

Using GlobeSmart® to Enhance International Business Teaching

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Overview

- Why GlobeSmart?
- What is GlobeSmart
- The Cultural Dimensions Perspective
- The Culture Guides Section
- Using GlobeSmart in the Classroom
- Additional Q&A



The Context: Courses I Teach

- Undergraduate - Full-time, In-Residence (Bloomington)
 - D270 The Global Business Environment (180-240)
 - D271/272 – Global Business Analysis & Immersion (25-50)
 - D312 Cross Cultural Management (50-75)
- Kelley Direct - Online MBA Program (Globally Dispersed)
 - U714 International Competitive Strategy
 - C575 Cross Cultural Management
- Travel Courses – MBA and Undergraduate
 - Chile, Brazil, Peru, India, China, Australia
- Overseas Teaching
 - Germany, Thailand, Croatia, China



What is GlobeSmart?

- Subscription-based, online, business focused, cultural information tool
- Uses 5 key cultural dimensions, similar to Hofstede dimensions and others
- Allows the user to generate and view their personal dimension profile
- Covers almost 100 countries
- Covers many practical business topics involving the impact of culture in a specific country and between countries



Information on almost 100 countries

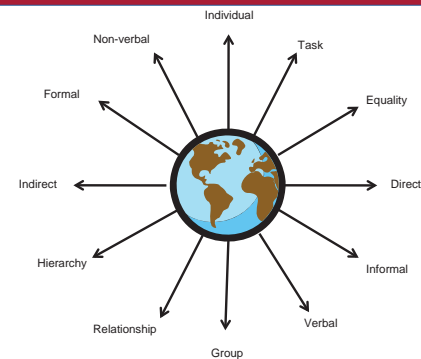
- What are China's **core values** and implications for business?
- What is the most **effective leadership style** in India?
- How should I tailor my **presentation** for a Japanese audience?
- How can we effectively **manage change** across our operations in France?
- How can we **motivate innovation** in Germany?
- What are pitfalls to **transferring knowledge** in Brazil?
- How do Mexicans generally **perceive hierarchy** in business interactions?
- How should I **prepare for travel** to China?
- How important are **status** and **group orientation** in S. Korea?
- What **“small talk” topics** should I use and/or avoid in Turkey?

GlobeSmart Countries Covered



Using Frameworks to Describe Cultural Variations: The Cultural Dimensions Approach

Cultural Dimensions Across Nations



Source: Gundling, E. *Working Globesmart*, 2003, p. 37

Several Common Sets of Cultural Dimensions

- Edward T. Hall - High Context, Low Context, Mono-chronic, Poly-chronic, etc.
- Kluckhohn & Strodtbeck - Relationship to Nature, Time Orientation, etc.
- Hofstede - Individualism, Collectivism, Power Distance, Uncertainty Avoidance, Masculinity, Femininity, etc.
- Schwartz Values Survey - Egalitarianism, Harmony, Autonomy, Mastery, Hierarchy, etc.
- Trompenaars – Universalism, Egalitarianism, Particularism, Affective, etc.
- Globe Study – Individualism, Collectivism, Humane Orientation, Time Orientation, Performance Orientation, etc.
- Erin Meyer – Direct, Indirect, Confrontational, Consensual, Egalitarian, Linear Time, Flexible Time, etc.

