of French oratory. They are not required to be specialized thus become more adaptive and aware of general problems in company. French managers enjoy more tolerance in their errors in priority of organization reputation, patriotism, and its sociopolitical goals. Although displaying somehow friendship, French managerial style tends to autocracy and concentrate power.
- Germany: Order and believe of a perfect system is keystone. Orders go top-down in a precise and detailed way. However, information is also passed from down to top for improvements, criticism to direct superior is allowed and has to be constructive and direct without misunderstandings. This compensates the lack of horizontal communication. German perfect planning orientation makes working schedules to be strict; professional and personal lives don't mix.
- Spain: With an autocratic and charismatic style, Spanish managers use intuition and personal influence. Rather than having strong knowledge or studies, they are good at improvising [17]. Appearances are important and dressing code is important in organizations [18]. Nepotism, in clear or subtle forms, is present in many companies and organizations. Although with nuances across the country, especially with several different cultures in the northern part; the rule of thumb tells stubbornness and pride, thus managers' decisions tend to become irreversible.
- Japan: Japanese executives have great Confucian influence from seventeenth century, in part due to Tokugawa shoguns interest to quit other religions. Later on, that Confucian influence coexisted with a revival of their ancient indigenous religion called Shinto. Japanese managers have little involvement in everyday affairs of the company. Instead, ideas are generated in the bottom, where voting for proposals originate petitions of performance improvement which are delivered to be approved from direction. This approach has generated well know terms in western cultures, such as just in time (JIT), Kaizen, Kaikaku, etc. It also has opened a world of disciplines that comes from the lean concept, which aims to reduce wastes.
- Arab countries: Despite sharing language or speaking dialects and having religion commonalities. Arab countries managerial styles have differences that have been omitted in former analysis as GOLBE [19]. General trends are those of relying in unwritten rules, saving-face and anticipating superiors wishes in Saudi Arabia, where these trends are scientifically less in Lebanon or Oman, being these ones more reliant on their superiors. Reliance on co-workers is seen positive in Lebanon and Qatar, while reliance on specialists is high in Oman.

3.4 Time Orientation and Pace in Cultures

The way we experience time and how do we manage ourselves in it, may appear to us as something standard in the world. However, anthropologists in listing the toughest things to cope with in a foreign land, found that second only to language is the way we deal with time. We can divide time into past, present and future, so different cultures scatter their weight focus differently across these three tenses. To begin with, we could call the pre-industrial cultures, which still exist today, those ones with no sense of time or ruled by natural cycles [20]. The Pirahã Tribe in Brazil only focuses on the present lacking the sense of past and future, in this sense they don't have sense of time thus they don't have history, numbers, letters or art. The Indian Hopi tribe in Arizona as well as other Indian tribes in America are also another example of cultures without sense of time as their language they doesn't have verb tenses but only a couple of words to specify the concepts of sooner and later. Other cultures such as the nomadic tribes of Afghanistan and Iran only guide themselves by seasons, moving themselves in between more convenient areas to live depending on the season. The Asian Buddhist culture is another example, they are ruled by the lunar calendar.

In time orientation, in general, cultures with more history tend to be more past oriented and younger ones are more focused on future [16]. For example, whereas the U.S. is a very future oriented culture, Britain and China are more past oriented and France is more present oriented. Time orientation plays an important role in negotiations; for example: The Chinese are more laid back in deciding a deal, they need to have some past relationship with the counterpart as a reference for the deal, whereas in the U.S. a deal is done in basis of a future aim, which generates competitiveness as a whole.

Two ways of time orientation can be a very rough way to classify west planning from oriental planning. Figure of below shows the way a person in both cultures would tackle differently the execution of several tasks.

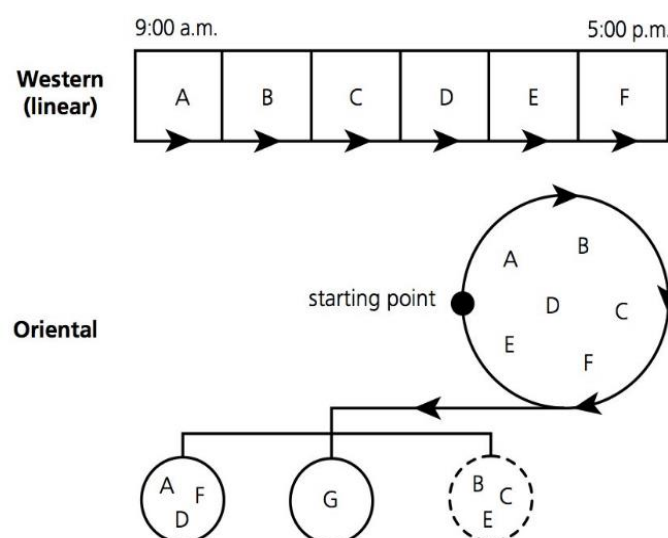


FIGURE 3-17 CULTURE TIME ORIENTATION DIFFERENCES BY RICHARD D. LEWIS [16]

The western planning sees time and life as a straight line, so they perform activities in a sequential-fashion. Some are more precise than others some, some are strict in being mono linear, others do many tasks and alternate them, but they work somehow in sequence. On the other hand, Asian cultures, have a concept of cyclic time in which days are a repetition of yesterday generating a feeling of having a lot of time in life. This way they take some days of reflection before tackling problems, which makes them to use a great deal of synthesis. Figure 3-17 shows how after some reflection tasks A, D and F are apt to be performed whereas B, C and E turn to be not worth it in the end and even an extra task G appears in the process.

Pace or timing is also another key concept in cultures. In 1999, Robert V. Leveine, et al. [21] conducted an experiment regarding to the pace of life in 31 different countries in basis of their main cities. Their study measured the walking speed of pedestrians, how long did a postal office spend to sell you a stamp and clock accuracy in some selected downtown banks. The purpose of the study was to correlate culture pace or speed with national GDP, PPP, ingested calories, collectivism ratio, population size, cardiovascular heart disease, smoking percentage and subjective well-being. The following figure shows the results of the experiments with the pace. Yellow countries are slow paced whereas the purple ones are faster paced.

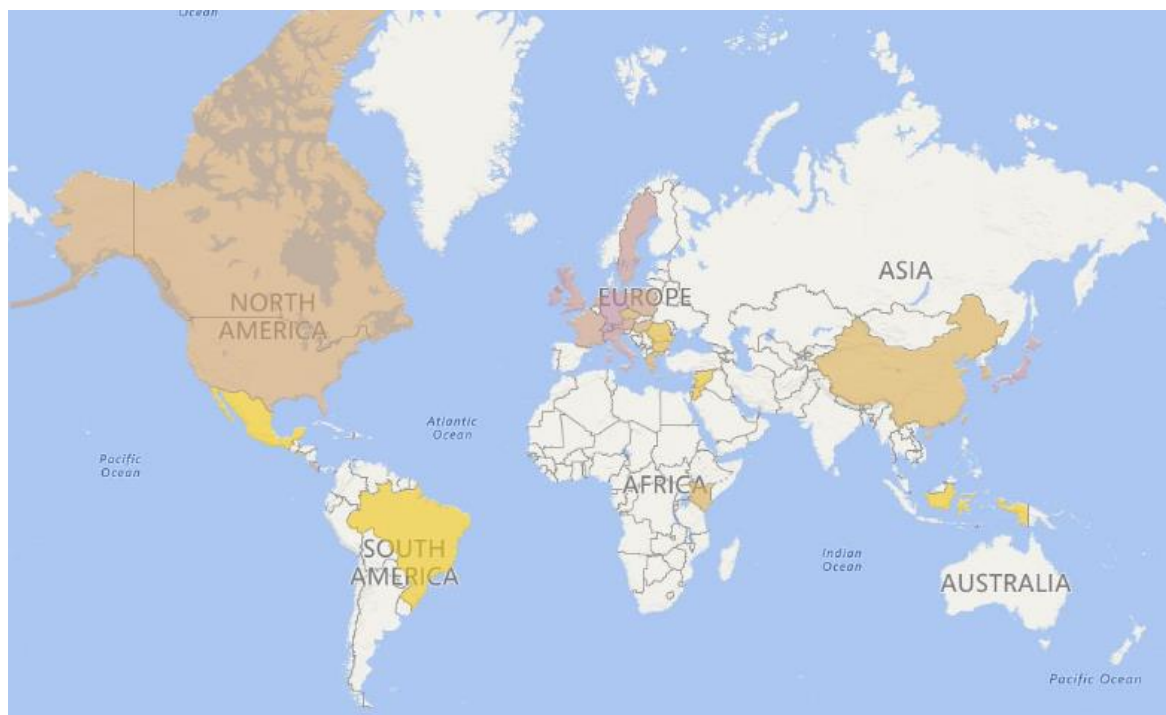


FIGURE 3-18 WORLD MAP OF CULTURES' PACE

The experiments found higher correlation between walking speed and post office speed than bank clocks with the already mentioned two variables. In the overall results, the highest scoring countries were Switzerland, Ireland, Germany, Japan, Italy, England, Sweden and Austria. Whereas the lowest scoring ones were Mexico, Indonesia, Brazil, El Salvador and Syria. The study found interesting correlations

between the commented variables. To begin with, the highest correlations with the pace of life were for two economic predictors: the per capita GDP and the PPP. Looking the pace variables individually, the strongest predictors for walking speed were GDP, individualism and PPP. For the clock accuracy, the strongest predictors were climate and PPP. To sum up, faster paces of life were found in colder climates, healthy economies and in individualist cultures. Further analysis of the variables concluded that faster paced had higher rates of death from cardiovascular disease (CDH), as well as higher smoking rates and higher subjective well-being (SWB).

Figure 3-19 shows a relations diagram of how concepts are related with the pace of life. Putting on top the environmental conditions, which indeed can't be altered. Factors such as population size, economic conditions, and cultural values may raise or lower the characteristic pace of life. These factors may in turn get feedback from the pace of life and increase or decrease again maybe generating a vicious circle. For example: faster paced places will tend to be more economically productive, which then raises the value of time and, subsequently, the pace of life. As it already has been mentioned, the consequences of economic and thus high paced lives are on the one hand unhealthy behaviors and stress-related physical problems in which CHD is a key indicator, on the other hand, it implies tangible rewards such as the general level of psychological well-being. This means that people in high paced countries have a higher perception of well-being. A further consequence of high pace of life is that of sensory overload; this observation is related with cognitive processing theories which predict that people who move quickly are less likely to find time for social responsibilities, in particular when those responsibilities involve strangers. Milgram's (1970) system overload theory hypothesizes that people who are confronted with more sensory inputs than they are able to process experience psychological overload.

Other studies of time relate it with power. Anderson and Bowman have identified three specific examples of how chronemics and power converge in the workplace independently of the culture [22]. They distinguish between waiting time, talk time and work time.

- Waiting time: Researchers Insel and Lindgren state that the act of making an individual of a lower stature wait is a sign of dominance. In general, it can be considered as giving one's time more value than the other's time.
- Talk time: Here there is a direct correlation between the power of an individual in the organization and conversation. This includes both the length of conversation, turn taking and who initiates and ends the conversation. The rule is that those with higher power in the organization talk more often and for a greater length of time.
- Work time: it refers to the timetable flexibility and working hours. White collar jobs will work with a more flexible tasks schedule whereas blue collar jobs may work for less hours but their schedule will be tighter.

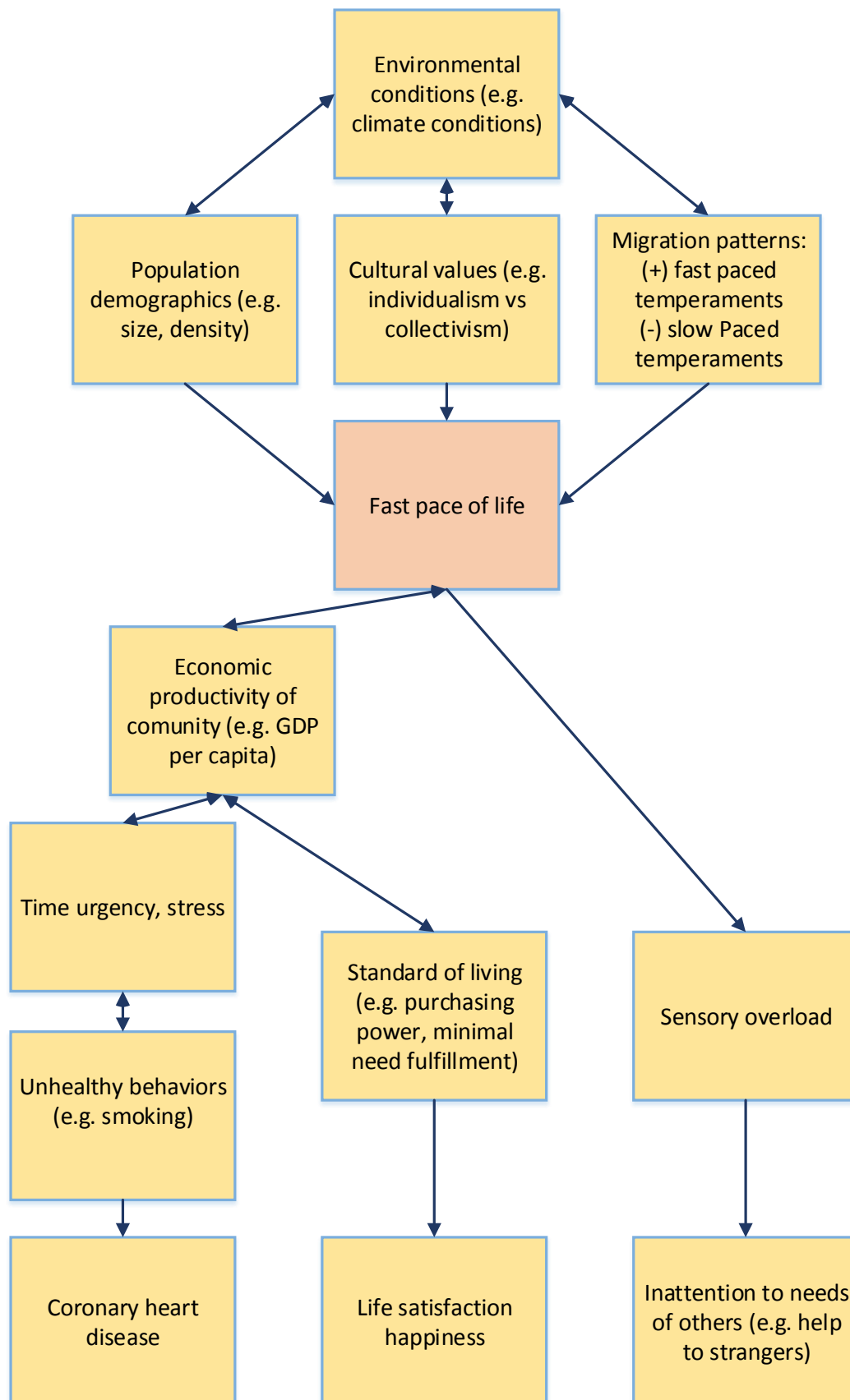


FIGURE 3-19 PREDICTORS AND CONSEQUENCES OF FAST PACE OF LIFE IN CULTURES.
BY ROBERT V. LEVEINE, ET AL [21]

4. Globalization

Globalization is the international integration of nations, which involves exchange of world views, products, ideas, culture and much more.

