

WEBVTT

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00:00:00.900 --> 00:00:04.680

[Nolan] Inescapably, inescapably, inescapably.</v>

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00:00:05.420 --> 00:00:09.840

[Nolan] Inescapably, foreign. Welcome to Without Borders.</v>

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00:00:09.840 --> 00:00:13.680

I'm your host, Nolan Yuma. If you've been listening to the show, you know,

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00:00:13.680 --> 00:00:17.760

this is a podcast for nomads, expats, immigrants, refugees,

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00:00:17.760 --> 00:00:22.520

third culture kids, or anyone else that feels inescapably foreign, Today.

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I have a special guest here, Coco Hofffs.

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She's a business and cultural consultant at Cross-Cultural

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Solutions, which is her business. She's from the Netherlands,

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and currently splits her time between Chile, Peru, and the Netherlands. Uh,

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00:00:37.760 --> 00:00:40.720

so Coco, just to get things going, how are you doing today?

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[Coco] Thank you for this wonderful introduction. I'm doing really good.</v>

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I'm very happy to be here.

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00:00:47.350 --> 00:00:50.660

[Nolan] I'm happy, I'm happy to have you on the show because, um,</v>

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finally have an expert in cultural competence. It's something that's, uh,

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I'm very passionate about now.

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I kind of got into it from the cultural psychology side of things and then

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through studying cultural psychology,

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I started learning more about cultural competence and of course my travel

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experience. But you got into it more from the business side of things, correct?

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[Coco] Correct. Yeah. So I, I worked for H&M,</v>

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00:01:16.220 --> 00:01:17.380

the Swedish retailer,

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in a executive management role for approximately 12

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to 15 years. Uh, originally started doing that in the Netherlands,

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and then I got the opportunity to move to Singapore, to Japan,

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00:01:30.850 --> 00:01:35.070
followed by Chile, Peru. And, um,

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I was working as a crisis manager, so I was responsible for, you know,

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managing all the unforeseen crisis situations for the H&M group.

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00:01:45.090 --> 00:01:47.110
But I felt at a certain point, you know,

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that the biggest crisis for me to manage was managing all the cultural

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00:01:50.910 --> 00:01:54.630
differences in the workplace. Um, I,

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00:01:54.630 --> 00:01:59.510
I realized that they had a significant impact on how smooth business goes

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00:01:59.520 --> 00:02:03.310
on, how my leadership style was perceived,

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00:02:03.310 --> 00:02:07.130
or how I perceived others. And I realized that, I mean,

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00:02:07.130 --> 00:02:11.010
along with H&M and many other big corporate organizations, you know,

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00:02:11.710 --> 00:02:16.210
it was not, uh, let's say it was not a leadership program that was, you know,

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00:02:16.210 --> 00:02:19.930
woven into the business side. Um, so yeah,

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00:02:19.930 --> 00:02:22.570
it was a lot of trial and error. Um,

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00:02:22.790 --> 00:02:27.490

and then after living in Japan for two years, moving to Chile was again,

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00:02:27.490 --> 00:02:30.690

you know, like a, a change of day and night. Um,

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00:02:30.690 --> 00:02:35.690

and I was leading a team of approximately 16 people with 11 different cultural

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00:02:35.690 --> 00:02:40.490

backgrounds. And then I realized, okay, this, you know, this is such,

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00:02:41.220 --> 00:02:45.970

so much more of a challenge than than anyone can foresee. And I decided to,

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00:02:46.590 --> 00:02:47.130

you know,

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00:02:47.130 --> 00:02:51.650

take a leap of faith and started consulting and training corporate

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organizations to, yeah, to overcome cultural differences in the workplace.

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[Nolan] So,</v>

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just to get into a little bit of your personal story and your learning curve,

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what was it like at the beginning? Because now of course,

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when you go to a different culture, you have all this experience,

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and I'm sure you adapt to the business styles quite quickly,

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but what was it like at first before you had the experience and the training?

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00:03:14.030 --> 00:03:15.680

What were some of the things that stood out?

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00:03:16.270 --> 00:03:19.040

[Coco] I mean, um, so it was,</v>

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00:03:19.040 --> 00:03:23.120

especially in 2016 in Japan, when I realized that,

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00:03:23.950 --> 00:03:25.290

you know, the, the cult,

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00:03:25.340 --> 00:03:29.170

my cultural background and the cultural background of my colleagues, peers,

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it was a very culturally diverse group that we were working with,

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really played a part in how smooth meeting goes, or exam,

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for example. And I remember one time that, you know,

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we had a meeting with all peers, so all management executives,

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and we all had a different understanding of what the outcome of that meeting had

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to be. So, you know, for me, for example,

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it was super clear that we were gonna have a discussion, you know,

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a good brainstorm in order to drive consensus and come as a

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group to, to one decision, for example, where, you know,

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00:04:06.430 --> 00:04:11.340

my colleague from Greece just basically slapped

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his hand on the table saying, okay,

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00:04:13.100 --> 00:04:16.220

can someone for Christ sake just take a decision? You know,

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if we had this completely different understanding of when a meeting is a

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00:04:21.210 --> 00:04:24.690

good meeting, who should take decisions? Um,

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00:04:25.480 --> 00:04:30.450

I remember that we, we, we, we changed our boss, basically. So,

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so along the way we got a new, uh, CEO for the company in Japan.

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And, um,

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I remember me and my colleague coming out of a meeting with that new CEO,

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and we both had a completely different impression, you know, I said, oh,

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this person is so, you know,

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taking everyone's opinion into consideration where someone else said like, oh,

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I've, you know, he's super hierarchic. You know, we had this thing perceptions.

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00:04:58.030 --> 00:04:58.863
Yeah.

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00:04:59.830 --> 00:05:04.810
[Nolan] Now you are Dutch, so you are an, you're an outlier.</v>

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00:05:04.810 --> 00:05:08.490
Well, you're your country, your culture is an outlier in some cases. Exactly.

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00:05:08.810 --> 00:05:12.810
[Coco] [laughter] no, I would say not in some, I think you're very, you're very [laughter] .</v>

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00:05:12.810 --> 00:05:15.450
You're sticking it very lightly. No, no, true.

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00:05:15.810 --> 00:05:19.860
[Nolan] [laughter] true. Um, now we, we'll get into the eight scales,</v>

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but just to bring up one rate away is when we're talking about

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feedback, right? When we're talking about negative feedback, um,

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the Dutch are the most negative, or I guess Israelis are up there as well.

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It's awesome. Uh, but Dutch, Dutch are very high on that end. Uh,

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I like it. For me, [laughter] I'm a Belgian person.

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Now Belgian people aren't quite as high on that scale,

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but I think just a personal thing, I like straight up negative feedback,

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but what was it like for you to adjust to that?

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Because it must be difficult for a Dutch person to, let's say,

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work with Japanese [laughter] .

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[Coco] Yeah, okay. Oh, yeah, beautiful question. I mean, um,</v>

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00:06:00.430 --> 00:06:03.040

it's true that, uh, uh,

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00:06:03.040 --> 00:06:07.520

Dutch people are extremely comfortable with direct negative feedback, right,

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you already mentioned it. So that goes both ways. So providing it,

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but also receiving it. And with that being said,

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00:06:16.960 --> 00:06:19.670
uh, an average Dutch person is also used,

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00:06:19.670 --> 00:06:23.830
that used to the fact that feedback, negative feedback stands on its own.

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00:06:23.830 --> 00:06:28.590
So once it comes with compliments, for example, or it's wrapped, you know,

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00:06:28.590 --> 00:06:33.590
around with a lot of, let's say, what a Dutch person would call fluffy wording,

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00:06:34.060 --> 00:06:36.230
okay, it's really confusing. You know,

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00:06:37.080 --> 00:06:39.630
an average Dutch would really perceive that as like,

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00:06:39.730 --> 00:06:43.990
but what is it that I need to work on? You know, just tell me what it is really.

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00:06:44.400 --> 00:06:48.230
Um, so to answer your question, how that was, um,

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00:06:49.410 --> 00:06:54.180
adjusting to providing feedback in a bit more nuanced

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way was not so complicated for me. The receiving, however,

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00:06:59.900 --> 00:07:03.120
you know, because it is, that's a whole new skill.

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00:07:03.150 --> 00:07:07.320
I had to start listening to things that were not said, you know,

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00:07:07.320 --> 00:07:09.440
words that were in between the lines,

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and that it was a skill that I've never developed growing up in the Netherlands

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where all negative feedback stands on its own. We're not trained,

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let's put it like that to hear in between

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the lines and to actually hear the things that are not sad instead of that are

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00:07:27.580 --> 00:07:28.413

really said.

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00:07:28.810 --> 00:07:33.780

That was super complicated and very confusing for me. And like, you know,

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00:07:33.850 --> 00:07:38.370

a lot of, let's say verifications, um,

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00:07:38.480 --> 00:07:40.970

yeah, that, that was a challenge really.

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00:07:42.040 --> 00:07:45.700

[Nolan] Now, uh, we, we will get into all eight scales of Erin Meyer,</v>

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but just since we're talking especially about this one thing that's so specific

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to the Dutch with the negative feedback,

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do you think it depends a little bit on the subcultures

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in the Netherlands as well, because that's one, well,

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it's very difficult to find criticism on Erin Meyer's book, uh,

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but Erin Meyer's book is based on Hofstede's research, um,

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based on her, her own experiences based on, uh,

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Edward Hall. And once I started looking at them,

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I could find a lot of more academic critique.