Commonly Researched Cultural Dimensions

Individualism = Independence Individuals are major unit; success attributed to own ability; personal goals over group goals; values autonomy & independence; confrontation is OK	Collectivism = Interdependence Groups are major unit; success attributed to help of group; achievement for benefit of group; values interdependence; harmony is expected
Power Distance–Low = Equality Status differences played down; less formal dress, speaking; etiquette; hard work vs. pomp and ceremony	Power Distance–High = Hierarchy Upper status carries respect; formal in language, dress, etiquette; social rank order is important and observed; deference shown by age, gender, rank
Task = Report Talk Move quickly to business, relationships develop quickly; focus on achievements; time is money	Relationship = Rapport Talk Relationship-building comes first; relationships happen slowly; people more important than agendas
Direct = Low Context Message carried by words; directness in communication; conflicts depersonalized; straight talk	Indirect = High Context Message carried nonverbally also; less direct communication; conflicts personalized; diplomacy
Masculinity = Tough Societies Gender inequality at work; highly competitive; task-oriented; bigger is better; live to work	Femininity = Tender Societies Relative gender equality; highly cooperative; relationship oriented; smaller is beautiful; work to live
Uncertainty Avoidance – Low = Risk Taking Willingness to live day-by-day; more risk taking; willingness to change employer; initiative valued	Uncertainty Avoidance- High = Low Risk Greater anxiety about future; less risk taking; more loyalty to employer; initiative discouraged & feared

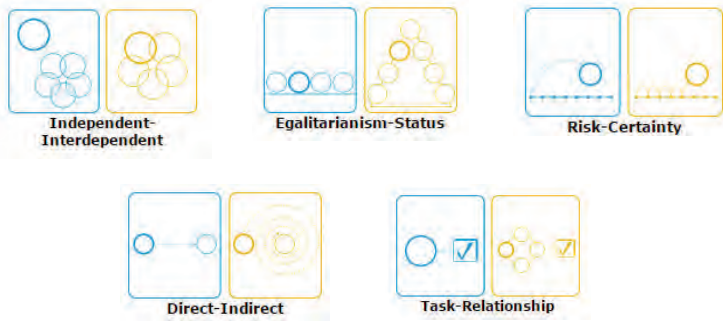
Applications of the Cultural Dimensions: The Culture Map



The GlobeSmart Cultural Dimensions

Independence Take more initiative individually; quick decision making style; openly express opinions; focus on personal achievements; Reward/recognize individuals	Interdependent Collaborate with others; Focus on group goals and decision-making; Express opinions cautiously; Reward/recognize the group; appreciate protocol
Equalitarianism Self-directed; flexibility in roles; OK to challenge opinion of superiors; treat everyone equally; downplay protocol and formality	Status Do not challenge superiors; more formal dealing with junior staff; status and position matters/respected; behavior based on status
Risk Demonstrate quick results; flexibility and initiative valued; speed valued over thoroughness	Certainty Spend time on background research; processes & systems valued; thoroughness valued over speed
Direct Say what you mean and mean what you say; More direct and to the point; openly confront difficulties; OK to disagree and give feedback	Indirect Take care how something is said; avoid discussing difficulties; personal dignity/face saving matters; not OK to disagree publicly; don't hurt any feelings
Task Move quickly to business; stick to schedule on goals and objectives; relationships with colleagues and customers develop quickly; focus on achievements; OK to disagree and to criticize directly	Relationship Trust-building comes first; relationships with colleagues and customers happen slowly over time; People more important than agendas; NOT OK to disagree and to criticize directly