Although the term has been defined as we understand it today in the 1970s, globalization has been somehow pursued from much earlier. There are several opinions about when globalization can be considered started, though almost all of them agree with the Silk Road as the first infrastructure that served to change goods in the Eurasian and North African regions [23], [24].



FIGURE 4-1 MAP OF EURASIA AND NORTH AFRICA, c. 870 CE. TRADE ROUTES OF THE RADHANITE JEWISH MERCHANTS ARE SHOWN IN BLUE. OTHER MAJOR TRADE ROUTES SHOWN IN PURPLE. CITIES WITH SIZABLE JEWISH COMMUNITIES ARE SHOWN IN BROWN. SOME ROUTES ARE CONJECTURAL [23]

In these first step, because of the many risks involved in goods transportation, the concept of insurance appeared, so the traders could mitigate risks for their business survival.

The next step is considered to be the colonialism ages or Age of Discovery. First the Portuguese and Spanish Empires and later, the Dutch and British Empires. The key concept can be considered the chartered companies, which started to appear in the 1600s, they were associations formed by investors or shareholders for the purpose of trade, exploration and colonization. In this so called Age of Discovery, animals, technology, people, diseases, etc. were exchanged between the Western and Eastern hemispheres, this is nowadays known as the Columbian Exchange. However, the drawbacks in the process, new crops from the Americas that were introduced by European seafarers in the 16th century contributed to the world's population growth.

The third step, or third globalization progress, corresponds with the industrial revolution and its introduction of steam engines. Starting at 19th century, the industrialization made possible the cost reduction in the production of household items by economies of scale. This is also the age of the Imperialism; this one complements the Colonialism. Whereas the later one is more related to the process of taking physical control of one country, Imperialism goes further and takes economic and political control of the dominated country. A clear example of Imperialism is the “Scramble for Africa”, in which Africa ended up being 90% controlled in 1914 by European rivaled emperies such as French, British and German among others. In fact, the European industry was driving the resources needs, so Africa became a cheap way to obtain cotton, copper, tin, diamonds and gold.

The 1945 represented an inflection point in the world history. The WWII was ended and Europe was devastated. It had paid their goods needs for inner wars with its gold to the U.S., which ended up with a 2/3 of the earth gold reserves. A process of decolonization took place over the Europe’s overseas possessions during the following years. The resolution of the WWII had given to the U.S. a far reaching competitive advantage with Europe’s reconstruction paid with debt in dollars. 1990s’ concluded the cold war with the victory of U.S. and the collapse of the Soviet Union. After the resolution of WWII and cold war, an amount of 70 more countries were created in the

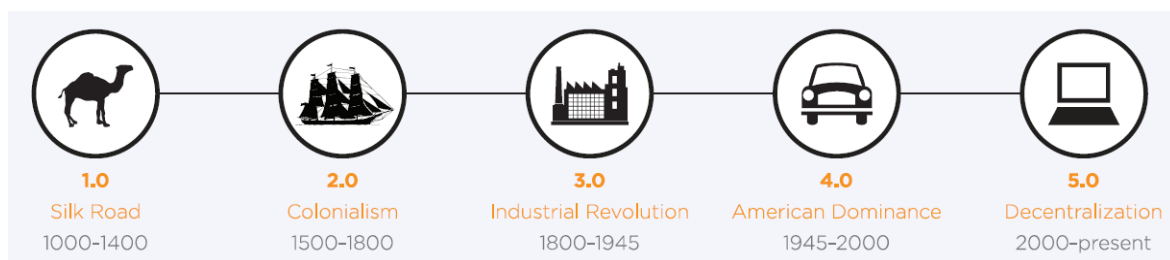


FIGURE 4-2 5 STAGES OF GLOBALIZATION. (BY PARAG KHANNA) [24]

world, supposing this more sovereign independent states that had more control of themselves and thus supposing less gain for the former controlling ones.

In this scenario, the so called “New World Order” was U.S. as the unique Empire that employed military and economic power to control the global political and economic process [25]. In the “NWO” governments that accept American political priorities are rewarded with trade agreements and development aid, on the contrary, opposition is paid with economy isolation and country’s government destabilization. Clear examples of such implementation are Cuba, Iran or North Korea.

Such economic world control was determined by the Bretton Woods agreements in 1945, in which 44 allied states signed an agreement in which the U.S dollar backed almost all world currency and that one would be convertible to gold at 35\$ a gold ounce. This gave stability to world economy to international commerce and without need of FOREX market. Additionally, the FMI and the International Bank for Reconstruction and Development where founded.

In these favorable conditions, the U.S. got involved in the Korean War from 1950 to 1953 and Vietnam War, this last ranged from 1965 until 1975 and costed nearly 1 trillion dollars in 2011-dollar valuation. Like in many other cases in the world history, this war increases the deficitarian cost, a devaluation of the currency. However, in this case, the U.S. had managed a way to export their inflation to the rest of the world by setting the dollar as the referent currency in the world and having only them the rights to increase the monetary base with Bretton Woods's agreement. This situation caused many disparities in the world, because many countries experienced a power acquisition decrease.

During these two wars other countries realize about this situation and the Gresham's law got into action again in history by making people to retain the most valuable form of paying, which indeed was gold. From 1959 on, France and other countries started to claim their gold to the U.S. by returning their invested dollars. The U.S. had entered in a spiral of inflation and money creation; by 1971 there was 12 times more dollars than gold to pay them back and the U.S. had to declare unilaterally the end of the dollar to gold conversion to avoid U.S. economy to collapse. The process continued, and in 1973 the ECC and Japan made their currencies to be float, a decision followed in the next decade by other industrialized nations.

As of currencies become float and the Euro launch in the financial markets in 1999, the scenario gets more complicate for the U.S control. This supposes the start of a decentralization process, which can be considered as the 5th form of globalization.

Iraq starts to sell oil in euros, 2008 brings the sub-prime mortgages crisis that infects world banks and supposes an increase of the monetary base of 1.2\$ trillion, the BRICS group composed of Brazil, Russia, India, China and South Africa, avoid using dollar in their commercial transactions, Iran starts to commerce their petrol in euros and raw materials. Libya and China and Russia start to avoid using the dollar and dollar cable transfer, (SWIFT), and make bilateral agreements to use their currency, an alternative system to SWIFT appears called SUCRE. Germany and Venezuela repatriate their gold and so many other countries follow them in a race to avoid using the dollar or U.S. bonds as a bank reserve. Meanwhile, and from 2008 China has been exponentially accumulating imported gold, from 6000 tonnes in 2008 to around 14000 tonnes in 2015 [26], [27] .

This process of decentralization has evolved the way to measure nations' power, from demographic and military power, passing by last 20st century in which terms of trade, foreign investment currency reserves, etc. played the central role, to the current need of ownership of key R&D technologies to gain competitive advantage. The following pictures [28], [29] show largest trade partners for China and U.S. and the world population dispersity with their salary ranges categorization. The current world is polarized in two worlds with differences in average salary incomes; one composed of the military superiority of U.S. and EEUU R&D innovation lead and the other driven by China in a superiority of international trade partners, growth economy and population superiority, which also includes the BRICS group members.

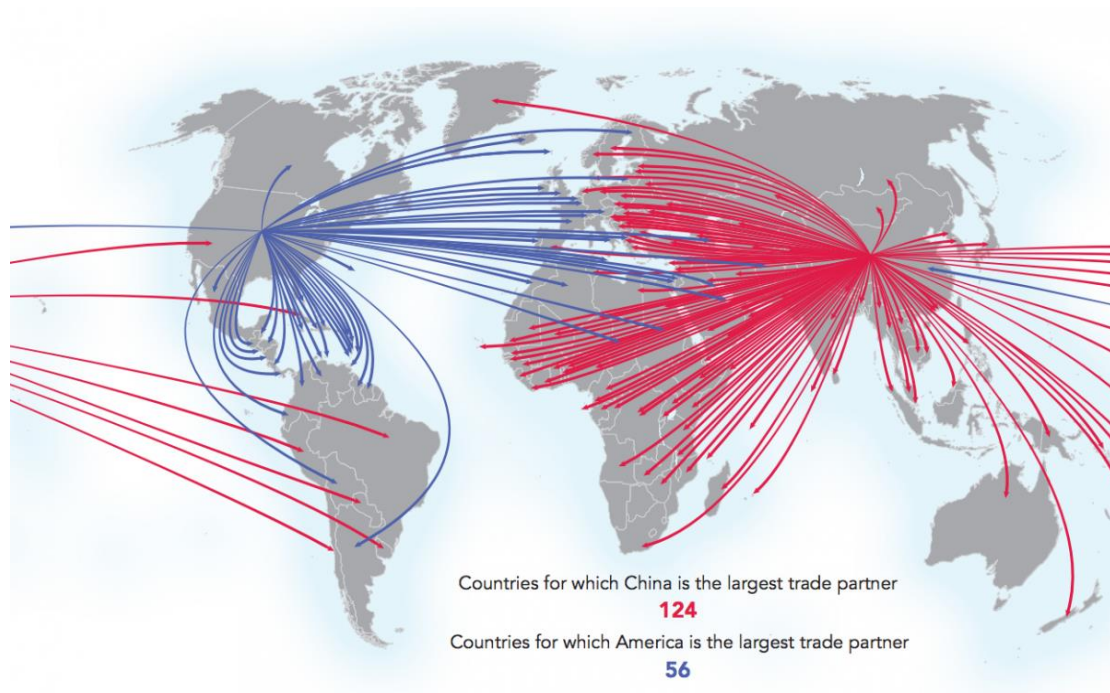


FIGURE 4-4 CHINA VERSUS U.S. SUPPLY CHAIN COMPLEMENTARITIES ACROSS THE GLOBE [28]

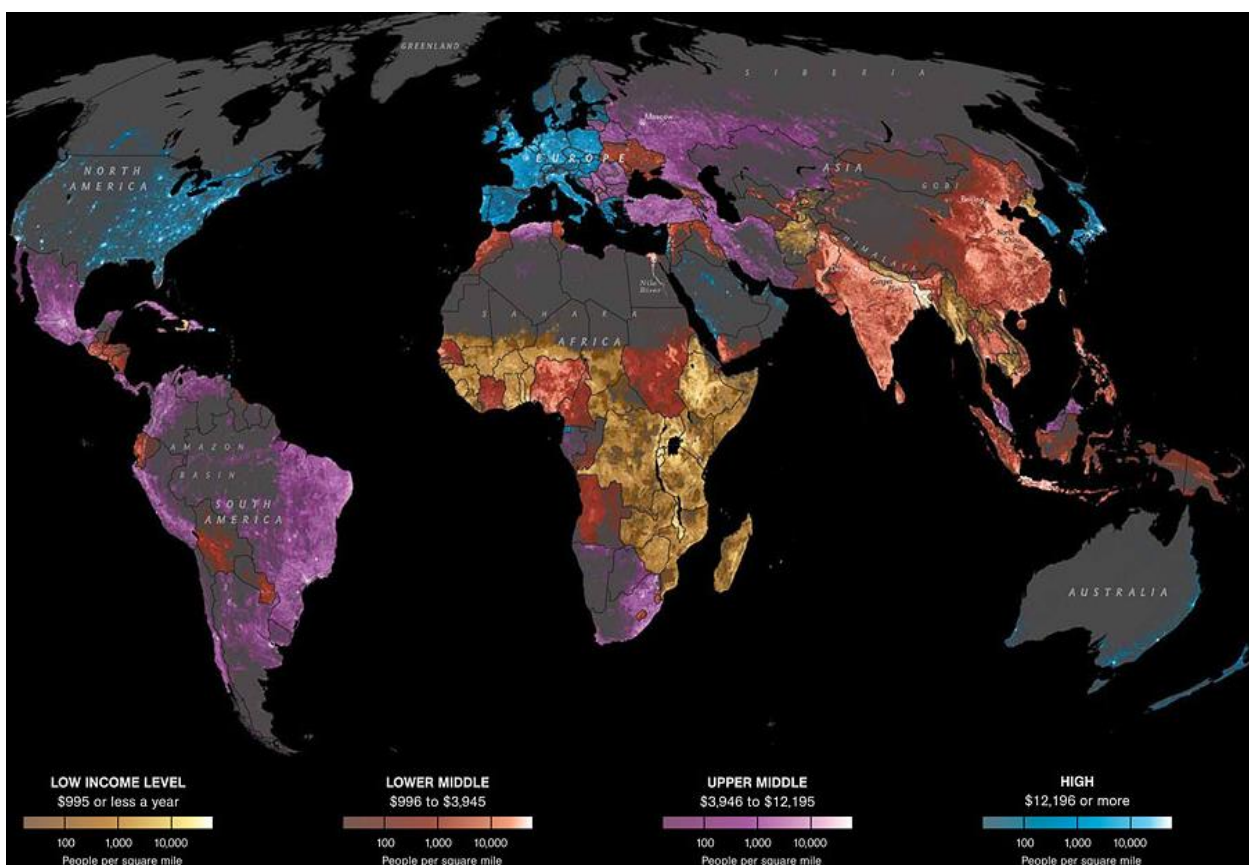


FIGURE 4-3 THE WORLD OF 7 BILLION: DISTRIBUTION OF THE WORLD'S WEALTH AND THE PERSISTENT INEQUALITY ACROSS CONTINENTS [28]

4.3 International Organizational Systems

The improved capacity in transportation, investment and knowledge sharing has shaped International markets of the 21st century; nowadays the pressure is in quality at low prices. Big world companies develop high complexity structures, not only to adapt to the market complexities but also responding to national technology superiority strategic interests. International layered core business, long value chains or international franchising are some of the current trends. However, organizational complexity also comes with a risk in failing any of the involved parts with a huge inertia in the outcomes, so direction has to be very responsive in anticipating risks and implementing solutions. Global integration and local responsiveness. Depending on the business area, a company may implement one or another approach to deliver what that market demands for [30], [11].

International companies' organization can be roughly classified depending on their focus in global efficiency, local responsiveness and how do they deal with knowledge.

