

Mastering a Major Complexity of Global Project Management

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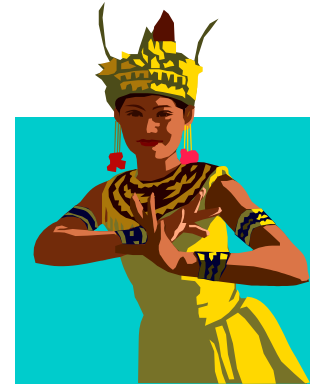
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Globalization brings on Complexity and Additional Challenges

- Cross Border Activity Increasing
 - New players
 - New cultures
 - Varied perceptions
 - More complicated
 - Leadership challenge
 - Trust issue
 - Communication barriers
 - Time zones issue



= Potential for enhanced performance / conflict



The Project Manager who understands and applies Cross Cultural Knowledge will be Successful!

Cultural Miscommunication Can Be Deadly!

- Serious consequences
- Directing traffic
 - Military

Simple research could have avoided this!



Agenda

- Globalization and how it is Changing the Role of the Project Manager
- The Importance of Cultural Understanding for Project Success
- A contrast of two dominant world cultures
- Examples of cross cultural *faux pas*
- Applying Cultural Savvy

Cultural Sensitivity

- Critical to Success
- My Exposure
 - Growing up
 - Adulthood
 - Professional Success
 - Timex
 - China



Lack of Cultural Awareness = Paying a Higher Price

- Asian customer – Chinese Supplier
- No understanding or engagement of Chinese culture
 - Constant conflict
- World recession – late 2008
- Material prices dropped significantly
- Refusal to lower kit price
- Reason – Cultural Difficulties



Cultural Savvy

- Aids Communication
 - Time zone challenge
- Establishes Immediate Rapport
- Enhances Team Motivation / Buy-in
- Builds Positive Relationships
 - Vital in third world regions
- Enables Cooperation
- Postures the PM for Success



Head Shaking in India

- Project Manager assigned to an IT project in India
- First meeting with lead programmer
- Head shaking (side to side) does not mean no!
- Emotional reaction
 - Relationship disaster
- Negative effect on the career of the PM
 - Removed from project



On Culture

“It is not right or wrong,
good or bad,
it is just different”

Mark Hehl - March, 1996

North America	vs.	China
Legalistic-The Contract is the Contract		Contracts are guides, can be changed if not convenient. Relationships more important. <i>Guanzhi</i>
Personal space value		Close personal proximity is ok
OK with touching		Not comfortable with touching (Latin American contrast)
Quiet during eating		Noisy during meals
Likes to brag / boast -Arrogant		Humble
Direct communication		Indirect communication

North America	vs.	China
A no answer is ok		Will not say no - Saving face <i>Mianzi</i>
More apt to be vocal / critical		<i>Mianzi</i> - Less willing to speak up at meetings
Assertive / forceful		Respectful / polite
Literal		Sometimes vague
Insular		More cross cultural knowledge
Challenges authority		Respectful of authority

The Chinese Green Hat Fiasco

- Facility opening
- Green hats distributed
- Audience not willing to wear them

A GREEN HAT ???

Applying Cultural Savvy

- Avoid Stereotyping
- Embrace Diversity
- Be Genuinely Interested
 - Culture
 - History
 - Enjoy the Experience
- Stop, Look & Listen



Applying Cultural Savvy

- Research & Learn
 - Culture
 - History
 - Language Basics
- Ask Questions
- Communicate their way
- Show Respect
- **Invest in relationships**



Best Investment

Cross Cultural Training

All Team Members
Both Directions



A Critical Investment!

Questions?

Thank you for allowing me to be of service!

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