Cultural Dimension Explanations for Team Issues

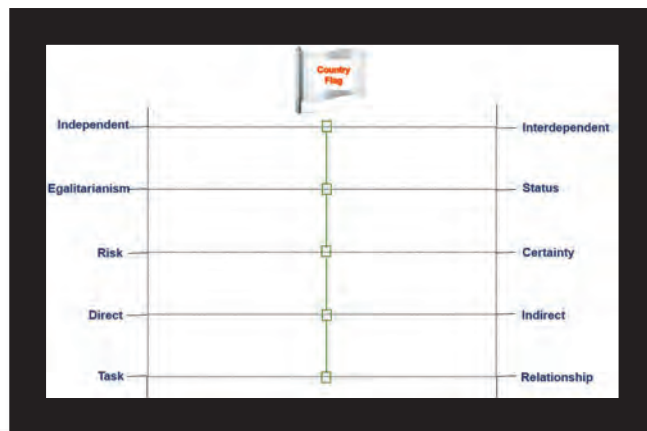


The *GlobeSmart* Online Global Business Tool

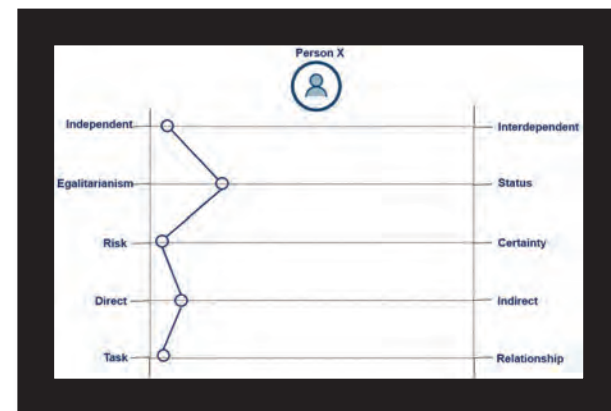


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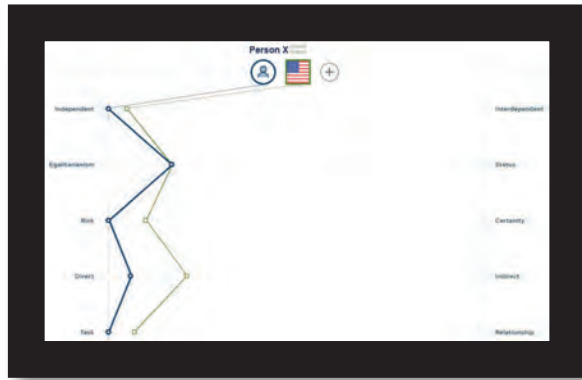
A Balanced Country Profile



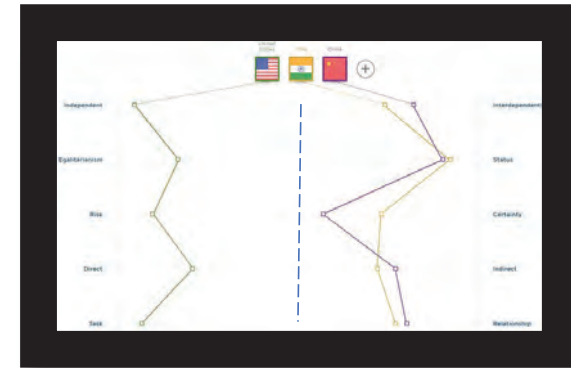
A Person's Profile



A Person's Profile Compared to a Country



Country Profile Comparison: USA, India, China



Using GlobeSmart to Reflect the Cultural Profiles of the Global Business Environments Course

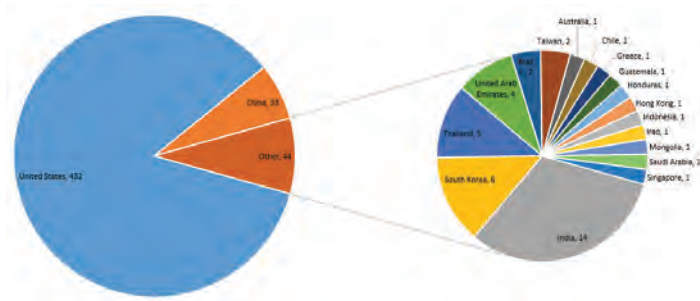


Source: Indiana Daily Student, Special Edition, August 2012

Countries Represented in D270-2019, Fall

Country	# of Students	Country	# of Students
United States	432	Greece	1
China	33	Guatemala	1
India	14	Honduras	1
South Korea	6	Hong Kong	1
Thailand	5	Indonesia	1
U.A.E.	4	Iraq	1
Brazil	2	Mongolia	1
Taiwan	2	Saudi Arabia	1
Australia	1	Singapore	1
Chile	1		