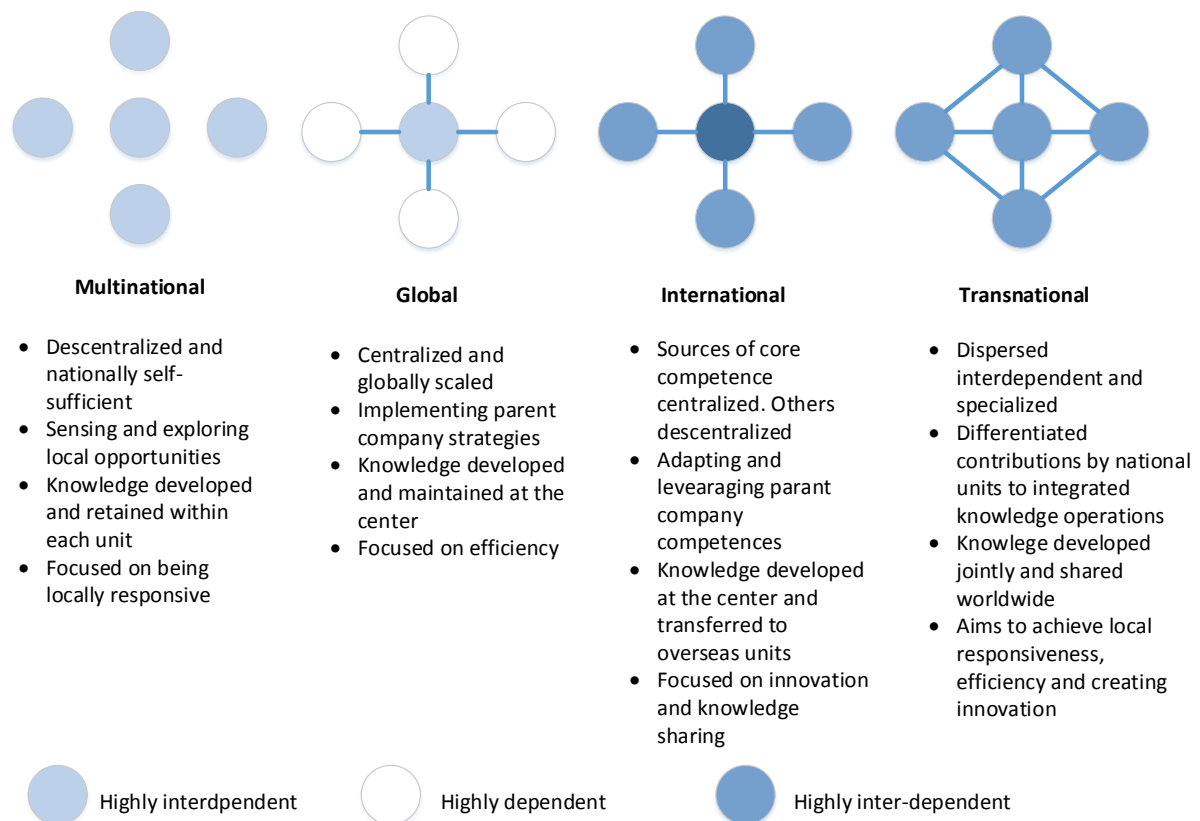


FIGURE 4-5 TYPES OF GLOBAL ORGANIZATIONAL TYPES. FROM BEAMAN AND WALKER 200', ADAPTED FROM BARTLETT AND GHOSHAL 1998

Figure of above shows a classification according to Bartlett and Ghoshal. From the point of view of the project manager, these classification supposes a guide to deal with organization stakeholders and understanding delivered information. For instance, a project manager that is working in a multinational company very likely will have few information about the value chain parts that are not dependent on their branch,

whereas another project manager working in a competitor transnational company may have access to that information.

Transnational companies have an advantage at innovation as multiple locations with different cultural backgrounds can contribute to solve a problem. However, nowadays, as technology improvements accelerate, so diminishes the big companies' capacity of reaction. The concept of a metanational company aims to tackle this situation [31]. The first step that characterizes a metanational company is the capacity of sensing, that is to say, being aware of all new technologies and being able to tell apart those ones that can have a current application that has been overlooked by other companies. This represents a difference with other companies, as it means that metanational companies look for talent in foreign countries first instead of relying in local expertise. The second step called mobilizing, consists in attracting that talent or potential and being able to use it to innovate or create market opportunities. The last step, operationalizing, is improving efficiencies in the business. That means that once the new product or process has been pioneered and launched, the metanational company has to acquire the characteristic strong points of multinational and metanational companies in order to be competitive.

Whether you like it or not, globalization internationalizes companies' competition; companies that somehow can contribute, keep playing whereas the others disappear. In this cycle of transformation, companies fail basically by not being able to find a balance between exploration and exploitation [32]. This means that they fail at finding when it's time to innovate or when it's time to improve current products or services.

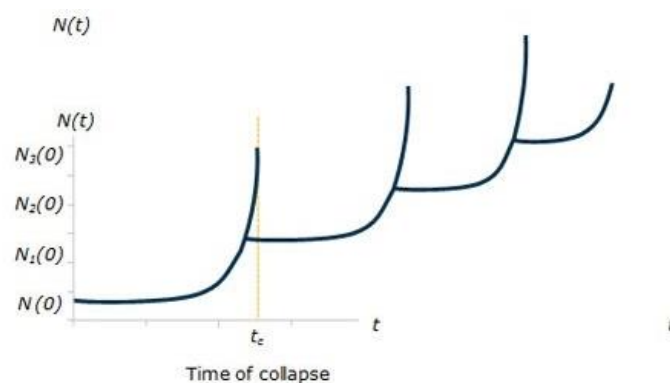


FIGURE 4-6 INNOVATION CYCLES AND THEIR EVENTUAL COLLAPSE [33]

Figure of above shows the trends of unbounded growth in current economies which requires accelerating cycles of innovation to avoid the collapse. This idea is applicable nowadays for companies' survival [33], [34]. A company capable of incrementally innovate in existing products while radically innovate at the right time in the right product or service is destined to succeed and last as long as it can keep in this balance.

4.4 Managing in International Projects

From the point of view of the project manager, managing in international projects means understanding people in globalization; how are they affected culturally and economically. A physiological research conducted by Eric Fromm in 1976, determined that globalization was moving people from a “being mode” to “having mode”, which is an issue that still affects people nowadays.

Is easy to see that this concept is related with capitalism and the world economy purpose of creating goods to increasingly generate growth. We associate identity and self-worth with satisfaction gained through material objects. Globalization makes people view their value in terms of their marketability rather than their moral values. This includes consumed products and services. In a rush for building a desirable identity in a global world, individuals go into debt to acquire expensive products in a vicious circle that benefit few elites. Eric argued that, while in having mode people happiness lies in superiority over others, power, and in the last analysis, one’s capacity to conquer, steal; in being mode, happiness lies in loving, sharing and giving.

Although material possessions are not the axis of all people and it is unfair to generalize, it is important for the international project manager to take into account that international teams may experience inequality in their wages. For example, a multinational company may have a supply chain in which product design is done in California, software development is done Prague, software testing in Bangalore and manufacturing in Guangzhou. An international project manager that coordinates a team with members from each locality needs to be aware of such potential wage inequality. In the same line, the project manager also has to be aware that

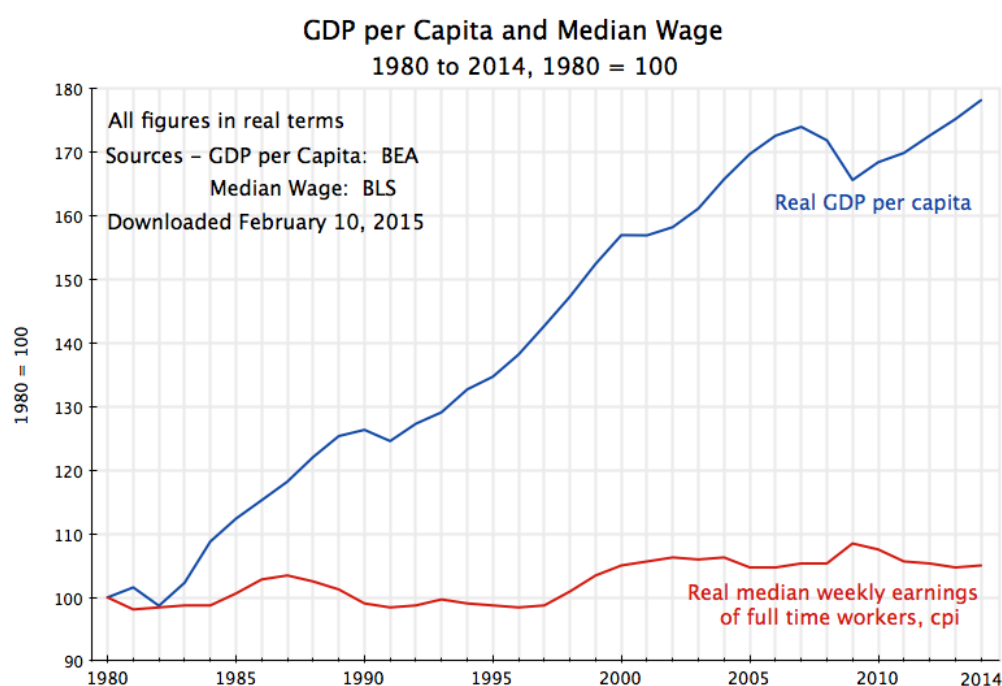


FIGURE 4-7 U.S. GDP GROWTH VERSUS WAGES STAGNATION [35]

international companies, although include in each step of their value chain each country competitive advantage and create work positions, on the whole, they end up repatriating a great deal of their profits without contributing fairly in foreign countries. Moreover, their profit repatriation usually doesn't translate into huge salaries in their country headquarters, as the living price in those cities is also much higher.

Figure 4-7 illustrates the already explained [35]. Data are about U.S. The blue line shows how the GDP grows whereas, in comparison, the real median weekly earning of full time workers taking into account the CPI (red line) almost have any variation. This shows the idea of how countries GDPs per capita doesn't give you accurate information about life quality and how company benefits are increasingly becoming higher than wages. Furthermore, figure 4-7 doesn't show corporate benefits which are even higher than GDPs. Related information is also their profits percentage coming from manufacturing and from finance inversion, being the later also representative.

A part from money and wages inequality, the international project manager also needs to be aware of people's needs in life and in work positions. The following figure shows those needs modeling for both things.

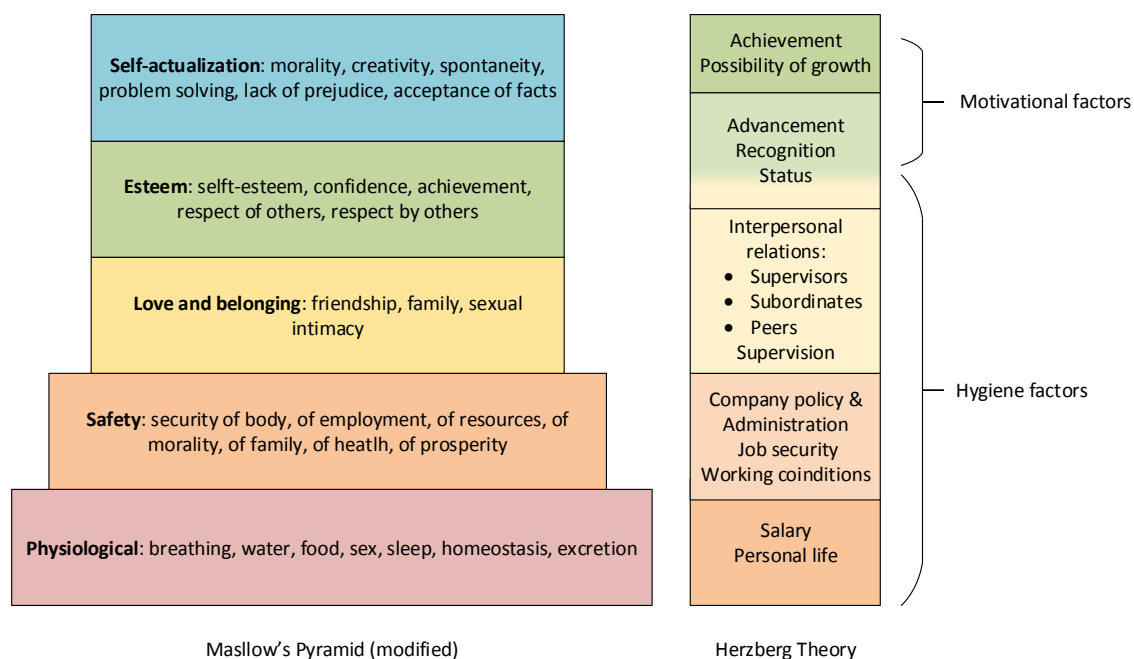


FIGURE 4-8 MASLOW'S PYRAMID ADAPTED FOR DIFFERENT CULTURES AND HERZBERG'S WORK HYGIENE FACTORS [37]

The presented Maslow's pyramid is a modification where the three last levels have been equalized to represent the different priorities across cultures. In 1976 Wahba and Bridwell [36] showed the little evidence in the Maslow Hierarchy and later on Hofstede also refused the levels prioritization as well, as different cultures saw more important lower steps. For example, in collectivist societies the love and belonging step is more important than superior levels or self-actualization that contain freedom or individuality.

In 1959 Herzberg, Mausner et al. Found that what really motivates people at their jobs is not money but recognition [37]. The reader may be asking, if wage inequality is so important and lack of job security generates lack of confidence, why is recognition the motivation factor. Herzberg defined two job parameter categories. As in Figure 4-8 shows, the hygiene categories are prerequisite for job satisfaction. If they are met there is no dissatisfaction; however, they don't provide neither satisfaction nor motivation. On the other hand, the motivational factors increase job satisfaction as well as they are met. In this case recognition is keystone for job motivation.

In a series of experiments presented in 2013, the psychologist Dan Ariely [38], demonstrated how people is motivated and perform much more when they find their work is meaningful; actions such as supervising and evaluating one's work add meaningfulness. On the contrary, not supervising or praising well done work is nearly equivalent as to destroying finished work in a Sisyphean cycle. He also found out that loving one's work increases meaningfulness and therefore motivation and performance. However, the non-appraisal of our work also reduces motivation in the same measure as if we didn't love what we do.

Managing international projects also needs an understanding of how different cultures perceive power. By definition, power in leadership is given by people to the leader; the more they trust in the leader the more power is given to them and so is the influence of the leader in team of group behavior and attitudes. A good practice for a project manager to enhance trust is to share their information with the team enhancing transparency, otherwise suspicions and a feeling of competitiveness ends arising among the team or group. In the same line, other universal positive attributes for a project manager that give them respect are compassion and honesty. And if we ask businessmen for higher references such as Mahatma Gandhi, Mother Teresa or Nelson Mandela, other insights such as fearlessness, patience, unwavering confidence in the face of impossible odds and lives devoted to self-sacrifice are highlighted.

The already mentioned gives a general view of what qualities the human nature respect and give power. However, at the organizational level, power appears in complex organizational structures and cultures have protocols for situations. In 1983 Professor Laurent [39] conducted a cross-cultural research towards organizational power differing across cultures. Tables 4-1, 4-2 and 4-3 show how different cultures insights about management behavior in cultures. Table 4-1 shows the managerial context in the wider context, that is to say how much do managers carry their status into activities outside the workplace. Whereas French and Italian managers scored high, in other cultures such as Danish and UK, management positions don't carry automatic seniority in other spheres.

Regarding what information is communicated and how is communicated, table 4-2 shows the percentages corresponding to the asking managers, "in order to have efficient work relationships, it is often necessary to bypass the hierarchical line". Cultures in which information can be bypassed through the hierarchical lines can be much responsive in information transmission improving speed and efficiency.

However, the disadvantages of this convention are the possible difficulty in distinguishing “official” and “unofficial” information, and the superior may feel their authority compromised. On the other hand, stricter protocol in information carries slower and more restricted communication but information authority is much less ambiguous.