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And some of the critique is that it's,

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it looks at the entire country, but there are so many differences, let's say,

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between women and men, um, uh,

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which socioeconomic background you are. So I'm wondering,

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just when we're talking about this, uh, about the negative feedback,

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does it vary depending on the socioeconomic status at all,

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or does it vary from region to region in the Netherlands at all?

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00:08:49.050 --> 00:08:51.640

Or do you think it's, it's fair to generalize there?

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00:08:52.190 --> 00:08:56.320

[Coco] Well, yeah, it's, it's, I mean, first of all,</v>

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it's always generalizing, right? When we talk about these topics, unfortunately,

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there is no other way in a podcast setting like this to,

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00:09:04.880 --> 00:09:09.560

to generalize. I think when it comes to the negative feedback,

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although let's say the level of comfort around it,

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00:09:13.030 --> 00:09:15.640

it's relatively fair to generalize.

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Because if you look at the education system, for example, you know, it's a,

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00:09:20.380 --> 00:09:24.640

the Netherlands has a national public education system.

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All schools have more or less the same way of approaching, um,

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00:09:29.490 --> 00:09:33.960

uh, their curriculum, for example. Um, there you see that,

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00:09:34.240 --> 00:09:39.000

right? You see that teachers are upfront towards kids from,

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00:09:39.230 --> 00:09:43.640

I would say, kindergarten onwards, right? And yeah, you know, if you,

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00:09:44.370 --> 00:09:48.000

if you have a question about certain material as a kid in school,

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00:09:48.000 --> 00:09:52.670

you raise your hands and it's your responsibility to make the teacher.

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00:09:52.670 --> 00:09:54.110

Where did you have a question? You know,

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it's not the teacher that is fishing along all the kids, you know,

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00:09:58.320 --> 00:10:00.270

if the material is landing or not.

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00:10:00.270 --> 00:10:04.720

So that is very deeply rooted in, in,

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00:10:05.560 --> 00:10:10.470

in our culture. Um, yes, there are some nuances. I mean, you are,

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00:10:10.470 --> 00:10:13.030

you are very aware with the Belgium culture and you know,

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00:10:13.030 --> 00:10:17.830

the south of the Netherlands, that, that, um, is much more closer to Belgium,

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00:10:17.930 --> 00:10:18.950

has a bit more,

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00:10:19.910 --> 00:10:24.360

I would say there's nuanced way of providing feedback. I can see that.

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But in general, uh, yeah, it's very national in this case.

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00:10:29.630 --> 00:10:30.800

[Nolan] Okay, good.</v>

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00:10:30.800 --> 00:10:35.200

So now the reason I bring it up like this is because while we're gonna go

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00:10:35.200 --> 00:10:38.560

through these eight scales and talk about cultural competence,

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00:10:38.710 --> 00:10:42.360

I want all the listeners to realize that this needs to be an ongoing

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00:10:42.360 --> 00:10:46.360

conversation. When someone's giving you advice about cultural competence,

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00:10:46.570 --> 00:10:48.760

we generalize because it's, it kind of,

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00:10:48.760 --> 00:10:52.120

it makes it a little bit easier to categorize and start to understand things.

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00:10:52.420 --> 00:10:56.520

You of course are nuances depending on the business,

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depending on the organization.

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00:10:58.740 --> 00:11:03.720

And I'm encouraging the listeners as well to comment on this show and to

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00:11:03.720 --> 00:11:06.920

get into the conversation, because of course, culture is fluid,

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00:11:06.920 --> 00:11:08.240

it's constantly changing.

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00:11:08.790 --> 00:11:13.120

A lot of the research that this is all based on comes from the 1980s,

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uh, comes from IBM employees, which are, you know, middle class,

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00:11:18.130 --> 00:11:22.160

uh, they have a certain background. So please, everything we're about to say,

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00:11:22.590 --> 00:11:24.920

a lot of it is accurate from my experience as well.

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00:11:25.060 --> 00:11:29.720

But get into the conversation. Uh, so that all being said, uh,

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Coco, can you tell us about the eight, um, the eight scales from Aaron Mayer?

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00:11:34.680 --> 00:11:37.040

[Coco] Yeah, absolutely. I would love to. Um,</v>

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00:11:37.630 --> 00:11:41.120

I think for everyone who is not aware of, of, uh,

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00:11:41.120 --> 00:11:43.880

the eight skills of Erin Meyers is that, uh,

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00:11:43.880 --> 00:11:48.460

as she developed a framework that basically shows eight

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00:11:48.460 --> 00:11:51.220

different type of behavior types, right?

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00:11:51.220 --> 00:11:56.040

Where we can then map out countries or individuals from left to

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00:11:56.040 --> 00:11:58.400

right on those scales. Now,

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00:11:58.400 --> 00:12:03.040

what is extremely important to understand is that it doesn't matter where

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00:12:03.250 --> 00:12:07.600

on the scales or on the dimensions a country or an individual lands,

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00:12:08.070 --> 00:12:11.800

what matters is the relative distance between, for example,

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00:12:12.090 --> 00:12:13.400

do three countries,

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00:12:13.950 --> 00:12:18.210

and that distance generates or creates a certain perception.

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00:12:18.540 --> 00:12:21.450

So let's say, um, uh,

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00:12:21.450 --> 00:12:24.410

when we talk about cultural perception, basically we,

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00:12:24.860 --> 00:12:28.050

we talk about that two different cultures,

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00:12:28.450 --> 00:12:32.890

let's say Belgium and the Netherlands can look at

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00:12:33.170 --> 00:12:36.250

Canadians and perceive them very differently.

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00:12:36.670 --> 00:12:40.530

And if we then would see that on the culture map framework, you would,

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00:12:40.530 --> 00:12:45.010

for example, see that Canada falls in between the Netherlands and Belgium.

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00:12:45.940 --> 00:12:49.800

Okay? So a different 8 type of, uh, behaviors.

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00:12:49.970 --> 00:12:53.600

So the first one is communicating where from left to right.

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00:12:53.600 --> 00:12:57.320

We look at very explicit communication, you know,

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00:12:57.320 --> 00:13:01.360

like things are said as they are, uh, Americans,

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00:13:02.160 --> 00:13:06.840

Canadians, Dutch, very, very low context communicator.

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00:13:06.890 --> 00:13:10.950

So I'm gonna tell you what I'm gonna tell you, then I'll tell you,

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00:13:10.950 --> 00:13:15.270

then I'll summarize it, and then there will be space for you to have questions.

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00:13:15.770 --> 00:13:19.660

Versus the other side on the scale is high context communications,

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00:13:19.660 --> 00:13:22.760

which is very high context,

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00:13:23.330 --> 00:13:25.720

meaning in a dialogue,

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00:13:26.030 --> 00:13:29.000

I assume that we share the same context,

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00:13:29.260 --> 00:13:34.040

and it's not up to me as a sender in the communication to provide the

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00:13:34.040 --> 00:13:38.280

context. So it's more in between the lines, you know, uh,

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00:13:38.280 --> 00:13:42.840

messages land more, um, for example in how you say it,

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00:13:42.840 --> 00:13:47.460

rather than what you say. Um, that is general communication.

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00:13:47.460 --> 00:13:51.020

Then the second one is evaluating, and we already touched a bit on that.

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00:13:51.020 --> 00:13:52.780

That's how we provide feedback,

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00:13:53.700 --> 00:13:56.100

negative feedback from left to right,

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00:13:56.100 --> 00:14:00.020

very comfortable with direct negative feedback. And on the other side,

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00:14:00.790 --> 00:14:05.600

um, indirect negative feedback. So while direct we already touched upon,

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00:14:05.600 --> 00:14:09.000

but indirect could be, for example, um,

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00:14:10.180 --> 00:14:14.300

let's try to find a very, uh, very concrete example. So, um,

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00:14:14.580 --> 00:14:18.480

let's say I made a mistake at work and, um,

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00:14:18.690 --> 00:14:22.560

my boss would come to me in a indirect, uh,

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00:14:22.880 --> 00:14:26.200

negative feedback culture. My boss would come to me saying, Hey, you know what?

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00:14:26.200 --> 00:14:30.840

I talked to my wife yesterday over dinner about what happened with you the other

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00:14:30.840 --> 00:14:34.000

day. She was saying, uh, oh,

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00:14:34.000 --> 00:14:37.730

that would never happen to me in the Dutch directness.

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00:14:37.930 --> 00:14:41.370

That would be the equivalent to that was really bad.

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00:14:41.720 --> 00:14:43.970

Please make sure that that would never happen again.

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00:14:43.970 --> 00:14:47.090

I don't wanna see that it's the same. It's, it's a,

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00:14:47.090 --> 00:14:50.640

it's a different way of saying the same thing. Um,

232

00:14:50.660 --> 00:14:52.740

and then the third one is leading.

233

00:14:52.770 --> 00:14:56.820

That basically shows how much we differ and refer to authority.

234

00:14:57.630 --> 00:15:01.660

So are we more comfortable with hierarchy, um,

235

00:15:02.630 --> 00:15:07.620

or are we much more into an egalitarian way of doing things

236

00:15:07.620 --> 00:15:09.140

where, for example,

237

00:15:09.250 --> 00:15:13.500

a teacher in schools is more facilitator among others, right?