Countries Represented in D270-2019, Fall

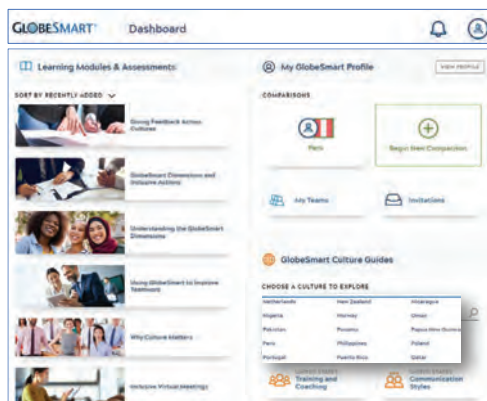


D270 World Map – 2019, Fall 509 Students – 19 Countries - 1 University



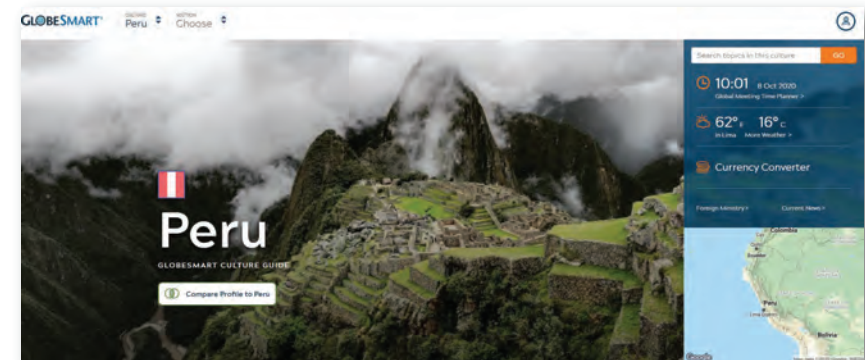
http://www.amcharts.com/visited_countries/#

The *GlobeSmart* Online Global Business Tool



Source Link: <https://globesmart.aperianglobal.com/dashboard>

Peru Culture Guide Home Page



CULTURE GUIDE SECTIONS FOR PERU



Core Knowledge

ESSENTIAL INFORMATION ON CULTURAL VALUES, DEMOGRAPHICS, AND HISTORY

History

- Learn about the background and key events that shaped today's business environment in Peru.

[See all History](#)

Holiday and Business Calendar

- Take notice of the public holidays that are celebrated in Peru.

[See all Holiday and Business Calendar](#)

Demographics Language Religion

- English is the main foreign language spoken, but at least common words in other languages like Spanish and Quechua are used.
- The predominant religion is Roman Catholicism, but there are other religions and beliefs.

[See all Demographics Language Religion](#)

Core Values and Implications for Business

- Peru has a strong historical role in the region.
- In Peru and other Latin American nations, the family is of business importance.
- Begin with formality and close toward the end of business meetings.
- Stay close to your counterparts with frequent colleagues before engaging in business conversations with them. Express common experiences and interests, invite colleagues to share a meal, and accept their invitations to do the same.
- Offering training or financial aid to employees from educational institutions is highly motivating.

[See all Core Values and Implications for Business](#)

Government Structure and Politics

- Peru is a constitutional republic.
- The president is head of state and has an executive power.

[See all Government Structure and Politics](#)



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Leading People

EFFECTIVE LEADERSHIP, INCLUDING MOTIVATING, GIVING FEEDBACK, BUILDING TEAMWORK, RESOLVING CONFLICT, AND MORE

Effective Leadership Styles

- Traditional style: In traditional Peruvian contexts, maintain a certain level of distance and formality that reflects your status. Take responsibility to make decisions and give clear guidance.
- Direct but without micromanagement: Follow-up without micromanaging.
- Preferred qualities: Be aware of social, family and acknowledge employees' competitiveness and show that you care about them and their development.
- Managers who seek to implement a more participative management style may need to build employees' confidence before they do delegating responsibilities.