Denmark	32%
UK	40%
The Netherlands	45%
Germany	46%
USA	52%
Sweden	54%
Switzerland	65%
Italy	74%
France	76%

**TABLE 4-1 MANAGERIAL STATUS IN THE
WIDER CONTEXT**

Sweden	22%
UK	31%
Denmark	37%
The Netherlands	39%
Switzerland	41%
Belgium	42%
France	42%
Germany	46%
Italy	75%
People’s Republic of China	66%

TABLE 4-2 BYPASSING INFORMATION

Sweden	10%
Netherlands	17%
USA	18%
Denmark	23%
United Kingdom	27%
Switzerland	38%
Belgium	44%
Germany	46%
France	53%
Italy	66%
Indonesia	73%
People’s Republic of China	74%
Japan	78%

**TABLE 4-1 THE MANAGER AS EXPERT VS THE
MANAGER AS FACILITATOR**

Finally, Professor Laurent also asked about legitimate power, that is to say how much cultures attribute power to the idea of expert power. Laurent asked to managers to respond about the following statement: “It is important for a manager to have at hand precise answers to most of the questions that his subordinates may raise about their work”. As it can be seen in table 4-3, the Asian Pacific managers scored much higher than the rest; in general, their subordinates tend to reduce the scope of their doubts to the manager expertise field. Moreover, incapacity of answering subordinate’s questions can suppose a status lost. Other European countries also score higher. However, reasons may differ depending on their culture values. For example: whereas German culture values provided certainty, Italy’s reason is more related to the concept of a higher power distance.

5. International Negotiation

5.1 Cultural Negotiation Strategies

One of the most critical phases in a negotiation is the time in which concessions take place, the situation resembles to a tug of war in which both parts defend their interests in the negotiation. Being successful in this phase is an art that depends on many factors; for example: our range of other contacts, our long term orientation with the client, etc. However, each country has some preferences or ways to negotiate that makes the counterpart to appear more appealing and integrated in their customs.

In a study of how different cultures react to negotiation patterns [40], executives from 15 countries were asked about their habits when doing concessions. The experiment consisted in presenting the executives with a situation in which they were given 100 dollars of margin to apply discount to their client. They had one-hour time of negotiation and 4 times to apply a given amount of discount. To simplify the study, counteroffers were not taken into account.

The following figure shows the 7 negotiation possible patterns. In pattern one, there are 4 discounts of 25 dollars each one scattered during the negotiating time. In pattern 7 more money than the allowed is discounted to finally tell the counterpart that we offered more than we could.

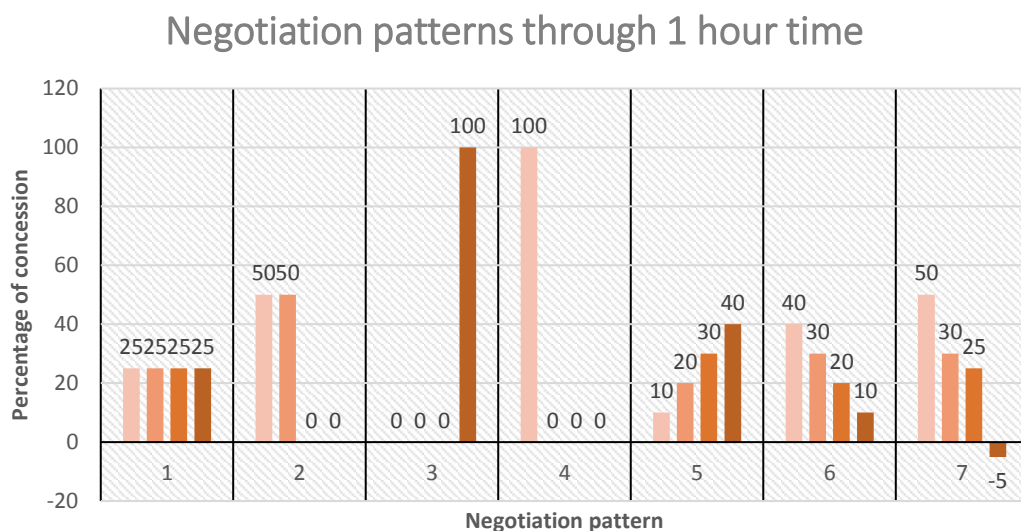


FIGURE 5-1 NEGOTIATION PATTERNS EXPERIMENT

Pattern 1 is very predictable for the counterpart as the discounts are uniform in time. Pattern 2 is characterized by so much generosity at the beginning but leaves no margin space for the last part of the negotiation. Pattern 3 shows no intention of making discounts but making it at the end without so much will. Pattern 4 is opposite to 3 and similar to 2; this pattern is only recommendable when two parts know very well each other. Pattern 5 lets the negotiation lasts; the more time is spent negotiating the more the discount increases. Pattern 6 starts by offering a good offer but indicating to the

counterpart that the remaining discount has a limit. In pattern 7 the initial discount was generous and although they decrease in time, in the end we have to indicate to our counterpart that we cannot reach that discount because our company policy.

The following table shows the preferred patterns across 15 countries.

Country	Pattern 1	Pattern 2	Pattern 3	Pattern 4	Pattern 5	Pattern 6	Pattern 7
U.S.	1.27	0.73	34.73	4.55	33.09	20.36	5.27
Canada	2.4	2.4	26.2		16.7	42.9	9.5
South Africa	1.8		52.7	7.3	20	9.1	9.1
Australia					30.8	69.2	
New Zealand	3.6		14.3		25	53.39	3.6
Hong Kong		1.12	16.85	3.37	39.33	35.96	3.37
Taiwan	4.97	3.73	11.18	1.24	14.91	60.87	3.11
Singapore	3.5		13.8	3.5	48.3	31	
Malaysia	8.7	4.4	8.7	4.4	56.5	13	4.4
Thailand		5	5	5	30	45	10
Indonesia	12.5		3.1	3.1	43.8	31.3	6.3
Philippines	1.48	2.96	8.15	2.96	60.74	20.74	2.22
India			8.7	4.35	43.48	39.13	4.35
Kenia					71.4	28.6	
Brazil	15.38		38.46		15.38	30.77	

TABLE 5-1 PREFERRED NEGOTIATION PATTERNS ACROSS CULTURES

Table 5-2 shows the most disliked patterns across the 15 countries.

Country	Pattern 1	Pattern 2	Pattern 3	Pattern 4	Pattern 5	Pattern 6	Pattern 7
U.S.	3.83	0.36	2.92	64.42	5.29		23.18
Canada				51.2			48.8
South Africa	5.3		5.3	66.7	17.8		7
Australia				76.9	15.8		7
New Zealand	7.1		10.7	64.3			17.9
Hong Kong			7.78	65.56	5.56		21.11
Taiwan	0.62		3.7	51.23	14.81	0.62	29.01
Singapore	3.2		16.1	25.8	3.2		51.6
Malaysia			24.1	44.8	3.5		27.6
Thailand	27.27		9.09	54.55			9.09
Indonesia	6.3		12.5	34.4	3.1		43.8
Philippines	0.7	1.41	9.86	58.45			29.58
India	4.35	4.35		34.78			56.52
Kenya			6.3	93.8			
Brazil				33.33	20		46.67

TABLE 5-2 DISCOMFORTING NEGOTIATION PATTERNS ACROSS CULTURES

From the first table we can tell apart three groups. The first one corresponds to the third negotiation pattern. Being the toughest, it includes South Africa, Brazil and U.S. which are competitive economies each one in their world region. The second group, which prefers the pattern of high initial discount and concession gradual decrement, includes Canada, Australia, New Zealand, Taiwan and Thailand. Although all these countries are not culturally close, they prefer starting showing the magnitude of the upcoming total discount. The last group, which prefers the pattern 6, includes Hong Kong, Singapore, Malaysia, Indonesia, Philippines and India. Their preference stems from their tendency to take time to know the counterpart before doing business, which is a common characteristic of Asian cultures.

Regarding the most disliked pattern, almost all cultures agree in pointing at pattern 4 as the less desirable. Putting all the cards on the table at the beginning mines confidence in the counterpart because they don't know whether the offer is a scam or the offer is naïve or very risky one. This pattern would only be used between already well known parts. The second mistrusted pattern is the seventh. Many Asian countries don't like it because it messes up one's word, being saving face an important trait of them. Apart from Asian countries many other western countries also dislike this pattern as they also think in their way that a deal is a deal.

5.2 Incoterms

The Incoterms or International Commercial terms are a set of rules for commercial terms defined by the International Chamber of Commerce (ICC). They suppose a standard way for International commercial transactions or procurement processes. The terms are a series of three-letter trade terms that determine the tasks, costs and risks associated with the transportation and delivery of goods in a contractual sale.

They are accepted by governments, legal authorities and practitioners worldwide removing the uncertainties that appear from different interpretation of the rules in different countries [41]. Their first publication was in 1936 and they have been updated periodically, being the eighth version Incoterms 2010 published in 2011. There are a total of 11 terms, 7 of them related with all kind of transports, and 4 of them only related to sea and inland waterway transport. In the following figures [42], [43] the opaque blue line represents the steps in which the seller assumes the transport risks, whereas the opaque red line represents steps in which the seller pays the transportation costs. Incoterms with mandatory insurance in some steps are also shown with an opaque green line indicating the steps the insurance must cover.

- EXW – Ex works: puts minimum obligations to the seller and it is usually used as a quotation for the sale goods without costs. Here, the seller makes available the goods at their premises or another named place.

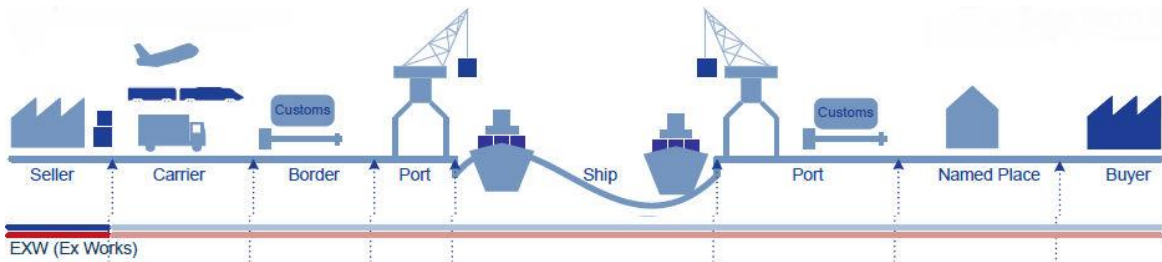


FIGURE 5-2 EXW INCOTERM RESPONSIBILITIES

- FCA – Free carrier: this Incoterm means that the seller delivers the goods to the carrier or another person nominated by the buyer at the seller's premises or another named place, although, the seller pays the export taxes and takes care of the required documents. At that point the risk passes to the buyer.

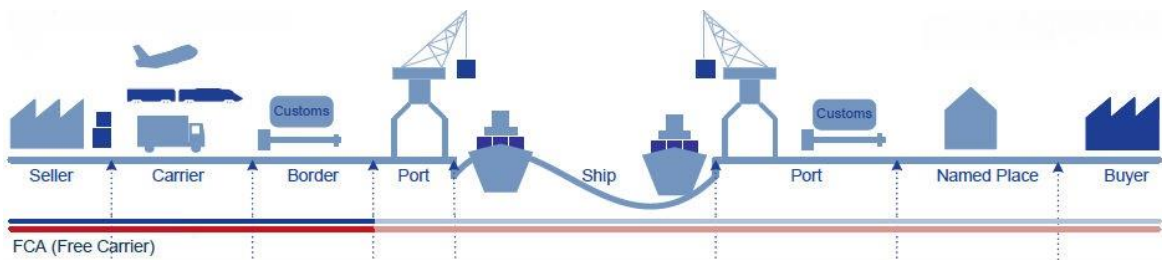


FIGURE 5-3 FCA INCOTERM RESPONSIBILITIES

- CPT – Carriage paid to: in this Incoterm the seller assumes the costs of all transportation to a determined point in the destination country. However, the risk is transferred to the buyer once the goods are in the first transport, being the buyer able to contract in their own an insurance and having to pay for the importation taxes.

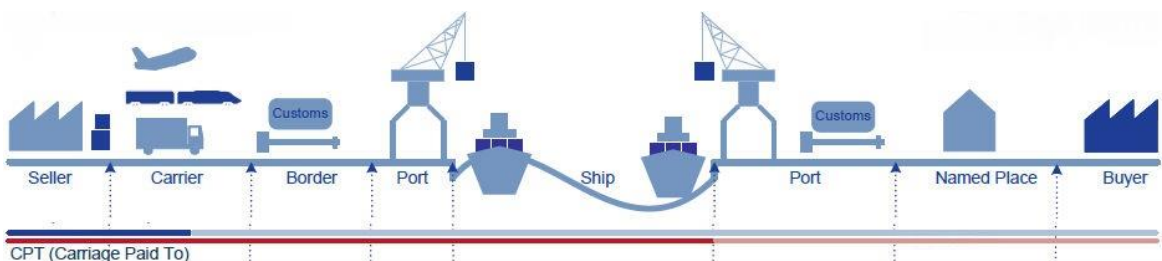


FIGURE 5-4 CPT INCOTERM RESPONSIBILITIES

- CIP – Carriage and insurance paid to: is similar to the CPT but here the responsibility to contract an insurance is given to the seller.

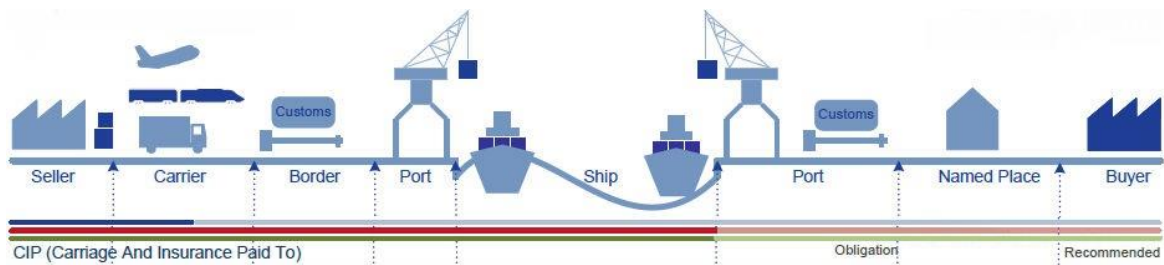


FIGURE 5-5 CIP INCOTERM RESPONSIBILITIES

- DAT – Delivered at terminal: in this Incoterm the seller assumes the costs until the goods are delivered to a given point in the destination country. Here, it is responsibility of the buyer to pay for the importation taxes.

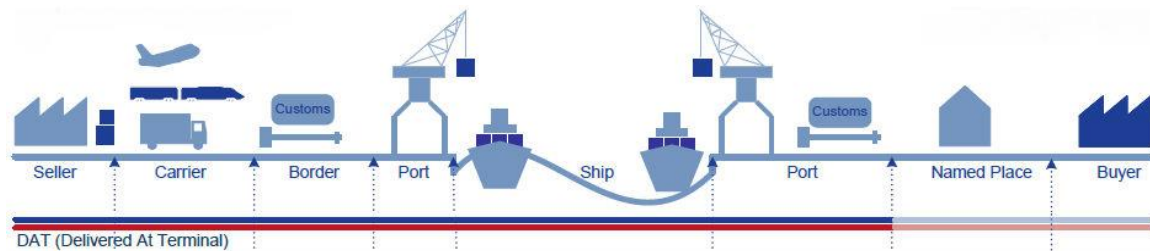


FIGURE 5-6 DAT INCOTERM RESPONSIBILITIES

- DAP – Delivered at place: similar to the DAT, the difference is that here the seller has to pay for the costs of the transport in the destination country.