238

00:15:13.500 --> 00:15:16.470

That's on the egalitarian side. Um,

239

00:15:17.280 --> 00:15:21.310

funny fact is that on that scale,

240

00:15:21.450 --> 00:15:22.750

the leading skill,

241

00:15:23.120 --> 00:15:27.470

we see that the whole world is shifting more from a more

242

00:15:27.620 --> 00:15:31.470

Hierarchical point of view towards more Arian point of view.

243

00:15:31.530 --> 00:15:33.510

And that's where, for example,

244

00:15:33.510 --> 00:15:37.310

dig digitalization or globalization kicks in, right?

245

00:15:37.310 --> 00:15:40.270

Because back in the days, let's say, Japan,

246

00:15:40.580 --> 00:15:44.800

a very hierarchic country or culture, you know,

247

00:15:44.800 --> 00:15:47.080

back in the days you didn't have an internet,

248

00:15:47.290 --> 00:15:50.440

so who was the one that was telling the truth?

249

00:15:50.450 --> 00:15:55.440

It was the most senior person or the doctor, or your grandfather,

250

00:15:55.500 --> 00:15:56.040

you know,

251

00:15:56.040 --> 00:16:00.440

all the knowledge was captured in someone that was more senior than yourself.

252

00:16:01.170 --> 00:16:04.870

And of course, that is different now, right? We have internet, we have,

253

00:16:04.920 --> 00:16:06.310

we have digitalization.

254

00:16:06.310 --> 00:16:10.430

So we see that the whole world is shifting more towards an egalitarian

255

00:16:11.060 --> 00:16:15.310

preference. Um, fourth one,

256

00:16:16.020 --> 00:16:20.110

deciding how do we prefer to come to decisions?

257

00:16:20.720 --> 00:16:22.680

So on the left,

258

00:16:22.680 --> 00:16:27.170

you find consensus driven cultures versus top-down

259

00:16:27.490 --> 00:16:31.540

decisions. So consensus driven cultures belief,

260

00:16:31.720 --> 00:16:36.300

and you probably recognize this a bit yourself as well, but, and me too,

261

00:16:36.480 --> 00:16:40.900

but they believe that, you know, when making decisions,

262

00:16:40.900 --> 00:16:45.650

when everyone agrees, the outcome is most probably more secure.

263

00:16:46.180 --> 00:16:50.900

So the chances of success are bigger versus

264

00:16:51.000 --> 00:16:55.820

top down where decisions are made usually by one person,

265

00:16:55.820 --> 00:16:59.740

which is done in a business setting, the boss, and then, you know, they,

266

00:16:59.740 --> 00:17:01.820
they drop down as it is.

267

00:17:03.720 --> 00:17:08.360
Interesting to understand with that dimension is that decisions that are made

268

00:17:08.360 --> 00:17:11.960
with consensus usually take longer to be taken,

269

00:17:12.420 --> 00:17:16.080
but once set, they tend not to change.

270

00:17:16.750 --> 00:17:21.600
[Nolan] Definitely. I, I wanna jump in here quickly just because, uh,

271

00:17:21.600 --> 00:17:23.920
there's a very interesting outlier here.

272

00:17:23.920 --> 00:17:27.480
And when it comes to cultural psychology, um,

273

00:17:27.480 --> 00:17:32.040
criticism just across the board is that there is always this east,

274

00:17:32.270 --> 00:17:33.360
west divide.

275

00:17:33.700 --> 00:17:37.480
And of course there are so many differences within the east,

276

00:17:37.480 --> 00:17:39.160
within the west as well,

277

00:17:39.420 --> 00:17:43.360
and I think here is a really good example of that with Asian countries,

278

00:17:43.450 --> 00:17:47.000
because most Asian countries, um, they,

279

00:17:47.000 --> 00:17:51.600

they're on the top downside of things, except for which one?

280

00:17:52.040 --> 00:17:55.840

[Coco] Japan, you know, Japan, yeah, yeah, absolutely. Yeah,</v>

281

00:17:56.360 --> 00:17:59.710

Japan is, um, and that's, I mean, I,

282

00:17:59.710 --> 00:18:04.390

I can share later on like an a an example that I experienced

283

00:18:04.390 --> 00:18:08.790

myself leading a Japanese team. But this is a, a real big,

284

00:18:10.010 --> 00:18:13.040

uh, challenge really, because Japan is super hierarchic.

285

00:18:13.490 --> 00:18:18.080

So they refer to authority, they defer to authority, you know,

286

00:18:18.080 --> 00:18:21.040

the boss is usually respected, et cetera, et cetera.

287

00:18:21.460 --> 00:18:25.680

But when it comes to making decisions, they're one of the most, most,

288

00:18:26.000 --> 00:18:29.880

probably the most consensus driven culture in the globe.

289

00:18:30.650 --> 00:18:32.710

And that's true, you're right. You know,

290

00:18:32.710 --> 00:18:37.190

other Asian countries do not show the same behavior or the same pattern

291

00:18:38.500 --> 00:18:41.290

in the Japanese culture. Um,

292

00:18:41.920 --> 00:18:44.890
making decisions as a group, not being,

293

00:18:44.890 --> 00:18:49.650
not losing face towards your Japanese colleagues, or you towards,

294

00:18:49.850 --> 00:18:54.170
you know, let's say society is very important. And for that reason,

295

00:18:54.690 --> 00:18:59.130
decisions will have to be made altogether with consensus. Yeah.

296

00:18:59.850 --> 00:19:03.430
Yeah. It's extremely interesting. Thanks for bringing that up.

297

00:19:03.700 --> 00:19:08.630
[Nolan] Yeah, I just wanted to quickly jump in there. Um, well,
okay, so, uh, we were,</v>

298

00:19:08.630 --> 00:19:12.590
we were talking about the, um, uh, wait, we're,

299

00:19:12.590 --> 00:19:14.030
we're on number five now, right?

300

00:19:14.080 --> 00:19:17.430
[Coco] We were on the, yeah, we left off on, uh, the decide,
decide.</v>

301

00:19:17.430 --> 00:19:21.190
So we're going to number five, which is the trusting one. And, um,

302

00:19:22.090 --> 00:19:26.540
that is, I mean, my favorite, I would say, but it's also the, the,

303

00:19:26.640 --> 00:19:29.140
for me doing business, the most crucial one,

304

00:19:29.140 --> 00:19:33.940
because this one shows how we build trust differently across the
globe.

305

00:19:33.940 --> 00:19:37.890

And here we look at cognitive trust.

306

00:19:37.890 --> 00:19:40.530

So trust created by the brain, right?

307

00:19:40.530 --> 00:19:45.450

So you have emotional trust that's basically from your heart. I mean, uh,

308

00:19:45.450 --> 00:19:48.250

you are my brother, you're my sister, I trust you, right?

309

00:19:48.250 --> 00:19:50.730

And then cognitive trust is coming from the brain.

310

00:19:51.360 --> 00:19:56.210

I see that you have done a great job. I see that you handed in your,

311

00:19:56.400 --> 00:20:00.210

your work on time. You are never too late in the office.

312

00:20:00.840 --> 00:20:04.450

I trust you. You know, it's a, it's built in a different way, basically.

313

00:20:04.990 --> 00:20:08.930

And what you see on that dimension or on that skill from left to right,

314

00:20:08.940 --> 00:20:13.540

is task-based trust, which is much more, uh,

315

00:20:13.540 --> 00:20:16.380

cognitive. Meaning I see that you're on time.

316

00:20:16.380 --> 00:20:19.820

You meet all your deadlines. I trust you.

317

00:20:20.480 --> 00:20:23.540

Why do I wanna do business with you? Well, I have a problem.

318

00:20:23.800 --> 00:20:27.180

You have a solution, you have a good story around it.

319

00:20:27.180 --> 00:20:31.000

We sign a contract and let's get the show on the road versus

320

00:20:31.700 --> 00:20:35.510

relationship based trust. Well,

321

00:20:35.510 --> 00:20:39.190

I think it's important for for you to understand that every human,

322

00:20:39.420 --> 00:20:44.310

regardless of cultural background is human relationship oriented,

323

00:20:44.310 --> 00:20:48.160

right? We are more social animals, so to say, right? We,

324

00:20:48.160 --> 00:20:51.080

we really like to interact with people. However,

325

00:20:52.420 --> 00:20:56.920

how much time you are willing to invest in that in order to do

326

00:20:57.280 --> 00:21:02.070

business together differs across the globe. And this dimension shows,

327

00:21:02.070 --> 00:21:06.630

for example, um, that on the right side, you know,

328

00:21:06.630 --> 00:21:11.110

the relationship oriented trust building cultures, China,

329

00:21:11.550 --> 00:21:15.630

Japan, um, Latin America, but also.

330

00:21:15.900 --> 00:21:17.510

[Nolan] Many of the Arabic countries.</v>

331

00:21:17.620 --> 00:21:21.870

[Coco] Many of the Arabic ones. Yeah, very good point. And but also, you know, Spain,</v>

332

00:21:21.990 --> 00:21:24.870

Italy, um, uh, you know,

333

00:21:25.190 --> 00:21:28.230

southern European countries as well, um,

334

00:21:28.230 --> 00:21:33.230

where the relationship and developing the relationship in between humans is much

335

00:21:33.230 --> 00:21:36.950

more important. It's something that we also see, for example,

336

00:21:36.950 --> 00:21:39.790

in emerging markets where, yeah,

337

00:21:39.790 --> 00:21:44.030

how do I know if we do business that I get my money? Yeah, I mean,

338

00:21:44.030 --> 00:21:47.790

we can sign a contract, but that's worth nothing, right? When,

339

00:21:47.790 --> 00:21:50.830

when the shit hits the van, sorry for my French.