[See all Effective Leadership Styles](#)

Recruiting and Hiring

- Believe in the economic, political, and social stability in the last two or three decades of the 20th century that caused many Peruvian entrepreneurs to migrate, often to a shortage of professionals, especially in middle management.
- Most avoid obvious questions, so personal references often play an important role in hiring decisions.
- Establish a training program as a way of attracting and retaining candidate hires. Keep in mind that training and development opportunities are highly attractive to many young Peruvians.
- Strong labor laws: Peruvian employees receive strong protection from labor laws.
- Typical per se: Short-term contracts are a common way to evaluate employees in a trial basis before offering a longer contract.

[See all Recruiting and Hiring](#)

Giving Feedback and Evaluating Employees

- Avoid criticizing employees in public. Give constructive feedback in private.
- Acknowledge good performance with positive feedback or praise in public.
- Settleable personal critique in individual, debatable, and make clear that the purpose of constructive feedback is self-improvement.
- Prepare written, factual backup for performing evaluations, before delivering the feedback.

[See all Giving Feedback and Evaluating Employees](#)

Motivating Employees

- Financial incentives: Such as competitive salaries, raises, and a Christmas bonus are important to Peruvian employees.
- Status can be an important motivator.
- Socialize frequently with Peruvian coworkers outside the office.
- Sponsor company events such as a holiday party or a sports competition or race a year.

[See all Motivating Employees](#)

Building Teamwork

- To possible teamwork, it can be effective to encourage Peruvians to view themselves as members of the company family.
- The Peruvian preference for hierarchy may present challenges when trying to build a collaborative work environment.
- Believe Peruvian tends to be somewhat relationship oriented, so give social events to build team relationships and group identity.
- Overcome Peruvian view of time that is common in Peru: get agreement on a schedule and follow-up regularly to ensure that work is completed on time.
- Increasing team members by generating ideas and finding solutions can help to build teamwork.

[See all Building Teamwork](#)

Resolving Conflict

- Relationships are extremely important in Peru, so it's best people generally dislike and try to avoid open conflict.
- Conflicts in Peru tend to trigger group identification and can become conflicts among groups (for example, between departments or generations).
- If you are involved in a conflict with someone, meet privately with the other person to resolve it. Your approach (personal, objective, and factual) may depend on the other person's preferred style.

[See all Resolving Conflict](#)

Training and Coaching

- Peruvians view training as an opportunity to improve knowledge and skills that can lead to a promotion and better salary.
- Peruvian companies often do site-specific training for employees.
- An inductive approach may be most effective, starting with examples and building to theory. Use real examples, videos, etc., to engage the emotions of the training participants.
- Create a relaxed atmosphere so that people feel comfortable to participate.
- Use social elements in the training to motivate participants (e.g., a lunch or happy hour).

[See all Training and Coaching](#)

Employment Law

- Though Spanish dual jurisdiction with the Employment Law Alliance, you can access up-to-date information from IZA's Global Employer Handbook on a number of employment-related topics for this locale.

[See all Employment Law](#)

FULL INDEX FOR PERU CULTURE GUIDE

<ul style="list-style-type: none"> Core Knowledge Core Values and Implications for Business Demographics Language Religion Government Structure and Politics History Holiday and Business Calendar 	<ul style="list-style-type: none"> Local Inclusion and Diversity Attitudes Toward the LGBT+ Community Women in Business Employment Law 	<ul style="list-style-type: none"> Communication Communication Styles Presenting Ideas Influencing Decisions Obtaining Information Virtual Communication Conversation Topics Gestures and Body Language 	<ul style="list-style-type: none"> Relationship Building Establishing Credibility Building Relationships Business Socializing 	<ul style="list-style-type: none"> Working with Customers and Colleagues Managing Meetings Negotiating Selling
<ul style="list-style-type: none"> Leading People Effective Leadership Styles Recruiting and Hiring Giving Feedback and Evaluating Employees Motivating Employees Building Teamwork Resolving Conflict Training and Coaching Employment Law 	<ul style="list-style-type: none"> Local Business Environment Attitudes Toward Foreigners Attitudes Toward Business and Money Women in Business Business Ethics Attitudes Toward the LGBT+ Community Business and Government 	<ul style="list-style-type: none"> Protocol Greetings Business Cards Gifts Business Hours Business Attire Business Socializing Conversation Topics 	<ul style="list-style-type: none"> Travel Geography and Climate Money and Tipping Passport and Visa Safety Health 	<ul style="list-style-type: none"> Test My Knowledge Culture Guide Quiz