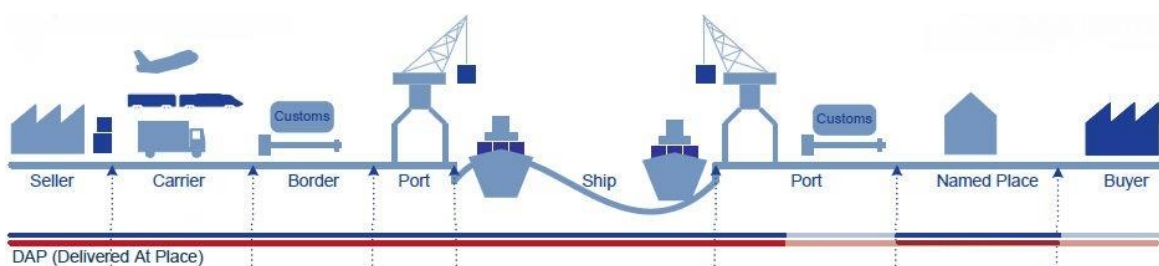


FIGURE 5-7 DAP INCOTERM RESPONSIBILITIES

- DDP – Delivered duty paid: the seller takes care and pays the whole process until the goods are received by the seller in the destination country in an arranged point.

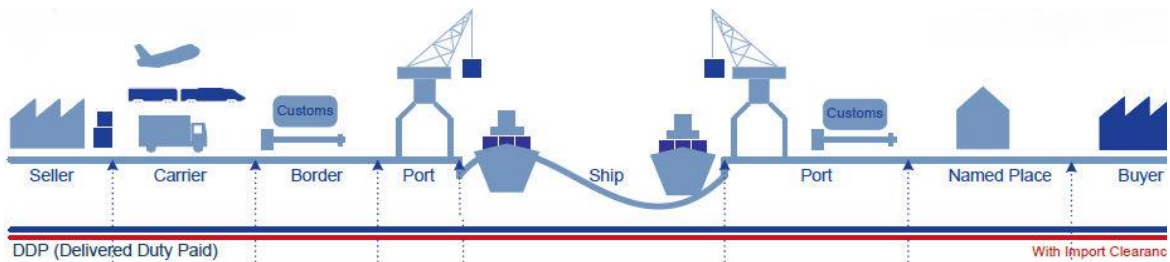


FIGURE 5-8 DDP INCOTERM RESPONSIBILITIES

- FAS – Free alongside ship: It is specific for ship transportation. The seller leaves the goods in an arranged port next to the ship, they also pay for the export taxes. This incoterm is commonly used for bulk loads which are stored in specialized terminals in the port.

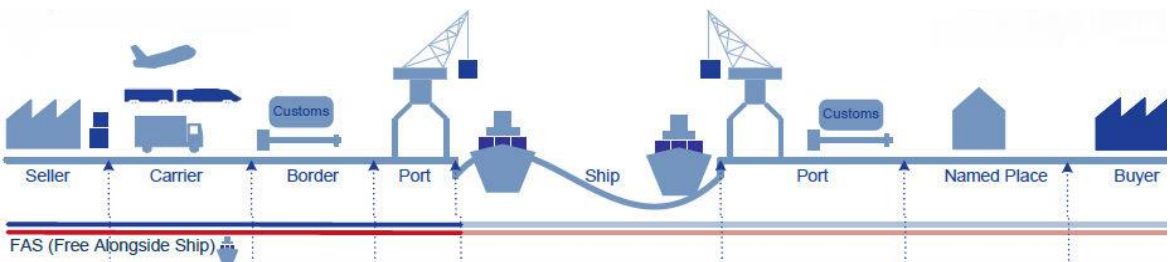


FIGURE 5-9 FAS INCOTERM RESPONSIBILITIES

- FOB – Free on board: It is specific for ship transportation. The seller leaves the goods in an arranged ship. This incoterm is one of the most used in international commerce. It is used for general loads such as barrels, containers, coils, etc.

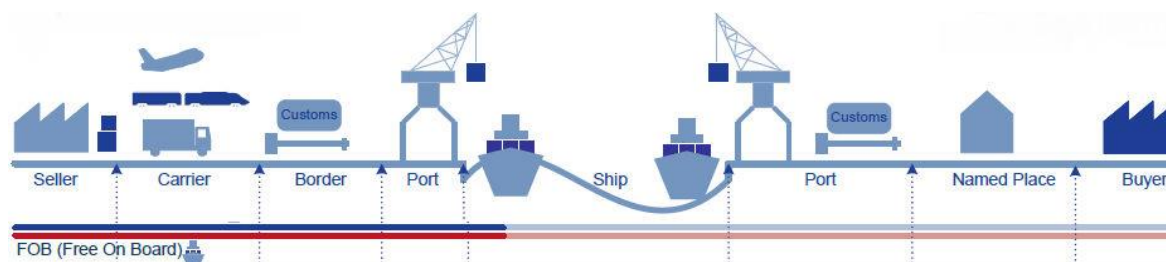


FIGURE 5-10 FOB INCOTERM RESPONSIBILITIES

- **CFR – Cost and freight:** It is specific for ship transportation. Here, the seller assumes the costs of the transportation until the goods are unloaded at the destination port, these last costs are paid by the buyer. However, the risks are transferred to the buyer at the moment the goods are loaded in the transportation ship. This Incoterm is not appropriate for bulk loads.

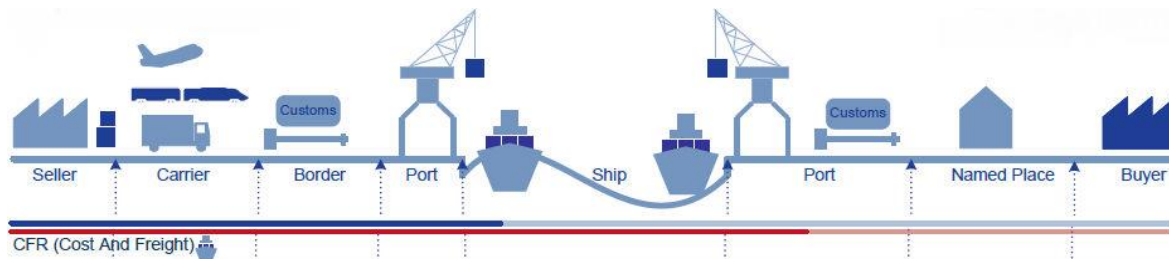


FIGURE 5-11 CFR INCOTERM RESPONSIBILITIES

- **CIF – Cost, insurance and freight:** It is specific for ship transportation. It works similarly to the CFR. However, here the seller is responsible to contract an insurance for the transportation until the goods are unloaded at the destination port. Although the seller pays the insurance, the property of the insurance is for the buyer.

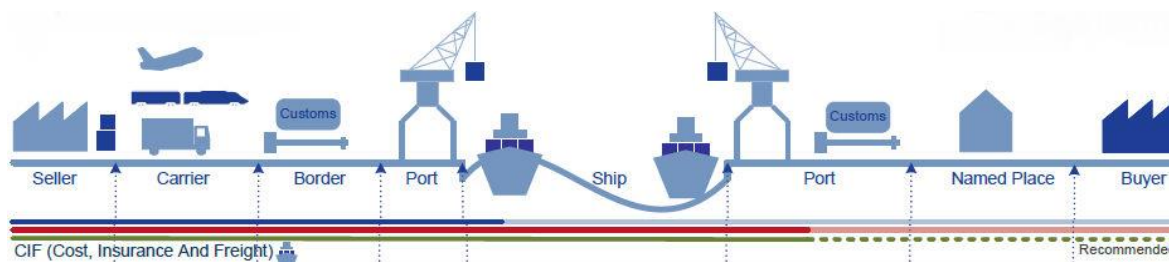


FIGURE 5-12 CIF INCOTERM RESPONSIBILITIES

6. Virtual teams

The raising adoption of information technologies in countries which weren't used to them, is making virtual teams an attractive option for many enterprises. Although many cultures, especially Latin and Asian, interact with high-context communication, tied budget and the pursuit of optimal benefits in a globalized world decline companies to set virtual teams in detriment of visiting abroad.

Virtual teams have a huge potential because gathering different cultures allows broaden team's horizon, that is to say, the degree of creativity and divergence higher and so the capacity to solve complicated problems. Moreover, as different cultures have different characteristics and strengths, a skilled team leader and a developed cultural sensitivity in the team can generate a team able to exploit individuals' cultural abilities and talents at the moment they are required. This topic will be covered in this section with more detail. With all this potential in the team also coexists high risks associated to distance, different time zones and cultural shock.

6.1 Virtual Team Risks

As already stated, virtual teams are great at solving complicated problems and can have advantage by using their agility of meetings and in general, electronic communication. However, their high potential also needs ability to control subtle causes of risks [44]. To put it simple, distance and limited interaction make difficult to empathize with members' skills and needs. Let's uncover those main risks.

- Different time zones: this issue limits the time range team members are available altogether for a meeting. Strict planning can alleviate this problem. However, there is less margin for dealing with emergencies. In this context it is also included that different countries have different holidays and with that, the overlapping for a common agenda also becomes more restricted. On the other hand, this issue can also be used as an advantage as while some team members are on holidays, others can continue involved in the project delivering value for it in a continuous way; this can be a good point in agile methodologies in which the client expects increased value in each regular iteration. Another potential risk is concreting dates. Usually the communication is done in English, but different cultures have different understanding of for example: what next Tuesday mean, or what the following week means. For this reason, is recommendable to specify dates as accurate as possible with complete and unambiguous dates, even if that may seem clumsy or weird.
- Diminished communication: nowadays technologies for virtual meetings usually only provide voice sound and image of team members' faces. While this may be enough for people who already know well each other, it represents a loss of valuable interaction information. Professor Mehrabian and colleagues at UCLA University conducted experiments of communication, getting that only 7% of perceived information was attributed to words, paralingual

communication or verbal tone gathered a 38%, whereas the resting 55% went for body language. The study is overly used as a reference point for communication trainers. Tough, suffice it so say that it aimed only to display the quantity of information for each single word. While the study can be taken as an indicative figure, it doesn't take into account sentences and speeches [45]. Furthermore, different cultures have different degrees and ways of using non-verbal communication. Notwithstanding interaction divergences, the common weak points of virtual meetings are: impossibility to perceive other members' body position, which unravels hidden information about attitude and interest degree, so much as team members' affinity; also, connection delays can create lack of fluency in dialogue interaction. This issue, can hamper responses timings, which have different meaning across cultures.

- **Compromise and team cohesion:** no need of physical presence for team collaboration can induce to lack of compromise of some team members, which can undermine disgust in other members. This risk also appears in working from home during long periods. Whereas some members may work closer, more involved in human relationships, others may experience isolation, reducing their compromise. Far from being unpriced, giving complete cohesion to the team is something reserved for most talented leaders, who can unleash all team capabilities. The team leader and all members should promote cohesion and hard-work compromise mindset by using all available communication channels.
- **Work Control:** being more dependent on technology, work control toughens in virtual teams due to difficulties in checking each member's work. This can lead to work duplication thus waste of team performance. Feedback of performed tasks and its quality checking is also harder. For example: a manager asking for a task or checking for its outcome is facing more difficulties to interpret willingness, confidence or result satisfaction; this issue is higher in high-context cultures where, more information is conveyed by body language. Depending on the industry, there are tools to facilitate remote work control. For instance: in software development, there are currently a wide sort of software version control systems, which enable a fluent coordination of different tasks, their non-repetition and their consistency.
- **Cross cultural differences:** different cultures may be closer or more distant in their interaction approach. However, those differences are more difficult to save when technology is the communication channel. Although the channel itself can act as a way to standardize cultures, possible cultural misunderstandings are tougher to save with variable degree depending on the individual and their culture. To avoid these situations, the team should promote showing respect and interest in one another's culture. This mindset empowers trust generation so there's more margin for possible misunderstanding and their open and just in time resolution.

6.2 Trust and Motivation

Motivation is a valuable state in which individuals are able to achieve objectives at their best possible performance. At its clearer development, its origin is in influence of leadership and the alignment of the collective pursuit.

Motivation for an individual can be hard to find but, once settled down, it can be completely independent on conditions. On the contrary, team motivation is easier to find and makes individuals to feel stronger in their convictions but, the dependence on the team carries associated risks, to start with: trust in team members.

Motivation in teams is highly related with leadership and management and, although there is no universal formula for a team motivation, the first step is to promote trust among the team.

Trust can be easily illustrated in stock markets; shares value tend to grow slowly as markets are more confident to invest, tough, special events or simply rumors make their value to decrease very fast as investors sell because of trust in that company is damaged. Although it may seem as an extreme comparison, it is a clear example displaying how individuals retire their collective endeavor avoiding insecurity. A figure that inspires security strengthens team's trust against external factors. However, teams also need to get trust from their inside.

In virtual teams, trust is especially difficult to be obtained because transparency, clear instructions, objectives, support and communication, to mention some of them, are more difficult to achieve by the collective. One of the key points is to generate an environment in which all team members can trust each other, the team leader or manager and the project itself. This can be complex as different cultures and individuals have different triggers for trust. Referring to Lewis's LMR model, section 3.3), active linear cultures, such as Swiss, German, British, USA, etc. which are low-context ones, focus on tasks and then, increasingly, get trust from their success. On the other hand, multi-active and reactive cultures first have to know their counterparts establishing relationship for trust and then get involved in tasks. Emphasis in protocol is needed for Asian and Latin cultures. Protocol is one of the reasons why these cultures are more vulnerable from not getting enough confidence from emails or video chats. In some cases, there can be no answer if there hasn't been previously a physical encounter. Motivation in teams can grow in teams as much as trust is cared. The following points are important for trust in virtual international teams:

- Transparency and special care: physical distance usually carries emotional distance. Consequently, this distance increases chances that members' attitudes or actions generate suspicions for other members. In addition, different cultures have different perspectives about what is good or bad so; not only is of high importance that the project leader transparency has to be carefully pursued but also team members have to put effort into being transparent. Rather than being the source of all answers, the project leader has

to take care of team relations removing cultural barriers and anticipating possible conflicts.