340

00:21:51.330 --> 00:21:52.760

[Nolan] Oh, you could swear on this show.</v>

341

00:21:52.760 --> 00:21:57.120

[Coco] Okay, great. [laughter] great, thanks. I, I, I tried lightly, but, uh, no, but,</v>

342

00:21:57.120 --> 00:22:00.560

um, you know, when the shit hits the van, how do I know that I got my money?

343

00:22:00.560 --> 00:22:04.600

Well, you know, in the Netherlands, in Belgium, we signed a contract,

344

00:22:04.600 --> 00:22:09.160

and then there's a lot of institutions out there that will help us collecting

345

00:22:09.820 --> 00:22:13.320

our money, for example. But yeah, Nigeria

346

00:22:13.590 --> 00:22:15.080

that doesn't really exist.

347

00:22:15.090 --> 00:22:19.600

So it's very important to have that human relationship and to,

348

00:22:20.140 --> 00:22:20.670

you know,

349

00:22:20.670 --> 00:22:25.400

I trust you because you know people that know people that know people,

350

00:22:25.400 --> 00:22:30.200

you know, and when the shit hits the van, I have several hats to,

351

00:22:30.370 --> 00:22:33.350

to reach out to, really. So, um,

352

00:22:33.930 --> 00:22:37.910

and this is an extremely important one because I think we all agree without

353

00:22:37.910 --> 00:22:39.270

trust, no success right.

354

00:22:40.220 --> 00:22:42.520

[Nolan] Now, I'm, I'm wondering from your experience,</v>

355

00:22:42.860 --> 00:22:46.040

how accurate has this scale been for you?

356

00:22:46.040 --> 00:22:50.800

Because this is one of those where it seems like a lot of the data is

357

00:22:50.800 --> 00:22:54.480

anecdotal and there's a lot more data, um,

358

00:22:54.490 --> 00:22:58.800

in Western countries than there is in especially a lot of Arabic countries. Um,

359

00:22:58.800 --> 00:23:00.200

even though the Arabic countries get,

360

00:23:00.200 --> 00:23:02.800

get thrown on the scale and they get thrown on the,

361

00:23:02.800 --> 00:23:07.400

the relationship building side, there is a lot less data there. So again,

362

00:23:07.400 --> 00:23:12.280

listeners, if you don't agree with this, you, you might be right in some cases,

363

00:23:12.300 --> 00:23:16.240

cuz there is less data here. And like from my experience,

364

00:23:17.150 --> 00:23:20.900

um, I've always heard China is very much on the relationship side.

365

00:23:21.320 --> 00:23:25.500

All the literature you read, it's, it's accurate. It relates to Erin Meyer.

366

00:23:26.110 --> 00:23:28.100

Um, and it's been confirmed in many ways,

367

00:23:28.400 --> 00:23:32.300

but when I worked for some Chinese companies online,

368

00:23:33.190 --> 00:23:34.780

um, there wasn't,

369

00:23:34.780 --> 00:23:38.260

we weren't, we weren't allowed to have a personal relationship.

370

00:23:38.260 --> 00:23:42.580

We weren't allowed to share our emails. We weren't allowed to, um,

371

00:23:42.580 --> 00:23:45.020

really have this relationship outside of class,

372

00:23:45.560 --> 00:23:49.280

which kind of contradicts all this. And then I started thinking, whoa,

373

00:23:49.280 --> 00:23:53.520

is everything I learned in cultural psychology not right about this?

Um,

374

00:23:53.520 --> 00:23:58.320

but then the business, uh, well, the Chinese government outlawed it that,

375

00:23:58.410 --> 00:24:02.840

um, uh, foreign people weren't allowed to teach anymore online.

376

00:24:02.930 --> 00:24:06.280

So the businesses had to restructure. Um,

377

00:24:06.280 --> 00:24:10.080

I was able to stay in touch with some of the students because they found me

378

00:24:10.080 --> 00:24:10.913

online,

379

00:24:10.940 --> 00:24:14.840

and that's when all of a sudden I noticed how much they love the personal

380

00:24:14.840 --> 00:24:17.520
relationship. And that's one of the reasons they also looked at me,

381
00:24:17.520 --> 00:24:21.640
because when I, I can't help, but when I teach, I, I love to get personal.

382
00:24:21.640 --> 00:24:23.800
It's just the way I am. Um, even,

383
00:24:23.800 --> 00:24:26.880
even though I should maybe adapt to some different cultures, I don't,

384
00:24:26.880 --> 00:24:30.760
in that case, I just love to get personal and, and get into those conversations.

385
00:24:31.260 --> 00:24:35.000
And then I notice that they, they do kind of create, uh,

386
00:24:35.000 --> 00:24:39.800
crave this relationship building aspect of things and to like, let's say,

387
00:24:40.830 --> 00:24:45.820
um, find other clients. It all depends on who you know,

388
00:24:46.510 --> 00:24:50.770
but then there is this strange contradiction with these online businesses,

389
00:24:50.770 --> 00:24:55.330
because it didn't matter who, you know, it was all about which degree you had,

390
00:24:55.330 --> 00:24:57.890
which university you went to. Like, for me,

391
00:24:57.890 --> 00:25:02.690
I noticed I was filling out this survey, um, and then the second I put,

392

00:25:02.690 --> 00:25:06.370

I went to UBC, which is one of the top hundred universe Yeah.

393

00:25:06.370 --> 00:25:10.010

Top hundred universities in the world. Then all of a sudden it was like, boom.

394

00:25:10.160 --> 00:25:13.050

I got, I don't know how the algorithm works, but I was right at the top.

395

00:25:13.050 --> 00:25:17.610

[Coco] Incredible. [Nolan] And then you see, that's, that to me is task-based.

396

00:25:18.260 --> 00:25:22.870

Yeah. So I was just wondering what, what your experience is with this. Is, is,

397

00:25:23.240 --> 00:25:27.630

is it sometimes when China, that a baby is more than the literature says,

398

00:25:28.200 --> 00:25:29.310

or I don't know.

399

00:25:29.720 --> 00:25:32.720

[Coco] Ah, I mean, um, I,

400

00:25:33.100 --> 00:25:36.280

the truth is I've never lived or worked in China, right?

401

00:25:36.280 --> 00:25:40.920

I have worked with Chinese, um, and I mean, let's be honest,

402

00:25:40.920 --> 00:25:44.640

we're generalizing because China is of course, gigantic, right?

403

00:25:44.640 --> 00:25:48.360

There must be so many subcultures out there as well. Yeah.

404

00:25:48.910 --> 00:25:53.600

I think what I also picked up on, on the story that you were telling about,

405

00:25:53.810 --> 00:25:58.120

um, you teaching their hierarchy plays a part as well.

406

00:25:58.570 --> 00:26:02.440

So they're very relationship oriented. And in order to do business,

407

00:26:02.440 --> 00:26:06.840

it's important to, uh, develop that personal relationship.

408

00:26:07.530 --> 00:26:11.360

However, if you are in front of the class, you know,

409

00:26:11.360 --> 00:26:13.680

and you are the superior teacher,

410

00:26:14.310 --> 00:26:17.760

then that is not super appropriate. Um,

411

00:26:18.130 --> 00:26:22.360

so that might have been in the way, you know, it could be, I, I, I don't know.

412

00:26:22.770 --> 00:26:26.870

Um, there's probably more nuances to the story. Uh,

413

00:26:26.870 --> 00:26:31.390

it's true that Chinese are definitely more

414

00:26:31.390 --> 00:26:36.350

relationship oriented versus, for example, um, um, well,

415

00:26:36.710 --> 00:26:40.550

Canadians or, um, Scandinavians as an example,

416

00:26:41.910 --> 00:26:46.560

um, and doing business requires investment in the relationship. I,

417

00:26:46.560 --> 00:26:50.160
not so long time ago, I, um, um,

418
00:26:50.160 --> 00:26:54.800
I spoke to a Scandinavian company that actually went to China to pitch,

419
00:26:55.650 --> 00:26:57.360
uh, for a bidding. You know,

420
00:26:57.360 --> 00:27:01.760
they wanted to become a business partner of a Chinese company. They flew in,

421
00:27:01.760 --> 00:27:03.480
they pitched, they flew out,

422
00:27:04.140 --> 00:27:08.840
and competitors actually flew in paged state,

423
00:27:09.800 --> 00:27:14.240
developed the relationship, were there, were available, you know,

424
00:27:14.240 --> 00:27:18.960
created time in, I think Shanghai was where they were. And,

425
00:27:18.960 --> 00:27:22.800
you know, they were chosen over the other because, you know,

426
00:27:22.800 --> 00:27:27.000
developing the relationship and making time and being available,

427
00:27:27.140 --> 00:27:30.150
and I mean, back in the days, you know,

428
00:27:30.150 --> 00:27:32.430
you had to get drunk together in order to,

429
00:27:32.640 --> 00:27:36.270
to see [laughter] who you are beyond your professional persona.

