

Contents

<i>List of figures</i>	vi
<i>List of tables</i>	vii
<i>Foreword</i>	viii
1 To understand culture	1
2 Corporate culture	33
3 Business leadership and national culture	57
4 American culture	84
5 Arab culture	104
6 Chinese culture	129
7 Japanese culture	168
8 Scandinavian culture	197
9 A comparative analysis and interpretation	218
10 The cultural business leader	247
<i>References</i>	269
<i>Index</i>	283

Figures

1.1	Levels of 'mental programming'	7
1.2	Culture and subcultures	10
1.3	Culture in a consciousness–nonconsciousness continuum	14
1.4	Culture as layers of explicit–implicit	15
1.5	Culture along a behavioural–consciousness continuum	18
1.6	Language between humankind and the rest of the world	25
1.7	The stabilizing of culture patterns	28
1.8	The strategic recipe in a cultural web	29
2.1	The explicit–implicit continuum of values	35
2.2	The rationalist and the interpretist view	38
2.3	Corporate images	47
2.4	Managing the strategy–culture relationship	53
3.1	The managerial grid	59
3.2	Multiple leadership	65
3.3	Culture as an independent factor	71
6.1	Overseas Chinese migrant pattern	133
6.2	Typical evolution of an Overseas Chinese business group	136
7.1	Evolution of Japanese 'win' strategies	170
7.2	Major influences on central policy-making in Japan	175
9.1	Eight direct, unbroken relations	231
9.2	My direct, unbroken relations	232
9.3	Eight direct, broken relations	234
9.4	Power distance–uncertainty avoidance	235
9.5	Power distance–skills wanted	237
9.6	Uncertainty avoidance–attitude to change	238
9.7	Uncertainty avoidance–aims	239
9.8	Social orientation–time orientation	240
9.9	Attitude to change–skills wanted	241
9.10	Aims–problem-solving	242
9.11	Aims–communication	243
9.12	Attitude to environment–problem-solving	244
10.1	Transformational leadership: a three-act drama	263
10.2	Cross-cultural learning and training methods	267

Tables

1.1	'Organization' and 'culture'	3
1.2	Contexts of culture in organizations	20
2.1	The social functions of language	41
2.2	Culture, lifestyle and strategic choice	56
3.1	Possible variables to classify cultures	81
4.1	Performance appraisals in America	99
4.2	The American culture themes	102
5.1	The Arab culture themes	127
6.1	The Chinese living outside China	135
6.2	Overseas Chinese companies as per cent of listed companies	135
6.3	The Chinese culture themes	166
7.1	The Japanese culture themes	195
8.1	Comparison of American and European managerial style	213
8.2	The Scandinavian culture themes	216
9.1	Comparative analysis of five different cultures	218
10.1	Managers' and leaders' power bases	256
10.2	Conducting business with 'scientists' and 'traditionalists'	265
10.3	Conducting business with 'individualists' and 'collectivists'	265
10.4	Conducting business with 'positionists' and 'self-developers'	266
10.5	Conducting business with 'exploiters' and 'adaptors'	266