- Respect and tolerance: especially in a cross cultural team, respecting others culture and being tolerant with different beliefs and priorities. Trust can be fast and highly undermined by small attitudes than can mean lack of respect for them. It is important to be aware of this, especially when dealing with high-qualified staff or managerial. Keep in mind that nobody made merits or worked hard to be finally disrespected. In the same line, it is important to treat everybody with equality independently of their culture. Favoritism between members of same culture also erode others' trust and destroy team's motivation.
- Cultural understanding: respect and tolerance are a good presentation card but in cross cultural teams, empathy takes place, in part, from knowing others' culture. Through empathizing it is possible to understand others' needs, act in consequence and finally, generate a great deal of confidence. As it has already been commented, a multicultural team with an overall high CQ, has much more possibilities of being harmonized and to advance towards success. Cultural understanding also involves knowing what motivates each culture, which is something that coexists with each profession sector and each individual motivation.
- Facilitate knowing each other: the first pitfall with virtual teams is getting each other to know. In addition, the cultural differences imply different biases and judgements for first impressions. Professionally, it is interesting to make CV information public so not only the team is aware of their own expertise, but also members can know who to ask for concrete doubts. Complementary, and with each part consent, some of the most representative personal information can be made public by any form of online forum. At the same time, these presentations should be made in public, physically if possible or via online chat when limited. Ideally, the team should strive for generating some opportunity to know one another physically at some time and if possible with some frequency. However, this has associated economic costs and it will depend on the company's PMO or strategic layer to decide whether they can be afforded.

6.3 Cultures in Teams and Virtual Meetings

Each culture generates somehow some individual prototypes with certain qualities. Although, this doesn't have to be understood as a rule, it is useful to know what qualities acquire individuals in their cultures so that the team can benefit from them.

A straightforward way to learn insights about different culture's strengths, weaknesses and key points to gain their trust is to create a table with that information.

The following table is borrowed from his book Richard D. Lewis [16] and expanded with other sources [46] and experiences. Please, take into account that these observations are subjective, don't represent individuals but relativism between collectives, there may be differences in regions and aim to improve their interaction.

Nationality	Team Interaction (Strengths, Blind spots, keys)
Finnish	Common sense, accuracy, tolerance, calm interaction
	Small talk. Why Latins say one thing and do another
	Low-key approach. Show you rely on them. No personal questions
Germany	Order, process, details
	Subtle humor, possible cynicism or spontaneous sadistic humor
	Indicate trust. Demonstrate solidity.
USA	Drive, bottom-line focus, optimism, self-promotion, business and entrepreneurship.
	Insensitivity to non-American values or too much cultural self-centered
	Remuneration. Challenge
Japanese	Courtesy, patience, prudence
	Individual decision making, western humor
	Courtesy. Giving face
French	Logic, rhetoric
	Superiority irradiation, seek to win the argument instead of discovering the truth
	Sharing visions. Praising France
Italian	Communicative skills, resolute in showing facts
	Agendas, punctuality
	Share personal detail, praise family
Spanish	Human warmth, idealism, imagination, improvising
	Shaky planning, impatience with details, may avoid telling reasons
	Protect Spanish honor and integrity
British	Diplomacy, reasonableness
	Foreign languages, may be reticent to lower their own language level
	At meetings don't rock the boat
Swedish	Collective skills, planning
	Slow decisions makers, complacency
	Consulting them. Asking for their opinion
Chinese	Negotiating skills, patience, courtesy, long term orientation relations
	Lack of international exposure, sense of urgency, western humor
	Humility. Giving face
Overseas Chinese	Experienced, risk takers, bottom-line focus, organized
	May appear reserved
	Show interest in them

Indian	Skilled negotiators, communicative, warmth
	Strict planning
	Don't talk down to them, show sensitivity and understanding
Korean	Energetic, hard-working, good planners
	Distorted worldview due to excessive nationalism
	Praise Korean achievement
The Arab Countries	Sincerity, moral, empathy
	Unity, teamwork, passion can hamper trust
	Iran: show respect. Other Arab countries: showing compassion
African	Warmth, divergent thinking, humor
	Organizational skills
	Compassion and understanding
Russian	Directness, warmth
	Sustained effort, trust
	Form personal alliances to "beat the system"
Malaysian	Moral, educated, culturally sensitive
	Ambition, drive
	Man is basically good
Thailand	Easy-going, cooperative
	Ambition, dislike responsibility
	Make work pleasant
Vietnamese	Educated, hard-working, persistent
	Modern management techniques
	Always appear just in their eyes
Filipino	Democratic, friendly, neat
	Punctuality, accountability
	Flexibility and courtesy
Eastern European	Culturally aware
	Structure of business in a democracy, may seem inexpressive
	Be calm and friendly. Recognize their nation. Integrate them in Europe

TABLE 6-1 CULTURES' TEAM INTERACTIONS CHARACTERISTICS

Strange as it may seem for the inexperienced people, team dynamics in international environments work in the same way as they work in local environments. Even more, team members may find more stimulating international dynamics as it represents to them a way to expand their personal horizons.

Virtual teams suffer from far less opportunities to practice outdoors activities in which team members can tackle difficulties increasing their team spirit and internal bonding. However, there are some virtual activities that contribute to strengthen the team [47].

- Little known facts about me: the team leader has to ask, without other members knowing about it, for three personal facts to each member non-related to the current work. Facts are then put at random in a spreadsheet; in

the meeting, the activity consists in each member guessing whose each fact is by speaking up and aiming to count the number of guesses for each fact and person. Once filled the table, each fact is revealed by its owner while developing the information. The activity lets team members to know each other while having fun.

- Virtual coffee: this is a separate meeting that can be established each 2 or 4 weeks. Members are invited to bring their own favorite drink while sharing some part of good events. Each member should talk around 6 minutes. Topics can be: talk about good things they experienced at work lastly, recommendations to improve team working and great personal things they have done.
- Two pictures: each member prepares two pictures related to their personal lives. It can be done in a separate meeting or at the beginning of work meetings as an icebreaker. Each member talks around 5 minutes about those two pictures while expanding personal information.

In doing team activities, keep in mind that whereas talking about personal hobbies is a standard easy topic, some cultures are not used to share more personal information with their colleagues or managers, such as that involving family, thus their engagement with the activity can be lower. Cultures such as German, Belgian, Swiss and Finish among others are in this category. Regarding performed activities or possessions, whereas some cultures give high priority to reject classes so is bad for them to show richness or classy habits, for example: Australia, for others status is very important, like in Chile. Other team members' perception can be biased with this fact.

In general, avoid politics, religion, monarchies and even more, explicit cultural comments, although an international environment reduces the strictness of these topics, many cultures and individuals are sensitive to those topics. On the other hand, topic such as traditional food or visited national attractions are almost always a good choice.

6.4 Conflict Management

Although conflicts are one of the key metrics for measuring project manager's competence and can boost team's thrust when conveniently solved, conflicts are very delicate issue and their complexity increases in multicultural environments as tolerances for conflict vary among cultures. Conflict tackling differs hugely among cultures:

- Strong masculine cultures tend to resolve disputes by fighting them out whereas strong feminine cultures go for compromise and negotiation in conflict resolution.

- In collectivist cultures, harmony is priority so confrontations are avoided. In individualistic cultures speaking one's mind is a characteristic of an honest person.
- In high power distance cultures latent conflict between ranks is considered normal and always feared. Also, peers are more reluctant to trust each other. In narrow power distance cultures peers are more willing to cooperate and powerless harmony is valued.
- Regarding the uncertainty avoidance, the higher it is the higher the disapproval for conflict and its avoidance. On the contrary, uncertainty acceptant cultures consider natural fierce competition and find reconciliation relatively easy.

For example: creating competition among employees to fill a superior vacant may be well seen in individualistic cultures such in USA. However, in a multicultural scenario, collectivist or strong uncertainty avoidance culture workers may not tolerate generated conflicts and resign to the vacant and even quit their jobs because of their disapproval or perception of losing face. Managing conflict carelessly can represent human capital loss for a company, which in many cases can be highly qualified and contains own company investment, whether it is in time spent for knowledge transfer or additional formation.

The first rule for managing conflict is that, conflict doesn't get better with time, so regardless of the culture, a suitable and responsive action is needed to resolve it. Basically, conflicts can be divided into four categories:

- Intellectual: these conflicts create creativity and display different alternatives to solve a problem. They are necessary for process improving and different cultures have different approaches for their resolution. These conflicts can be managed while separating them from becoming personal. A good practice is to categorize these conflicts as the ones that are discussions related to WBS tasks packages.
- Interpersonal: are the tougher and need resolution. The team has to be impartial and the project manager has to adapt a role of mediator. As a mediator is keystone how to persuade, in the case of international projects, some cultures are persuaded by logics, others by emotion, some are prompt for low-context communication whereas other use high-context. To tell interpersonal conflicts apart from others, there are some useful observations:
 - Both sides use their opponent's personality as arguments. This includes public conflict or gossip. In open fighting, either both opponents attack with arguments each other without interaction or they just don't talk each other.
 - Both sides focus on completely different things in their interaction. This usually involves mixing other conflicts to gain people on their side. In

lower ranks, this is translated into false accusations or simply reporting common mistakes as one-person mistakes in feedbacks to managers.

- Cost of solving the conflict is perceived as higher than that of continuing it. This goes associated to the loss of trust in their relationship, team contamination and the human need of retaking confidence by practicing scapegoating.

Although conflict resolution puts an end to tensions inside the team, the way is done the resolution can make other conflicts appear. If team perceive unfairness in the process that can affect the team performance. Conflict resolution tackling approach can also have serious effects in team's moral, as members may feel they can be next and suffer from the same trouble.

- Cultural: as these ones may experience the rejection in an international environment, although arising from the beginning, they may not appear in the beginning but stay latent until the individual in conflict may find a situation or a way to benefit from another conflict to subtly disrespect other's culture. Whereas they are difficult to be detected, strict punishment has to be applied to those who don't have intention to tolerate other cultures. Cultural conflicts also can arise from same culture groups' self-isolation. These attitudes create feelings of favoritism, unfairness and undermine the team coherence. Not to say, they break the team into independent clusters.
- Contractual: they are easy to resolve because they have metrics attached. Keep in mind that contracts are different concepts depending on the culture. For example: whereas in the USA a contract is static and conforms strict objectives until the end of its validity, in China a contract is somehow a reference of the mutual intentions that can be changed over the project. When contract conflicts involve subcontracting, usually the amount of currency in play will determine how many sessions of negotiating resolution will be required.

7. Contextualization and Application

Having done so a wide study of international project management environments has unveiled so many interesting information that has been organized in the previous sections. However, after the study, there is a need to somehow check what the experts in international management and multiculturalism state in their studies. There is also a need to study at first-hand multiculturalism, taking advantage of all what has been learned in the previous sections of this thesis. For this reason, the design of a questionnaire that includes representative variables related to project management and multiculturalism have been designed.

Giving the limitation in time and budgeted in doing the questionnaire, there was a strong need to rely in the own strengths. Because this thesis is done within a master in project management in an international context and because I already had friendship with many other individuals coming from different countries, the best way to put to the test all this knowledge was hand on the questionnaire to people I knew well. This way, although having a very limited results pool, it could be possible to get insights from different cultures, individuals and, the most important, checking enlightening concepts and knowledge presented during the thesis previous sections.

To begin with, for this questionnaire there is a need to know the nationality of the interviewed. Let it suffice to say, that this way cultural parameters can be asked in the questionnaire and put in comparison with other already performed studies such as the Hofstede's model.

There was a need to state that the questionnaire was going to be anonymous allowing to the interviewed to express themselves without any possible bias. Although no personal information is revealed in this thesis or any other document, the questionnaire was in practice not anonymous. For paper handed questionnaires, nationality, written answers and some basic graphology could easily tell apart each participant. In the online questionnaire version, nationality, written answers and time to answer or order in answering between participants also could tell apart each participant in nearly all of the cases. As it has been stated, the reason of this trick is to get better insights and to make possible the study without having many participants.

The second question is asking about preference in working in international environments. This way it is possible to know the level of engagement of the individual with the topic and what does it represent for them. Another important question was putting to the test the experts' statement that says that culture doesn't play the main role in the multicultural environments. After these three questions, a question related to indulgence when dealing with other cultures and a battery of 3 questions related to Hofstede's model and variables highly related with management were added. Then, an open question about globalization and global culture was included. For the time and pace section, two questions related to money importance and pace of life preference were also added. Finally, a question asking for preference for working in multicultural environments and work conditions preference was also included.

The questionnaire is the following one:

This questionnaire is anonymous. Please respond the answers fast without thinking too much. Open you answers to all contexts in which you have develop yourself in international environments.

1. What is your nationality?
2. Do you prefer working in international environments or local ones? Why?
3. In your interaction working with other cultures do you think culture plays a main role in the group chemistry? Why?
4. How would you say is your interaction and attitude with other cultures in comparison when you deal with local one? Please respond according to the following scale.

More indulgent	More restrained
1 2 3 4 5 6 7 8	9 10

5. In situations of uncertainty, ambiguity, lack of rules, etc. How do you see your culture in comparison with others?

More stressed; (ex: want to keep control of situation)	More calm
1 2 3 4 5 6 7 8	9 10

6. How important do you think is to be punctual and precise in time for you and your culture with respect to other cultures?

Not important	Very important
1 2 3 4 5 6 7 8	9 10

7. When dealing with your superiors, (people above in your hierarchies), how much do you think is that power distance and protocol in your culture with respect to others

Not important	Very important
1 2 3 4 5 6 7 8	9 10

8. Do you think that English Language and Globalization are factors of a farer reaching culture that includes and affects to all other cultures? Why?

9. How important would you say is money in your culture with respect to other cultures?

Not important

1 2 3 4 5 6 7 8 9 10

Very important

Very important
9 10

2

5

5

7

7

9

9

10. Do you prefer a fast or a slow pace (rhythm) of life?

Slow										Fast
1	2	3	4	5	6	7	8	9	10	

Fast
10

2

5

5

7

7

9

9

11. Do you aim to work in companies where you can work with different cultures, travel, need of foreign languages, living abroad? What factors do you priority?

As a matter of fact, the questionnaire couldn't be very long because people interest in answering could decrease if they saw it was a tedious task. However, the questionnaire touches topics that form the key concepts for an international PM.

First of all, because the interview was performed in Spain, there was a great number of proportion of Spanish participants. Then and thanks to Barcelona multiculturalism, a wide sort of cultures answered the questionnaire too.

In this sense, there is a good opportunity to probe the Spanish culture, the Catalan culture and their interaction with many different cultures coming from all around the world which will open the results to a global extension.