430

00:27:36.270 --> 00:27:37.190
I think that is changing.

431
00:27:37.220 --> 00:27:40.510
[Nolan] What's the, do you remember the word in Japanese for that?</v>
</v>

432
00:27:41.650 --> 00:27:44.040
[Coco] Um, um, Noami, Nomi, Naomi.</v>

433
00:27:45.820 --> 00:27:47.760
[Nolan] You, I forget it right now.</v>

434
00:27:47.810 --> 00:27:50.800
[Coco] Oh, I, I, I wish it well, the English,</v>

435
00:27:50.900 --> 00:27:55.320
the English way to put it is no mitigation. It's basically, um,

436
00:27:56.130 --> 00:27:59.840
uh, it's, it's a communication versus Nomi,

437
00:28:00.830 --> 00:28:03.840
I believe, oh, I first that I don't remember,

438
00:28:03.840 --> 00:28:06.240
but it's basically making someone speak by drinking.

439
00:28:06.910 --> 00:28:09.160
[Nolan] Yeah, yeah. And I, I think it's so interesting,</v>

440
00:28:09.160 --> 00:28:11.280
especially in a culture like Japan where it's,

441
00:28:11.280 --> 00:28:13.760
you have to say face a lot of the time. Yeah.

442
00:28:13.760 --> 00:28:17.680
You have to have multiple personalities to make sure that you're acting in the

443

00:28:17.680 --> 00:28:19.320
correct way depending on who you're with.

444
00:28:19.660 --> 00:28:23.120
But then when it comes to getting together with your colleagues,

445
00:28:23.120 --> 00:28:27.680
you gotta get drunk just to show that you're able to,

446
00:28:28.650 --> 00:28:31.040
to, uh, trust the other person way. [Coco] Yeah.

447
00:28:31.040 --> 00:28:35.360
Like if I'm able to make a fool outta myself, uh, in front of you,

448
00:28:35.360 --> 00:28:40.160
then we can trust each other. And when I read that, like, I'm, I'm someone,

449
00:28:40.160 --> 00:28:45.000
like, I, I don't drink very often, but sometimes when I do, I like to let loose.

450
00:28:45.180 --> 00:28:48.600
And I think one of the reasons I like to get let loose,

451
00:28:48.600 --> 00:28:51.080
especially when with people I'm getting to know,

452
00:28:51.170 --> 00:28:55.760
is because then after that I feel like it solidifies the relationship. [laughter] .

453
00:28:55.760 --> 00:28:58.200
I mean, unless you get into a stupid drunken argument or something.

454
00:28:58.200 --> 00:29:00.280
But a lot of the time I feel like, ooh,

455
00:29:00.280 --> 00:29:02.680
we kind of do something mischievous together. Like I,

456

00:29:02.830 --> 00:29:04.720

I let you know something that I shouldn't have let you know.

457

00:29:05.040 --> 00:29:06.960

And now we're much closer and I.

458

00:29:06.960 --> 00:29:10.360

[Coco] Think it, it's so spot on. That's, but it is, it's so spot on. You're,</v>

459

00:29:10.360 --> 00:29:14.800

you're really spot on there because you know, it's in business settings,

460

00:29:15.070 --> 00:29:16.040

it's basically,

461

00:29:16.140 --> 00:29:20.400

are you capable and willing to go beyond your professional persona?

462

00:29:21.020 --> 00:29:25.280

Are you capable to show who you really are? And show

463

00:29:25.650 --> 00:29:28.360

vulnerability, really? And I mean,

464

00:29:28.360 --> 00:29:32.360

I remember me being Dutch and for whoever doesn't know that, I mean,

465

00:29:32.360 --> 00:29:36.320

this is not very Dutch at all, [laughter]. I mean, we have a very,

466

00:29:36.320 --> 00:29:41.120

very super clear split between work and, uh, private life, right?

467

00:29:42.170 --> 00:29:46.390

And, um, I was shocked. I I just thought,

468

00:29:46.390 --> 00:29:47.590

what do you mean? Like,

469

00:29:47.590 --> 00:29:52.590

my boss's birthday and we're all invited and we bring our partners

470

00:29:52.590 --> 00:29:56.630

and it's suppo we're all supposed to get wasted. Like, no, you know,

471

00:29:56.630 --> 00:30:01.350

this is not my style, but yeah, it's the way you do it. It's the way you.

472

00:30:01.350 --> 00:30:02.830

[Nolan] Do you know how it is in Belgium?</v>

473

00:30:02.840 --> 00:30:05.030

Is there a difference between the Belgians and the Dutch there?

474

00:30:05.030 --> 00:30:06.390

Because I've never worked in Belgium,

475

00:30:06.390 --> 00:30:10.230

but what I do know in Belgium is that they love to get drunk
[laughter] sometimes,

476

00:30:10.230 --> 00:30:14.070

but I don't know [laughter] I don't know if that's only in a friend setting,

477

00:30:14.070 --> 00:30:16.230

cuz I've only done it in a friend setting. [laughter] .

478

00:30:16.230 --> 00:30:20.430

[Coco] Yeah, no, it's, uh, actually the difference between Dutch and Belgiums, I,</v>

479

00:30:21.000 --> 00:30:24.830

if you look at the, the culture map from Erin Meyer are gigantic.

480

00:30:25.160 --> 00:30:29.830

They're gigantic. And that is really tricky because,

481

00:30:30.080 --> 00:30:33.150

um, you know, as you know, part of the country, we, you know,

482

00:30:33.150 --> 00:30:37.470

we speak the same language and that is not an advantage. That's, in this case,

483

00:30:37.470 --> 00:30:39.310

not an advantage at all. Same,

484

00:30:40.150 --> 00:30:45.030

Belgian and France are very different, partly speak the same language.

485

00:30:45.030 --> 00:30:48.990

You know, it's very challenging, um, when Belgians, yes,

486

00:30:49.430 --> 00:30:52.350

Belgians are much more relationship oriented.

487

00:30:52.350 --> 00:30:57.110

So I don't know if it's related to them really liking to be drunk, but [laughter]

488

00:30:58.690 --> 00:31:02.350

but they're definitely more relationship oriented. Yes. So they're,

489

00:31:02.350 --> 00:31:06.270

they're willing to invest more time in the human relationship in order to build

490

00:31:06.270 --> 00:31:08.710

trust. Yes. Yeah.

491

00:31:09.080 --> 00:31:13.730

[Nolan] Yeah, definitely. Okay, so what scale are we on now? Well, let's continue,</v>

492

00:31:13.730 --> 00:31:15.410

let's we'll get through it. Uh.

493

00:31:16.730 --> 00:31:19.850

[Coco] Disagree, disagreeing. That basically shows from left to

right.</v>

494

00:31:19.850 --> 00:31:22.250

How comfortable are we with a discretion?

495

00:31:22.470 --> 00:31:25.770

How uncomfortable are we with confrontation?

496

00:31:26.560 --> 00:31:31.220

And how much do we believe that that hurts the relationship

497

00:31:31.590 --> 00:31:34.940

or improves the results, right? So on the left side,

498

00:31:34.940 --> 00:31:39.780

more confrontational cultures, the Netherlands, France,

499

00:31:40.210 --> 00:31:44.740

highly, highly, uh, far left up that scale. You know,

500

00:31:44.740 --> 00:31:48.580

those cultures believe that having a good discussion, you know, really,

501

00:31:48.580 --> 00:31:53.500

really helps, you know, and that can be heated, that can be confrontational,

502

00:31:53.640 --> 00:31:58.130

but that will not harm our relationship versus a confrontation

503

00:31:58.130 --> 00:32:02.730

avoidance. Well, um, Brazil, Latin America in general,

504

00:32:03.820 --> 00:32:08.520

um, Asian countries also as well, generalizing obviously. But,

505

00:32:08.650 --> 00:32:11.480

um, they believe, you know, that, uh,

506

00:32:12.280 --> 00:32:15.760

confrontation harms the relationship and for that reason should be avoided at

507

00:32:15.760 --> 00:32:17.480
all cost. Um,

508

00:32:18.320 --> 00:32:22.700
and I think this is an interesting skill to highlight that,

509

00:32:22.700 --> 00:32:27.340
you know, cultural perception element. Because me, for example,

510

00:32:27.460 --> 00:32:30.980
being Dutch, very comfortable with confrontation,

511

00:32:32.060 --> 00:32:35.980
operating in Singapore, Japan, Chile,

512

00:32:36.530 --> 00:32:39.020
very confrontation avoidant, uh,

513

00:32:39.230 --> 00:32:43.200
cultures that provides for me the perception, you know,

514

00:32:43.200 --> 00:32:47.280
that they're always, you know, walking around the bush, you know,

515

00:32:47.280 --> 00:32:52.120
they're never really telling what is really up their chest,

516

00:32:52.660 --> 00:32:54.720
you know, they're really avoidant.

517

00:32:55.180 --> 00:33:00.080
And it also gives me the perception, or gave me the perception,

518

00:33:00.080 --> 00:33:03.760
really, because of course now I know better, but it gave me the perception that,

519

00:33:04.170 --> 00:33:07.350

you know, they didn't trust me because for me,

520

00:33:07.350 --> 00:33:12.230

it's so comfortable to have that discussion, but for them it's not so, you know,

521

00:33:12.230 --> 00:33:15.550

it creates this perception that really, really Yeah.

