

# If You Have the Money, I Have the Time

1

**Building Community for Mission  
Cross-Cultural Workshop  
January 27, 2016**

Ann Gibson, PhD, CPA  
Andrews University

# Introduction

2

Culture is stronger than national influence

Examples: Norwegians in Wisconsin  
Singapore  
Trinidad

# Basic Perspectives

3

## **Cultural relativism:**

“When in Rome, do as the Romans do.”

# Basic Perspectives

4

## **Cultural Imperialism:**

There is only one “right” way and that is the way my culture does things.

# All Traditions Agree

5

The “golden rule” (Matthew 7:12)

“Thou shalt not kill.”

“Thou shalt not steal.”

# Culture Characteristics

6

## **Individualistic:**

Use personal characteristics and achievements to define themselves; value individual welfare over that of the group

# Culture Characteristics

7

## **Collectivistic:**

Define themselves as members of clans or communities; consider the group's welfare as most important; people are rewarded for working together.

# Culture Characteristics

8

Collectivistic societies choose *micro-solutions* to problems.

Individualistic societies choose *macro-solutions* to problems.



# In Your Groups

9

Discuss the worksheet: “Proverbs on Time”

# Culture Characteristics

10

## **“Hot-climate” cultures (collectivistic):**

Asia; Africa;

the Pacific Islands;

South America (except for Argentina);

Mediterranean countries;

the Middle East;

Southern US (as compared to Northern US);

# Culture Characteristics

11

## **“Hot-climate” Cultures**

Relationship is the basis of everything

Identity is tied to the group

Possessions are “ours”

Hospitality is spontaneous

# Culture Characteristics

12

## **“Cold-climate” cultures (individualistic):**

Canada;

Northern Europe;

Israel;

New Zealand and Australia;

White populations of South Africa;

Northern US (as compared to Southern US)

# Culture Characteristics

13

## **“Cold-climate” Cultures**

Efficiency and task-orientation are ruling values

Identity is tied to the individual

Possessions are “mine”

Hospitality is a planned event

# Examples

14

Germany

Nordic Countries

Americans

Nigeria

Sub-Saharan Africa

# Culture Characteristics

15

“Hot-Climate” Cultures say someone from a “cold-climate” culture is “neurotically-time oriented.”

“Cold-Climate” Cultures say someone from a “hot-climate” culture is “always being late.”

# Examples

16

## **Asia**

China; Japan; Singapore; South Korea; Taiwan



# Asia Continued

17

## **Confucius' Roles and Status**

Emperor (kindness) over Subject (loyalty)

Father (protection) over Son (respect and obedience)

Husband (obligation) over Wife (submission)

Older Brother (care) over Younger Brother (model subject)

Senior Friends (trust) over Junior Friends (trust)

# Asia Continued

18

Time is cyclic, not linear

## **Southern Asia**

India; Malaysia; Thailand

# In Your Groups

19

Consider: Case Study from Erin Meyer

# Example

20

Going to a wedding

# Culture Characteristics

21

## **“Hot-Climate” Cultures:**

Values relationships over time

Small talk is essential

Small talk before business

# Cultural Characteristics

22

## **Agenda-setting for meetings:**

“Cold-climate” culture – a line; stay on topic; listen to the speaker

“Hot-climate” culture - priorities change; add items; small conversations break out

# Cultural Characteristics

23

“Cold-climate” cultures:

Eat during the meeting; it saves time

“Hot-climate” cultures:

Eating during the presentation is rude; it indicates you don't care what the presenter is saying

# Cultural Characteristics

24

“Cold-climate” cultures:

Is it in the day-planner?

“Hot-climate” cultures:

How can I plan so far in advance?



# In Your Groups

25

Consider: What time will you arrive for a meal?

# Example

26

Brazil

# Cultural Characteristics

27

Trust and communication are the keys

Example: Even in America

# Summary

28

## **“Hot-Climate” Cultures:**

Are not as oriented toward the clock

Are event oriented

Are spontaneous and flexible

Respond to what life brings

# “Hot Climate” Cultures Continued

29

Consider that saving time is not as important as experiencing the moment

Recognize that structure is required in some areas of life (such as the military)

Have informal visiting as part of the event

# Summary

30

## **“Cold-Climate” Cultures:**

Are time oriented

Are structured in their approach to life

Enjoy using time efficiently

Try to plan their day

# “Cold-Climate” Cultures Continued

31

Saving time is a value

Expect the event to begin at the time announced

Informal visiting happens before or after the event

# References

- Adler, N. J. (1991). *International Dimensions of Organizational Behavior*, 2<sup>nd</sup> ed. Boston, MA: PWS-Kent Publishing Company.
- Donaldson, T. (2003). Values in tension: Ethics away from home. In *Harvard Business Review on Corporate Ethics* (pp. 113-138). Boston, MA: Harvard Bus. School.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, & organizations across nations* (2<sup>nd</sup> ed.) Thousand Oaks, CA: Sage.
- Lanier, S. A. (2000). *Foreign to Familiar*. Hagerstown, MD: McDougal Publishing
- Lewis, R. D. (2006). *When Cultures Collide: Leading Across Cultures*, (3<sup>rd</sup> ed.) Boston, MA: Nicholas Brealey Publishing.
- Maranz, D. (2001). *African friends and money matters*. Dallas, TX: SIL International and International Museum of Culture.
- Meyer, E. (2014). *The Culture Map*. NY: Public Affairs
- Tan, J., and Chow, I. (2009) Isolating Cultural and National influence on Value and Ethics: A Test of Competing Hypotheses. *Journal of Business Ethics*, vol 88, 197-210.)
- Trevino, L. K. & Nelson, K.A. (2006). *Managing business ethics* (4<sup>th</sup> ed.). New York: Wiley.