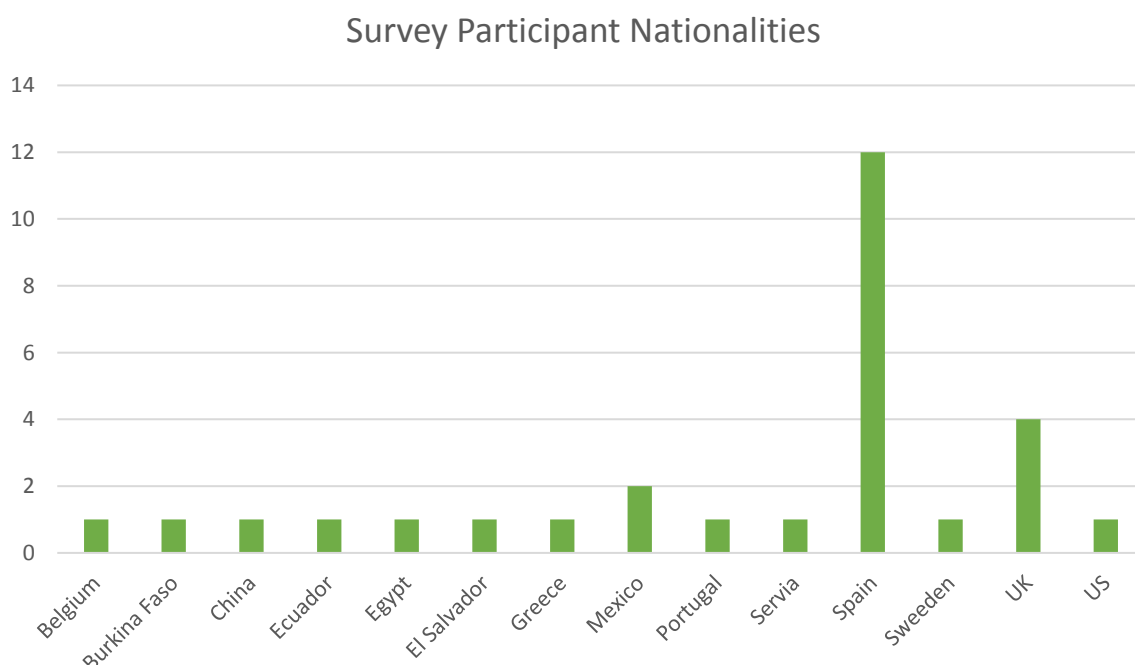


FIGURE 7-1 SURVEY PARTICIPANT NATIONALITIES AMOUNTS

The second question wants to put to the test if people who are involved in a project management master involving different cultures and people who work in companies

dealing with different cultures like their current situation and actually let them express their point of view with a written question. These are the results for the working context preference. It is easy to see that people with an age range starting at 28 years, in general, were going to have preference for an environment in which already were.

The preference for international environment was mainly due to the appetite for learning from other cultures which is something that enriches them giving them different perspectives from their original culture. Aspects as challenge, motivation, stimulating environment, opportunities for self-improvement and understanding others were also in the answers as factors to prefer cross-cultural environments. In this sense, it can be said that international environments expand the mental programming of local culture over an individual. Individuals willing to improve their vision and have a bigger picture of life matters are keen on cross-culturalism. On the other hand, those who make clear their preference for local environments stated that different cultures generated cultural barrier or a slow pace at work. Only one individual stated feeling more comfortable in local environments as a preference reason. The group for no preference was characterized by their awareness of advantages and disadvantages of cross-culturalism and in some cases their preference for other factors such as salary, or career opportunity.

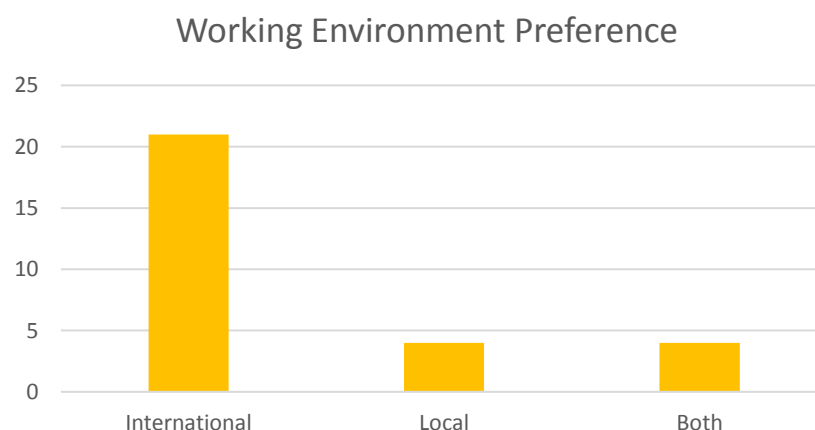


FIGURE 7-2 SURVEY WORKING ENVIRONMENT PREFERENCE AMOUNTS

The third question tests if the interviewed think culture plays a main role in the team or group interactions. Surprisingly, 21 out of 29 interviewed answered yes and the remaining 8 answered no. This is a difficult question. To begin with, a division needs to be done regarding how many of the responders where from the project management master students group, and how many where in the other interviewed group that can be categorized as: working and being in general more senior. 7 out of 8 answers to state culture is not the main aspect came from the senior group which is an insight that can tell us that the more experience you get dealing with different cultures the less it becomes the most difficult and therefore driving factor and the more personalities come again to determine the system's working. Answers in favor

of culture playing the driving role were also interesting. 9 out of 21 answers in favor referred somehow respect for their culture or others' cultures. As it already has been stated in this thesis, experts put respect as a key success factor in dealing with cultures. Results have shown about the perils of not being prepared to respect other cultures because some answers showed difficulties in mutual respect with some cultures which were explicitly cited. 5 out of 21 commented about communication problems. However, issues were more related to interaction approach rather than language or difficulties in getting understood using English. A couple of favorable answers stated problems with cultures' different work approaches. The rest of the favorable answers didn't specify the reason or they specified very vague or too much projective answers. Going back to the individuals who answered contrary; three answers made reference to professionalism, client organization as the main role or sharing common interests. So there are individuals who give priority to profession regardless of culture. There was also an individual giving priority to share values, which, out of the cultural context, could be translated giving priority to politic or religious orientation. Among these interesting answers, culture as being not the driver but a risk to be deal with knowledge was very near to experts' opinions. Finally, an observation of personality types repeated in different cultures and playing the main role in team's interaction was also an answered which indicates maturity in cross-culturalism and experience in dealing with international environments.

The next question made reference to the indulgency degree people have when dealing with foreign cultures. One might expect that people would be more indulgent with other cultures as a way to compensate language and in general the cultural barrier.

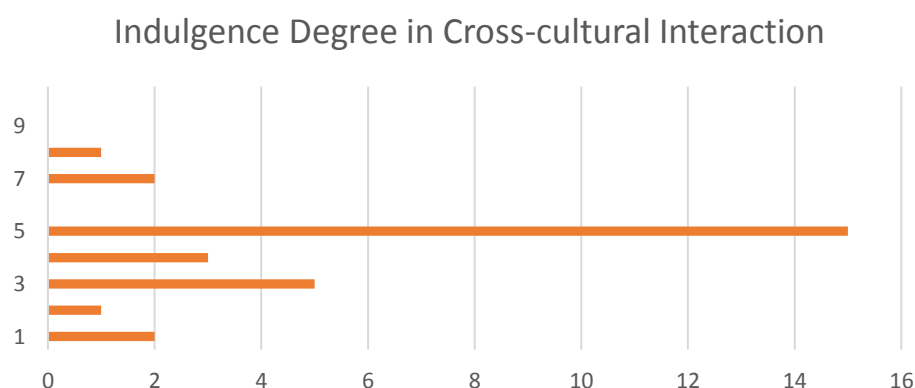


FIGURE 7-3 SURVEY INDULGENCE DEGREE IN CROSS-CULTURAL INTERACTION

The previous graphic shows the level of indulgence being 1 the most indulgent conduct with other cultures with respect to the local one. The main trend is to be fair with other cultures in this sense and deciding to be more indulgent in general when things get difficult because of differences. There were 3 answers claiming to be more restrained with foreigners. Two came from the master students who probably had to interact

with harsh personalities. To sum up, this question aims to know the degree in which people use indulgence as a resource to save culture barrier. Nearly half of the interviewed had the tendency to use indulgency.

The fifth question faces with a Hofstede's variable: uncertainty tolerance. This is a very interesting question, not only is related to culture but also is highly attached to management and moreover to nowadays VUCA environments. However, here the question gets the variable into a different dimension by asking participants how to they see themselves in uncertainty situations with respect to other cultures.

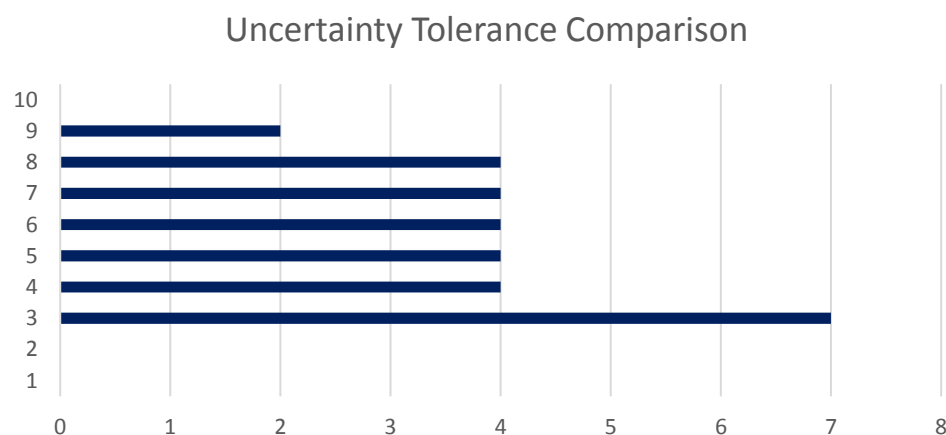


FIGURE 7-4 SURVEY SCORES FOR UNCERTAINTY TOLERANCE COMPARISON

The previous chart shows the results being the 1 the most stressful situation with respect to other cultures. Here, for the Spanish participants, their answers were split across the scores. The same happened with the British participants. Moreover, the chart shows that the stressed people tend to have less variation than those seeing themselves calmer. The graphic results and the question leave no room for further conclusions. However, taking into account that the interviewed were known, their answers were more related to their temperament rather than to their culture. So, there is no reason to say that individuals from a given culture could perform better as project manager in a multicultural environment which would require dealing with high uncertainty. In fact, it is temperament and training what can enable one to perform well in a VUCA environments. To put it simply, Hofstede's uncertainty avoidance dimension shows culture uncertainty tolerance and the impact in culture, its institutions, etc. but when individuals were told to remember their feelings with respect to uncertainty, projects and multiculturalism, their main source of behavior influence was at personal level instead of at cultural level.

Question 5 touches also a very important dimension of cultural models. The time precision orientation across cultures. The results are especially interesting because the interviewed contains a third part of Spanish individuals and the rest come from very different nationalities. Being the Spanish famous for their loose time precision, this survey represents an opportunity to put this statement to the test.

The following figure shows the general results. A very revealing issue arises in the graphic, and it is this that the maximum degree of own culture time precision perception with respect to other cultures has the maximum count of answers. This means that there is a great number of individuals that perceive others culture as less precise in managing time than their own.

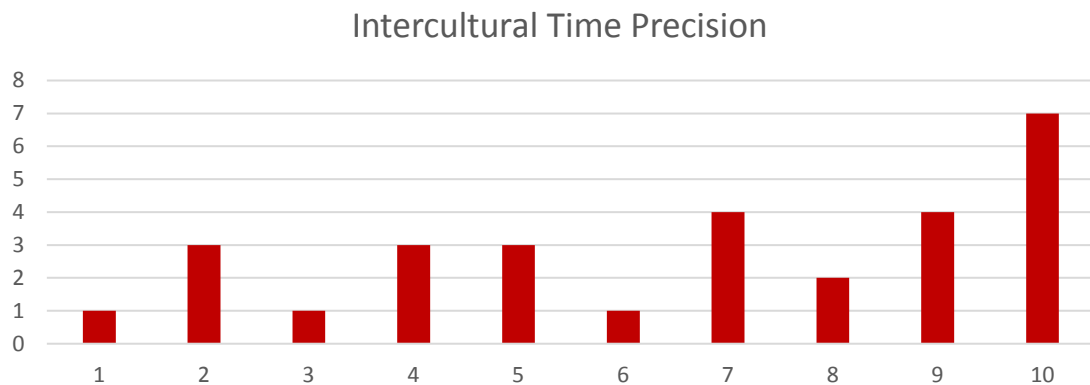


FIGURE 7-5 SURVEY SCORES FOR INTERCULTURAL TIME PRECISION

At first glance and knowing that mainly, most of the interviewed were dealing with Spanish and other multi-active cultures, it is tentative to say that there was a shock of some cultures when dealing with loose time oriented cultures. Let's put this affirmation to the test.

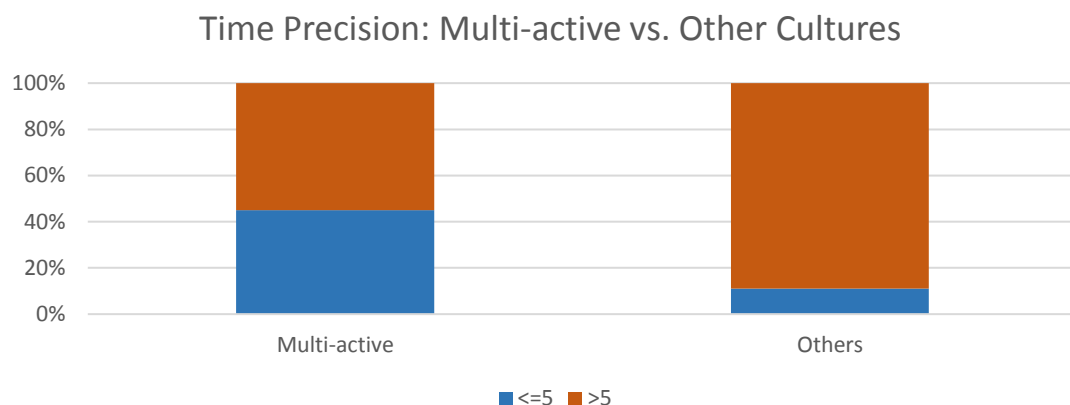


FIGURE 7-6 TIME PRECISION: MULTI-ACTIVE VERSUS OTHER CULTURES

The above graphic reinforces the mentioned idea. Whereas multi-active cultures were unaware of their loose time orientation and saw themselves, on average, quite balanced in their time precision, other cultures, including linear-active and reactive, noticed their prioritization in time precision. It is interesting to notice that among multi-active individuals there were some maximum scores. These phenomena could be related to some more strict individuals when dealing with other multi-active cultures.

The seventh question also involves a topic very related to project management in multicultural environments. Here, the test wants to check about power distance and specifically, how individuals perceive their culture's power distance with respect to other cultures.