522

00:33:16.790 --> 00:33:21.020

Becomes big and the other way around, right? Because for them,

523

00:33:21.730 --> 00:33:26.620

I was just this rude, inappropriate, confrontational bitch. Really, you know,

524

00:33:26.980 --> 00:33:28.340

[laughter] Yeah.

525

00:33:28.400 --> 00:33:30.460

[Nolan] Now, another thing to point out here,</v>

526

00:33:30.460 --> 00:33:34.700

what I think is important is some people might be shocked to hear that Chile is

527

00:33:34.700 --> 00:33:36.340

on the avoid confrontation side,

528

00:33:36.340 --> 00:33:40.940

or that any Latin American country is on the avoid confrontation side

529

00:33:40.950 --> 00:33:45.740

because they're so emotionally expressive. But that's not the same thing.

530

00:33:45.740 --> 00:33:50.100

You can be emotionally expressive and avoid confrontation, right?

531

00:33:50.100 --> 00:33:52.700

Cause a lot of people, if, especially if we don't understand the

language,

532

00:33:52.700 --> 00:33:56.540

and you, you hear the people going at each other, they're, they're just talking.

533

00:33:56.540 --> 00:33:58.460

They're not actually in, in an argument.

534

00:33:58.460 --> 00:34:03.020

That's just the way they're expressing themselves. And the Dutch exact opposite,

535

00:34:03.020 --> 00:34:07.820

right? Very confrontational, but not emotionally expressive. So just,

536

00:34:07.820 --> 00:34:11.300

just an important note there that there isn't, it's, it's not the same thing.

537

00:34:11.310 --> 00:34:13.260

[Coco] No, really good, really good that you,</v>

538

00:34:13.260 --> 00:34:17.580

that you underline that because those are indeed very different things, right?

539

00:34:17.640 --> 00:34:21.180

And especially you are spot on when you say, you know,

540

00:34:21.180 --> 00:34:25.260

when you don't speak the language. And we're, you know, we're, we're,

541

00:34:25.370 --> 00:34:29.100

it's only the expressiveness that we have basically, you know,

542

00:34:29.100 --> 00:34:33.460

it where we stereotype a lot and also from our own cultural context.

543

00:34:33.720 --> 00:34:38.200

But, um, yes, no, really good, really good point. Uh,

544

00:34:38.200 --> 00:34:42.920

and then the, no, not the last one, almost last one. So scheduling,

545

00:34:43.340 --> 00:34:46.450

how do we refer to time? Uh,

546

00:34:46.560 --> 00:34:51.490

more linear time on the left. Things happen in chronological order.

547

00:34:52.120 --> 00:34:54.730

Okay, I have a deadline that is this Friday.

548

00:34:54.730 --> 00:34:59.210

That means on Thursday I do this on Wednesday I do, et cetera. Um, you know,

549

00:34:59.210 --> 00:35:03.770

it's, it's in a linear planning versus more flexible time,

550

00:35:04.580 --> 00:35:09.080

um, where, you know, things come as they come. Um,

551

00:35:10.040 --> 00:35:11.810

I always find this very interesting.

552

00:35:11.810 --> 00:35:15.770

If I'm in front of a group with people from different cultural backgrounds,

553

00:35:15.770 --> 00:35:19.330

I always ask them right on a post-it right on this yellow, post-it.

554

00:35:20.660 --> 00:35:24.510

When is too late, too late, you know, when is being late,

555

00:35:24.690 --> 00:35:29.630

too late for you? And that is so interesting because, you know, for example,

556

00:35:30.020 --> 00:35:33.990

some, a culture that you will find more on the left side of this skill,

557

00:35:33.990 --> 00:35:38.230

you know, more linear timing. Let's say, say there's a meeting planned,

558

00:35:38.230 --> 00:35:42.750

it would start at 8:00 AM and you know, at 8:05, you know,

559

00:35:42.930 --> 00:35:46.150

the first people start to become restless, you know, restless.

560

00:35:47.380 --> 00:35:51.180

The no-shows are too late. Where in other cultures, you know,

561

00:35:51.180 --> 00:35:54.300

it can take up to two hours a day even,

562

00:35:54.390 --> 00:35:59.220

or a meeting in a calendar is just an indication that the meeting will take

563

00:35:59.220 --> 00:36:03.670

place somewhere that week. You know, it's very interesting,

564

00:36:04.000 --> 00:36:04.833

um,

565

00:36:05.050 --> 00:36:09.360

very interesting skill because this creates a lot of frustration in the

566

00:36:09.360 --> 00:36:13.840

workplace because imagine that you are coming from a country that

567

00:36:14.290 --> 00:36:18.400

is very far left up, that scale, you know, very linear planning.

568

00:36:19.230 --> 00:36:22.160

Yeah, it feels that your time is not respected,

569

00:36:22.190 --> 00:36:26.040

that your calendar is not respected, that, uh,

570

00:36:26.040 --> 00:36:30.840

your time is not valued in a certain way if you operate with countries that are

571

00:36:30.840 --> 00:36:33.000

more flexible. On the other hand,

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00:36:33.000 --> 00:36:36.080

someone from a more flexible cultural background would say,

573

00:36:37.110 --> 00:36:39.930

how stubborn are these people? You know,

574

00:36:39.940 --> 00:36:44.770

they're unable, incapable to go outside of the

575

00:36:44.770 --> 00:36:49.520

box, you know, they're like, yeah, you know, narrow minded, really.

576

00:36:49.570 --> 00:36:54.300

So it creates this perception and simply cost by,

577

00:36:54.300 --> 00:36:56.940

yeah, by, in this case and the scheduling scale.

578

00:36:57.760 --> 00:36:58.210

[Nolan] Now,</v>

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00:36:58.210 --> 00:37:02.780

I think here it's also important to realize that Meyer based this on Robert

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00:37:02.970 --> 00:37:07.420

Levine's work, um, which looks at whether you're,

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00:37:07.420 --> 00:37:12.060

you look at a clock for scheduling or whether you look at events for

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00:37:12.060 --> 00:37:14.460

scheduling. Of course, if you look at events,

583

00:37:14.460 --> 00:37:17.980

then you're gonna be a little bit more flexible. And again, here, uh,

584

00:37:17.980 --> 00:37:21.020

what I was looking at critique for Erin Meyer, as I said,

585

00:37:21.020 --> 00:37:24.580

it's very hard to find online because she's very much in the business world.

586

00:37:24.580 --> 00:37:25.940

She's very good at marketing.

587

00:37:25.940 --> 00:37:30.340

So I think that's why it's impossible to find critique on her. Uh,

588

00:37:30.340 --> 00:37:34.980

but I'm more of an academic-based guy, so I was able to find all,

589

00:37:34.980 --> 00:37:38.420

all the things that you use in references. And if you look at Levine's work,

590

00:37:38.420 --> 00:37:40.500

you can find some critique there.

591

00:37:40.500 --> 00:37:43.740

You can also see that it might be a little bit outdated. Uh,

592

00:37:43.740 --> 00:37:45.980

so just keep in mind when you're looking at this scale,

593

00:37:46.270 --> 00:37:49.140

it might be a little bit outdated. Um,

594

00:37:49.200 --> 00:37:51.780

now one thing that I noticed here, I,

595

00:37:51.780 --> 00:37:55.620

I found it very accurate from my experiences except for with China,

596

00:37:55.620 --> 00:38:00.100

because China is on the flexible side. And from my experience,

597

00:38:00.300 --> 00:38:04.580

Chinese people are so punctual, they respect punctuality.

598

00:38:05.310 --> 00:38:07.940

Um, but they're very much on the flexible side.

599

00:38:08.000 --> 00:38:12.820

And I think it's more so that they're able to roll with the punches and

600

00:38:12.820 --> 00:38:15.500

roll with the changes very quickly. And,

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00:38:15.500 --> 00:38:18.380

and I think that's something important to take in mind of this scale too.

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00:38:18.380 --> 00:38:22.980

That some of those countries that are on the flexible side doesn't mean that

603

00:38:22.980 --> 00:38:24.940

they don't appreciate punctuality.

604

00:38:25.190 --> 00:38:28.620

It means that they're just very flexible and that they can change things

605

00:38:28.620 --> 00:38:32.220

quickly. Yep. Because Spain is also on the flexible side,

606

00:38:32.800 --> 00:38:37.000

and here people are late [laughter] a lot of the time. It,

607

00:38:37.300 --> 00:38:41.200

and they'll admit it. It's, it's the way it is. It's Es lo que hay].

608

00:38:41.440 --> 00:38:42.080

[Coco] [laughter] .</v>

609

00:38:42.080 --> 00:38:42.913

[Nolan] [laughter] um.</v>

610

00:38:44.150 --> 00:38:44.640

[Coco] That.</v>

611

00:38:44.640 --> 00:38:48.960

[Nolan] Love. Uh, but in China, if you're late, you, you have to apologize.</v>

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00:38:49.210 --> 00:38:51.400

So don't, don't look at that scale and be like, oh, okay,

613

00:38:51.400 --> 00:38:54.800

I can be 15 minutes late without apologizing. No, you have to apologize.

614

00:38:55.060 --> 00:38:56.600

And yeah.