Examples of GlobeSmart Use in Teaching



Country Analysis Reports or Presentations

- Many frameworks and templates available
 - STEEP, PESTEL, CAGE, Country Entry Strategy, etc.
- GlobeSmart can be primary source for culture section
- Individual or Team assignments
- Research Papers or Presentation format
- Good preparation for travel courses
- Can be used as a Capstone course deliverable
- Establish clear directions and use grade rubrics
- Combine with Web sources like GlobalEdge



Country Analysis Topics Research on Peru



- The brief history, type of government, and demographic background of Peru
- Peru's core values and implications for business
- Peru's basic business protocol
- Tips for communicating effectively with Peruvians
- Appropriate conversation topics with Peruvians
- How to establish credibility with Peruvians
- How to build relationships with Peruvians
- How to motivate Peruvians for high commitment



Study Abroad Preparation

- Have students create their own cultural profile
- Compare own profile to host country profile
- Identify the largest gaps between own and host country
- Research the potential impacts of host country culture
- Research advice for flexing own cultural style
- Develop strategies to adapt to the host country culture for a smoother cultural experience



Analyzing Cross Cultural Business Cases

- Select realistic and challenging cases
- Develop key topics and questions to address
- Assign Cultural Profile Comparison and Culture Guide Research
- Some of my favorite cases:
 - Leading Across Cultures at Michelin
 - Siemens AG Global Development Strategy
 - Emerson Electric (Suzhou) Co. Ltd.
 - Trouble in Paradise (Heartland Spindle in Suzhou, China)
 - Managing a Global Team: Greg James at Sun Microsystems, Inc.

Preparation for an Expatriate Assignment

- Have candidate create their own cultural profile
- Compare own profile to host country profile
- Identify the largest gaps between own and host country
- Research the potential managerial impacts of host country culture
- Develop strategies for effective management in the host country
- Some favorite Assignments:
 - Promotion from Indianapolis Office to Asian Regional Manager
 - Outsourced (film) – Todd in India
 - Shanghai Calling (film) – Sam Chao in China
 - Office Equipment Company (OEC) Case – Five candidates for Lima, Peru Office

Comparison of USA and Asian Profiles



As a Tool for Managing Team Projects

- Have students create their own Cultural Profile
- Create a team by inviting members to share their Cultural Profiles
- Create a team Profile Comparison
- Discuss team member preferences and potential impacts on team tasks:
 - Communication style
 - Decision making style
 - Risk taking approach
 - Relationship versus Task orientation
 - Giving and Receiving Feedback style
 - Resolving conflict preference
 - Establishing and judging credibility

CIBER Network Resources



Accessing a Free GlobeSmart Trial – One Month

1. Go to this URL: <https://globesmart.aperianglobal.com/access-codes/38F6F35/redeem>
2. Click "Sign Up" and fill in your contact information and create a password. Note: If you already have an account on the new platform, click "login".
3. For return visits, be sure to bookmark this URL: <https://globesmart.aperianglobal.com>
4. For technical support, please email: support@aperianglobal.com



Other Cultural Dimensions Web Sources

1. Hofstede Insights: <https://www.hofstede-insights.com/product/compare-countries/>
2. The Globe Project: <https://globeproject.com/>
3. Erin Meyer's Country Mapping Tool: <https://erinmeyer.com/tools/culture-map-premium/>
4. Fons Trompenaars Culture Compass: <http://www2.thtconsulting.com/tools/#culturecompass>



Additional Q&A

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