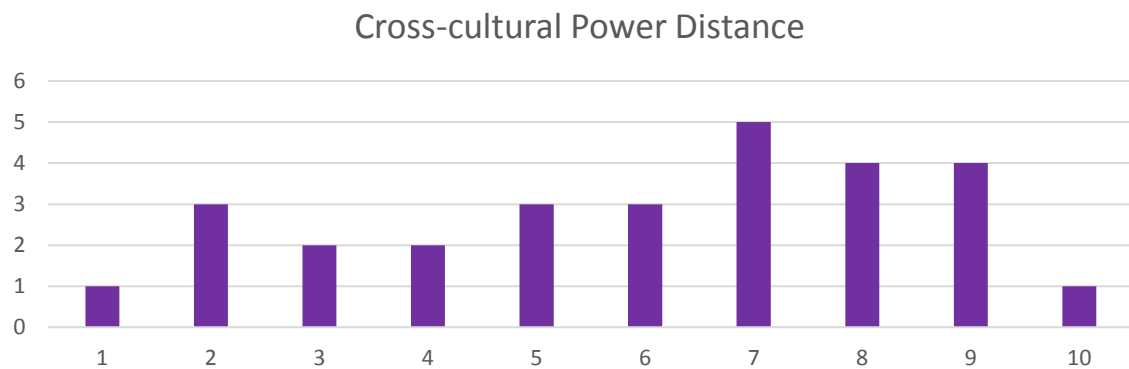


FIGURE 7-7 SURVEY SCORES FOR CROSS-CULTURAL POWER DISTANCE

The graphic results are non-conclusive. There is high dispersion across scores and there is no culture associated. Although power distance is associated to culture it is also dependent on the manager, the university teaching style, etc. so a possible approach can be to analyze extreme scores. Let's analyze them in the following table:

Score	Nationalities amounts
1	Great Britain
2	Sweden, Spain, U.S.
3	Catalonia
7	China, Ecuador
8	Egypt, Spain x2, Greece
9	Burkina Faso

TABLE 7-1 NATIONALITIES AMOUNTS AND SCORES FOR CROSS-CULTURAL POWER DISTANCE

The above table shows both extremes. The blue cells correspond to individuals' nationalities that see their culture with a lower power distance with respect to others whereas the red cells show the contrary. In the case of Spain and Catalonia, the results are somehow tricky because their managerial approach although being very subtle it exercises high control. This can be perceived by some individuals whereas others don't see it that way. In the pole of low power distance, Great Britain, Sweden and U.S. have proved the already studied models in this thesis. In the contrary pole, other cultures such as Chinese, Ecuadorian, Egyptian, Greek or West-African included the Pyramid and Family clusters in which power distance is high and in which paternalistic managerial styles appear. Moreover, individuality is low, very likely due to a great number of individuals in their societies.

Question 8 makes reference to globalization, English language and, in general, it represented an open question of these two factors in each country's culture. For this question there was total consensus about Globalization and English language as being factors that were affecting cultures. Answers generally emphasized over English as means to communicate with other cultures, where some of them remarked on the need to protect or respect local cultures and the need to learn other languages to have a richer communication with each culture. There was also a petition for songs in more languages rather than the current monopoly of English. Despite this consensus in accepting that English enables to bring people together but has some disadvantages, there wasn't any answer related to other factors of globalization such as faster transport, international taxes facilitation or even more a driving factor, global economy. This lack of initiative in the answers manifests a lack of perspective to see a big picture or the world. Current international markets' high interactions as a consequence of globalization as well a shorter range of economy predictability should have been mentioned in students of a master in project management or in professionals with some experience working abroad or with different cultures.

Aiming to investigate over money importance in each culture and a possible relation with global economy, question 9 asks to individuals about money importance in their culture with respect to others. Then, question 10 asked about the pace or rhythm of life preference for each individual. Further relations will be exposed in next lines.

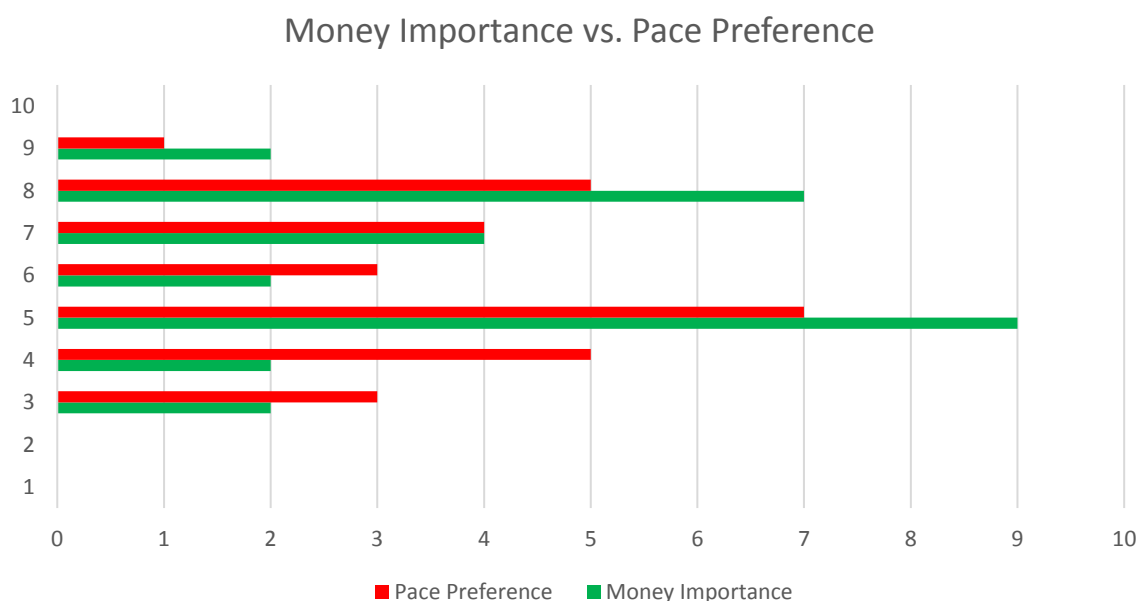


FIGURE 7-8 SURVEY SCORES FOR MONEY IMPORTANCE VERSUS PREFERENCE

The above graphic shows the results for questions 9 and 10. Here, the aim is to use Robert V. Leveine, et al study that, among other things, relates high paced societies with high GDP and high PPP countries. To begin with, the money importance variable has an average of 6.2 which, despite not coming from an accurate source, indicates a general trend of societies to prioritize money. However, an analysis to the question

also needs to be done. To the question how important would you say is money in your culture with respect to other cultures, multiple causes could be attributed to high scores. For example: U.K. and U.S. results scored notably high, this could be the case for the relationship of Robert's work with high paced and high PPP countries. Moreover, for the UK answers, they also scored relatively high in preferring high paced lives. People in these countries would perceive the relationship between money, pace of life and standard of living. On the contrary, there were other high scores to this question in other low paced countries. In this case, the reason could be either individual's perception of their money importance, or it also could be a consequence of other society problems such as plutocracy, nepotism, etc.

Regarding the pace preference, the trend was to give the same score as the money importance or to score it below the money importance. This is an interesting insight that also appears in the previous graphic. It can be understood as a trend of individuals of needing an amount of idleness that the current hectic economy is not offering them. If we take into account that the interviewed population were in their majority people under their 40s, the observation is even stronger and the need of individuals for a slower pace than societies praise for money dictates, becomes more evident.

Question 11 asks participants if they would like to work in a company which would involve international environments and all their associated factors. The question also lets to know which factors do participants value more from such a working environment.

International Work Environments Priorities

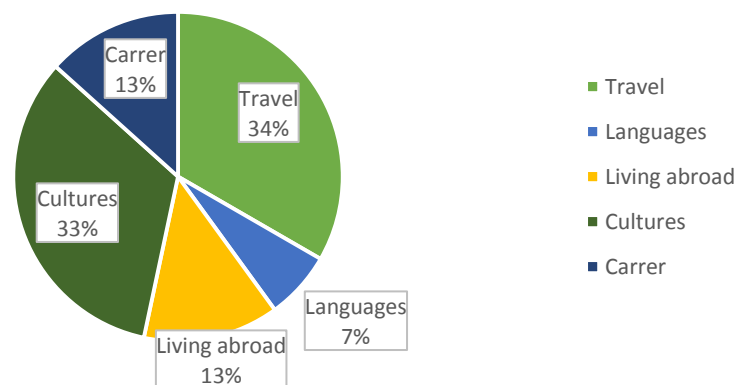


FIGURE 7-9 SURVEY SCORES FOR INTERNATIONAL WORK ENVIRONMENTS PRIORITIES

The above graphic shows the results. Almost all participants answered positively to work in an international company. Their priorities pointed travelling as the most appealing feature, followed by an authentic appetite for knowing other cultures. Career development played an important role regardless of internationality at the same level of having the opportunity to live abroad as a personal experience. Learning languages were also included in the objectives of the interviewed. However, few of the participants pointed them as the first factor in their priorities.

8. Final Conclusions

In the process of reaching the thesis objectives, the finding of fast and practical models and tools has been a key factor. Although the thesis wants to provide the project manager with all the knowledge related to international environments, the effort has been concentrated in synthesizing all the information and choosing the adequate sources. With this, the thesis becomes a powerful tool; it gives the project manager only what they need to know, with the right priorities and with a strategic approach.

The thesis introduction justifies the thesis topic by showing that culture is the middle range target in humans' mental programming, being this one an important bias in behavior and decisions. The section also synthesizes information from several sources regarding the role of culture competence in project management. Professionals in project management include cultural quotient as a competence every project manager should have. Within cross-cultural competence, the start is in curiosity and respect. This concept has been proved in the contextualization section by a questionnaire that included master students of project management in a cross-cultural environment and experienced individuals working in multicultural environments. The crucial factor for determining such nuances in the questionnaire responses was knowing personally almost all the 29 participants while making them to feel as if there was no observer.

Cultural models have supposed the backbone of this thesis. Aiming to get the clearest and most distinguishable knowledge regarding parameters that affect managing and regarding each country managerial style, has brought making an in-depth study of Hofstede's model dimensions, Six Culture Clusters ©, The Lewis model of cross-cultural communication and the time orientation and pace across cultures. As a conclusion of these studies; projects in multicultural environments turn to be highly dependent of time planning of the involved cultures, which is a consequence of time orientation and pace in different cultures. If we revise the definition of a project, this result makes a lot of sense, as a project is in its essence a temporary endeavor with a beginning and an end. In this sense, if breaking the project pace disrupts harmony in the project, different time orientations without any framework or working way agreement hampers the fluency of the project timing, which is something very likely to become not tolerated by project partners. Contrary to a first impression, language barrier turned out not to be a major problem. Despite language is very related to culture, the use of English in globalization is a means to standardize language and somehow communication. This aspect has been checked in the contextualization section. However, the deal is in interaction. Conversation silences, speaking turns, body language and expressiveness degree turn to be quite influent in dealing with different cultures. Not being able to manage non-verbal communication can ruin how other perceive us and even to undermine relation's confidence.

The project manager as an individual is also immersed in culture. Hofstede's model contained two especially interesting cultural variables for the project manager which are power distance and uncertainty avoidance. The Six Culture Clusters © also touched somehow these two variables in describing each cluster. Summing up their

contributions. In power distance, the project manager needs to be aware of each culture distance because, in general, individuals from each culture expect a relation with managers or leaders according to their culture power distance, so it is their preference. A managerial paternalistic approach wouldn't work in an Anglo-Saxon culture in the same way a consultative manager would appear as an incompetent in a Pyramid cluster culture, for example in some Arab Countries. Regarding the uncertainty avoidance, the project manager should analyze thyself with respect to this variable and how are they influenced in this aspect by own culture. This variable has been somehow already touched in the thesis introduction. The origin is in the ego and its attachment to time and space, uncertainty supposes a thread to the ego and with that multiple reactions appear. Culture means also common history and a collective ego, so it also suffers from the same issue in uncertainty. This supposes an invaluable source of information for a project manager dealing with partners from different cultures as it allows plenty of opportunities to predict decisions at organizational level. Furthermore, in the contextualization section, the survey determined that at interaction with different cultures, not culture but personality temperament was the driving factor when dealing with uncertainty.

The thesis also has touched globalization, being its origin in the goods exchange which has evolved in nowadays Incoterms. The world's history has been governed by competition in different forms. However, the constant has been the economy as a backdrop of this competition which is a wide unknown for the ordinary citizen. Nowadays competition advantage for nations is R&D and key technologies that can position a culture a step ahead. Technology progress acceleration makes companies to deal with acquiring talent abroad and to master both incremental and disruptive innovation as well as increasing production efficiency. Although topics such as international organization, leadership, work hygiene factors or companies' profits and salaries ratios are more related to PMO or CEO positions, it was surprising that the survey answers didn't have any mention to them in the globalization written question. This is interesting because it reveals that although we are influenced by globalization, it is so much distant as a topic for the ordinary citizen. Being able to look closer to globalization has allowed to see the forgotten keystone details in history. It was an objective to analyze globalization, bettering the mind map of the international PM.

The virtual teams section is a tool to make the PM able to deal with virtual teams. Despite its advantages, virtual teams suppose more risks to a project. Far from being simple, the risks include several disciplines which supposes a challenge which sometimes is undervalued. In virtual teams, trust needs special care because interaction is restricted. A project manager who promotes transparency and acts as a team builder increases highly the probabilities of team coherency success. When playing in a team there are some characteristics in each culture that the project manager may expect. However, all cultures praise honesty, compassion, fearlessness, and patience. In conflict management, the project manager should avoid by all means to take sides. Instead, an analytical approach is needed to find the root cause so as to proceed in a way that contributes as much as possible to the team stability.

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10. Glossary

Project: a temporary endeavor with a beginning and an end that creates a unique product, service or result.

Program: a group of related projects. By grouping related projects into a program, an organization can coordinate the management of those projects. The program approach focuses on the interdependencies between the projects and may help to achieve decreased risk, economies of scale, and improved management.

Portfolio: group of programs, projects, and other related operational work that are prioritized and implemented to achieve a specific strategic business goal. The projects and projects grouped into a portfolio may not be related but they are helping to achieve a common strategic goal.

Risk: is the possibility of loss or injury. Project risk is an uncertain event or condition that, if it occurs, has an effect on at least one project objective. Risk management focuses on identifying and assessing the risks to the project and managing those risks to minimize the impact on the project.

Uncertainty: lack of predictability, the prospects for surprise and the sense of awareness and understanding of issues and events. Is consciously perceived as a lack of security and generates doubt. Because uncertainty is not associated to a given event it can't be associated to a risk. Whereas a risk may produce a nervousness in the subject, uncertainty would generate anxiety.

Culture: complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society.

Globalization: is the process of international integration arising from the interchange of world views, products, ideas and other aspects of culture.

Time orientation: Time orientation of a culture reflects a preference toward past, present, or future thinking. It affects the negotiation style and the way of planning tasks.

Strategy: is a high level plan to achieve one or more goals under conditions of uncertainty.

11. Acronyms

CQ: cultural intelligence or cultural quotient is a term used in business, education, government and academic research. Cultural intelligence can be understood as the capability to relate and work effectively across cultures.

ROI: return of investment is the benefit to an investor resulting from an investment of some resource. ROI is used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments.

GDP: gross domestic product is a monetary measure of the market value of all final goods and services produced in a period (quarterly or yearly).

PPP: the purchasing power parity is measured by finding the values (in USD) of a basket of consumer goods that are present in each country (such as orange juice, pencils, etc.). If that basket costs \$100 in the US and \$200 in England, then the purchasing power parity exchange rate is 1:2.

CPI: the consumer price index is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. The CPI is calculated by taking price changes for each item in the predetermined basket of goods and averaging them; the goods are weighted according to their importance. Changes in CPI are used to assess price changes associated with the cost of living.

PMI: the project management institute is a US nonprofit professional organization for project management. Founded in 1969 it provides services including the development of standards, research, education, publication, networking-opportunities in local chapters, hosting conferences and training seminars, and providing accreditation in project management.

PMO: the project management office is a group or department within a business, agency or enterprise that defines and maintains standards for project management within the organization. The PMO strives to standardize and introduce economies of repetition in the execution of projects. The PMO is the source of documentation, guidance and metrics on the practice of project management and execution.

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