615

00:38:57.050 --> 00:39:01.720

[Coco] No, really, it is super good point. And I also, I often also say like,</v>

616

00:39:01.940 --> 00:39:06.830

you know, um, scheduling and punctuality,

617

00:39:07.170 --> 00:39:11.230

you know, are not always, they don't go always hand in hand, right? You know,

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00:39:11.250 --> 00:39:15.350

punctuality, I would say it has to do with, okay,

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00:39:15.350 --> 00:39:19.750

do you show up on time? Which I think China is a super good example,
uh,

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00:39:19.750 --> 00:39:22.110

because yes, do you show up on time in China, it's,

621

00:39:22.110 --> 00:39:24.310

it's disrespectful to come late to a meeting,

622

00:39:24.530 --> 00:39:29.470

but they have indeed this more flexible approach to changes of,

623

00:39:29.470 --> 00:39:33.140

for example, a calendar or, you know, when, you know,

624

00:39:33.140 --> 00:39:37.940

when does someone receive the trigger or get annoyed or feels that
it goes

625

00:39:37.940 --> 00:39:41.900

beyond their preferences. And then Chinese have a bit more
tolerance, I guess.

626

00:39:42.050 --> 00:39:42.980

[Nolan] Yeah. Yeah.</v>

627

00:39:43.280 --> 00:39:46.740

And then I think it's also important to look at the other scales as
well that

628

00:39:46.740 --> 00:39:50.100

might play a role in it. Like for instance, here in Spain where it's
flexible,

629

00:39:50.670 --> 00:39:55.300

if you have to change something, it's gonna take a while for you to
change.

630

00:39:55.500 --> 00:39:57.940

It's gonna [laughter] like you might,

631

00:39:57.940 --> 00:40:02.580

it might take months to reschedule things, things like that. Um,

632

00:40:02.590 --> 00:40:06.100

whereas in China it's gonna be very fast. Yeah.

633

00:40:06.100 --> 00:40:09.940

And that might have to do a little bit more with the top-down side of things,

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00:40:09.940 --> 00:40:12.820

the hierarchical side of things. Um, but,

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00:40:12.820 --> 00:40:14.980

so it's just something to realize that you have,

636

00:40:15.290 --> 00:40:18.340

when something kind of confuses you on one of these scales,

637

00:40:18.340 --> 00:40:22.300

make sure to look at the other scales as well to see what's influencing it.

638

00:40:22.450 --> 00:40:27.300

[Coco] Yeah, really good point. Because, you know, uh, again,</v>

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00:40:27.350 --> 00:40:32.100

it doesn't really matter where on the scale, uh, a country lands, you know,

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00:40:32.100 --> 00:40:35.020

it's the distance that creates the cultural perception,

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00:40:35.160 --> 00:40:38.860

but it's indeed the combination between all of those, you know,

642

00:40:38.860 --> 00:40:43.140

back to the example of Japan, super hierarchic, but at the same time,

643

00:40:43.140 --> 00:40:47.100

the most consensus driven, um, country in the world,

644

00:40:47.810 --> 00:40:51.240

if you don't see those two together, I mean,

645

00:40:51.700 --> 00:40:56.600

you might screw up big time, right? Because then you assume, oh, they're hierarchic.

646

00:40:56.940 --> 00:40:59.800

I'm the boss, I can make all the decisions. Well,

647

00:40:59.990 --> 00:41:03.640

I can tell you that that is a huge failure if you do that in Japan.

648

00:41:03.640 --> 00:41:07.000

So it's always good to see them together. Yes, really good.

649

00:41:07.000 --> 00:41:07.833

[Nolan] Yeah.</v>

650

00:41:08.450 --> 00:41:12.430

[Coco] And then we have the last one. And I would say last but not least,</v>

651

00:41:12.900 --> 00:41:17.590

it's persuading. And of course this is a very interesting one,

652

00:41:17.590 --> 00:41:20.190

especially in the business environment, right?

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00:41:20.190 --> 00:41:23.870

Because how do we persuade one another? How do we convince,

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00:41:23.870 --> 00:41:27.300

how do we learn? Um,

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00:41:27.880 --> 00:41:30.820

you could also look at this one from let's say, uh,

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00:41:30.820 --> 00:41:33.920

inductive or reductive reasoning. So, you know,

657

00:41:33.920 --> 00:41:37.400

how does someone prefer to reason or to, um,

658

00:41:37.890 --> 00:41:42.450

to go through or to process certain information? Um,

659

00:41:43.330 --> 00:41:47.880

we look at this skill from left to right, basically principles first versus,

660

00:41:48.530 --> 00:41:49.880

uh, applications first.

661

00:41:51.160 --> 00:41:55.300

And I would like to give an example that probably speaks to many.

662

00:41:55.470 --> 00:41:58.100

So applications first is, for example,

663

00:41:58.720 --> 00:42:03.600

the US is a country where if we

664

00:42:03.600 --> 00:42:07.400

give a presentation, you know, they are interested, okay,

665

00:42:07.670 --> 00:42:11.120

what is this gonna bring me? How do I implement this?

666

00:42:11.600 --> 00:42:15.660

Where can I start? How do I start? And,

667

00:42:16.340 --> 00:42:20.930

um, they are not, so, let's say, driven by, okay,

668

00:42:20.930 --> 00:42:25.490

where does the information come from? Where, uh, where did all,

669

00:42:25.490 --> 00:42:29.570

where does all the data come from? Who filled in all the data? You know,

670

00:42:29.570 --> 00:42:33.130

like the, the backbone behind the material.

671

00:42:33.560 --> 00:42:37.610

It's much more about, okay, let's get this show on the road. Let's book results.

672

00:42:37.610 --> 00:42:39.130

You know, incentive driven,

673

00:42:39.720 --> 00:42:44.570

that is countries that you will find on the applications first side of

674

00:42:44.570 --> 00:42:47.990

that scale versus principles first.

675

00:42:47.990 --> 00:42:51.910

And those are countries or cultures that instead of, you know,

676

00:42:51.910 --> 00:42:56.790

the implementation are very driven by, okay, but tell me all about the data.

677

00:42:57.310 --> 00:42:59.400

Yeah. And maybe a bit more,

678

00:42:59.400 --> 00:43:02.920

I I guess if we map out your personal profile, Nolan

679

00:43:02.920 --> 00:43:06.160

and then we will find you a bit more on the principles first side.

680

00:43:06.160 --> 00:43:10.920

I think because you are interested in the academic part and you are interested

681

00:43:10.920 --> 00:43:13.720

in, hey, but how, where does all of this come from? And,

682

00:43:13.720 --> 00:43:16.240

and where can I find critique as well, right?

683

00:43:16.670 --> 00:43:21.040

[Nolan] Yeah, me personally, and, but I think I might be a little bit conflicted here.</v>

684

00:43:21.190 --> 00:43:25.480

Also one of those third culture, uh, kids type of, um,

685

00:43:25.630 --> 00:43:26.480

situations.

686

00:43:26.930 --> 00:43:31.050

Because as a Belgian person,

687

00:43:31.050 --> 00:43:34.530

a Belgian person is very principles first, I believe.

688

00:43:34.670 --> 00:43:37.970

But I was raised in Canada, which is very applications first.

689

00:43:38.260 --> 00:43:43.130

So I can get pretty bored if someone just only talks about

690

00:43:43.130 --> 00:43:44.610

the theory and.

691

00:43:45.010 --> 00:43:46.450

[Coco] [laughter] No, but this is, but.</v>

692

00:43:46.800 --> 00:43:50.570

[Nolan] I love, I love the theory as well. It's just like, how do you present it?</v>

693

00:43:50.570 --> 00:43:52.330

What's the rhetoric side of things? Yeah. So.

694

00:43:52.330 --> 00:43:56.850

[Coco] Yeah, no, and then, uh, and this is extremely good example.</v>

695

00:43:56.980 --> 00:43:59.850
So someone that finds him,

696
00:43:59.850 --> 00:44:03.650
him or herself on the applications first side of that skill,

697
00:44:04.670 --> 00:44:08.820
if that person needs to listen to an hour and a half of all the theory and all

698
00:44:08.820 --> 00:44:12.980
the academics behind some sort of material, that person will mentally,

699
00:44:12.980 --> 00:44:16.540
physically, and in all angles, check out, right? Um,

700
00:44:16.640 --> 00:44:21.620
and this is why in business, this is such an crucial one because here,

701
00:44:21.690 --> 00:44:24.260
especially when you do business internationally,

702
00:44:24.480 --> 00:44:27.460
you will find people from all sides of that scale, right?

703
00:44:27.470 --> 00:44:30.540
So from all the way left, all the way, right? And everything in between.

704
00:44:31.210 --> 00:44:33.280
So here, I always recommend, you know,

705
00:44:33.280 --> 00:44:38.000
you need to really plan your presentation according

706
00:44:38.010 --> 00:44:43.000
to this skill, A bit of theory, a bit of implementations, a bit of,

707
00:44:43.000 --> 00:44:45.480
you know, applications, and back to the theory,

708

00:44:45.480 --> 00:44:49.760

and also inform your listeners that this is gonna happen.

709

00:44:50.270 --> 00:44:54.040

That they will feel okay, there's gonna be a moment where you check out,

710

00:44:54.630 --> 00:44:57.160

stay with me, I promise, you know, I'm gonna,

711

00:44:57.420 --> 00:45:01.520

I'm gonna come to whatever issue or preference. So,

712

00:45:02.460 --> 00:45:05.530

um, yeah. Now this.

713

00:45:05.680 --> 00:45:07.930

[Nolan] I also think it's important to point out that this,</v>

714

00:45:07.930 --> 00:45:10.930

this is especially with persuading with presentations, of course,

715

00:45:11.130 --> 00:45:15.010

in the business world. Now, I don't, I don't know how accurate this is,

716

00:45:15.010 --> 00:45:17.410

but I definitely have a passion for learning languages. I,

717

00:45:17.410 --> 00:45:21.970

I work as a teacher as well, and I've noticed that in,

718

00:45:22.420 --> 00:45:24.850

in Germany, in Belgium, uh,

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00:45:24.850 --> 00:45:29.130

where I think languages are taught very well in the public school system.

720

00:45:29.130 --> 00:45:30.010

Um,

721

00:45:30.010 --> 00:45:34.850

it's not all theory first and principles first,

722

00:45:34.850 --> 00:45:37.210

like you do learn the grammar and stuff, but you,

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00:45:37.210 --> 00:45:41.770

you also start talking right away. And then in Canada and in the State,

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00:45:41.770 --> 00:45:43.050

it's actually the opposite,

725

00:45:43.050 --> 00:45:45.770

which is strange because you would think an application first country,

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00:45:45.770 --> 00:45:48.890

aren't they just going to get people to start talking? And you don't,

727

00:45:48.890 --> 00:45:51.690

you just sit there conjugating verbs all through high school.

728

00:45:51.910 --> 00:45:56.170

You leave high school. You don't speak a word of the other language. No. Uh,

729

00:45:56.500 --> 00:46:00.810

so what, what about and Holland languages are quite good too,

730

00:46:00.940 --> 00:46:05.250

in the, in the public school system. I mean, you all speak English fluently,

731

00:46:05.490 --> 00:46:07.130

[laughter] by, by the end of it almost.

732

00:46:07.280 --> 00:46:11.330

[Coco] I think always a bit of misconception to be really honest,

but, uh, [Nolan] really?</v>

733

00:46:11.440 --> 00:46:15.890

Yeah. Yeah. No, but I hear what you mean. It's not, uh, it is, you're right.

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00:46:16.690 --> 00:46:19.370

Languages are, are spoken quite properly.

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00:46:19.480 --> 00:46:24.210

I would say it's applications first. It's more applications first versus, uh,

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00:46:24.210 --> 00:46:26.250

principles first. The, the Dutch culture.

737

00:46:27.300 --> 00:46:28.310

[Nolan] Yeah. Okay.</v>

738

00:46:28.680 --> 00:46:31.870

[Coco] Um, interesting. For example, maybe, uh,</v>

739

00:46:32.060 --> 00:46:36.870

I I never really thought of it, you know, in, in from a language perspective.

740

00:46:38.220 --> 00:46:38.890

Um, yeah.

741

00:46:38.890 --> 00:46:42.130

[Nolan] When I started thinking about it, it seemed different than the business world.</v>

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00:46:42.630 --> 00:46:46.730

[Coco] But yeah, I ca I'm with you on that one. I'm with you on that.</v>

743

00:46:46.730 --> 00:46:50.850

One interesting example, for example, is if you look at this scale,

744

00:46:51.380 --> 00:46:54.370

Germans are highly principles first,

745

00:46:55.550 --> 00:46:59.230

Japanese are highly principles first, um,

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00:47:00.460 --> 00:47:03.500

super strong car manufacturers, you know,

747

00:47:03.510 --> 00:47:08.330

because if you wanna build a high performing,

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00:47:08.960 --> 00:47:10.850

very safe engine,

749

00:47:12.070 --> 00:47:15.200

it's very convenient to be principles first, right?

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00:47:15.200 --> 00:47:17.480

Because you really wanna make sure that,

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00:47:17.480 --> 00:47:22.280

that every single thing has been checked and protocols are followed,

752

00:47:22.280 --> 00:47:26.280

and you really wanna get to know all the ins and outs of,

753

00:47:27.000 --> 00:47:31.600

you know, the process. Where, for example, in an applications, first it will be,

754

00:47:31.600 --> 00:47:33.680

okay, let's get this show on the road. But yeah,

755

00:47:33.680 --> 00:47:37.280

if you're building a Formula one car that's not recommended, I guess, you know,

756

00:47:37.280 --> 00:47:42.140

so [laughter] that's why you can see a bit of this tendency as well. Yes.

757

00:47:42.760 --> 00:47:46.530

[Nolan] Definitely. Yeah. Alright, so we, we got all, all over the,

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00:47:46.530 --> 00:47:50.970

we got done with the scales, so I hope that helps the listeners. And again, uh,

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00:47:50.970 --> 00:47:53.890

please, please check out the book from Erin Meyer,

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00:47:53.890 --> 00:47:57.690

check out our websites to get into the conversation. Now,

761

00:47:58.100 --> 00:48:02.370

as I mentioned earlier, a lot of the, the research is based on Hofstede

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00:48:03.180 --> 00:48:05.930

um, Nisbett and a lot of other academics.

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00:48:05.990 --> 00:48:08.690

And one of on the scales,

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00:48:08.890 --> 00:48:13.170

like most of Hofstede's overlap with a lot of what mayor says,

765

00:48:13.400 --> 00:48:16.090

except for, um, indulgence,

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00:48:16.090 --> 00:48:18.650

at least I couldn't see much of an overlap here.

767

00:48:18.870 --> 00:48:23.770

And indulgence is the extent to which people try to control their desires and

768

00:48:23.840 --> 00:48:25.690

impulses. Yep. Um,

769

00:48:26.190 --> 00:48:29.730

and I think that's a one that's really important when we're talking about

770

00:48:29.730 --> 00:48:32.450
culture, because country, well,

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00:48:32.480 --> 00:48:37.110
I think Belgium was on the side where it's not too much control

772

00:48:37.320 --> 00:48:39.350
of, of indulgence, right? Like,

773

00:48:39.550 --> 00:48:44.030
s are very much about enjoying life and, um, yeah,

774

00:48:44.510 --> 00:48:46.790
[laughter] enjoying life and getting, getting into what,

775

00:48:46.790 --> 00:48:50.430
getting into some of your impulses and what you wanna do, um,

776

00:48:50.950 --> 00:48:54.950
since this isn't in Meyer's, uh, in Meyer's scale,

777

00:48:54.950 --> 00:48:56.870
is it in her course that you took?

778

00:48:56.960 --> 00:49:00.990
Or is this something that you maybe picked up on your own? And how,

779

00:49:00.990 --> 00:49:03.430
how do you incorporate this in, into your work?

780

00:49:04.140 --> 00:49:08.700
[Coco] Well, um, um, I, I see the, uh,

781

00:49:08.700 --> 00:49:10.700
strong connection when we look at,

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00:49:10.700 --> 00:49:14.900
when you look at that skill from Hofstede or that dimension or that theory,

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00:49:14.900 --> 00:49:16.700

basically, um,

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00:49:17.370 --> 00:49:22.220

I very often refer to also external or internal locus of

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00:49:22.220 --> 00:49:24.420

control, meaning, you know,

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00:49:24.420 --> 00:49:29.420

how much do you believe that you as an individual influence the

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00:49:29.420 --> 00:49:33.780

outcome of certain situations, scenarios, et cetera.

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00:49:34.710 --> 00:49:39.240

Um, because I also see, but this is my personal opinion,

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00:49:39.730 --> 00:49:44.600

um, I also see a correlation between, for example, religion there, you know,

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00:49:44.600 --> 00:49:49.400

because people that, that practice religion, um, they also, they,

791

00:49:49.430 --> 00:49:54.020

they, for the lack of a better word, you know, they,

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00:49:54.020 --> 00:49:56.580

they're more comfortable with surrendering to the universe.

793

00:49:57.380 --> 00:49:59.790

Here is people that you know, are,

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00:49:59.850 --> 00:50:04.070

are not at any point practicing religion. And, you know,

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00:50:04.070 --> 00:50:08.510

how much do you believe that certain things are just out of your control?

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00:50:08.510 --> 00:50:13.190

And are you then also capable and able to just let go and enjoy life really,

797

00:50:13.190 --> 00:50:17.290

you know, just as a, to, to put in lightly,

798

00:50:19.030 --> 00:50:19.860

do I use it?

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00:50:19.860 --> 00:50:21.540

[Nolan] That's a good, yeah.</v>

800

00:50:22.190 --> 00:50:25.170

[Coco] Mm. Depends, depends.</v>

801

00:50:25.170 --> 00:50:28.880

If I'm guiding, for example, uh,

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00:50:28.910 --> 00:50:33.800

a senior executive that is gonna move from A to B in order to lead his

803

00:50:33.800 --> 00:50:37.960

or her company in another country, for example, then it comes in.

804

00:50:38.050 --> 00:50:41.680

Because if someone has a very strong, let's say,

805

00:50:42.360 --> 00:50:44.720

external locus of control, believing, you know,

806

00:50:44.720 --> 00:50:48.120

that certain things are just out of my hands and, you know,

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00:50:48.720 --> 00:50:50.680

let's just try to enjoy it, right?

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00:50:51.380 --> 00:50:54.920

But if that person moves to a country where that is less common,

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00:50:54.920 --> 00:50:58.960

that can potentially create some hiccups, right?

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00:50:59.640 --> 00:51:01.200

Other than that, in business,

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00:51:01.200 --> 00:51:06.160

I don't see this as super relevant in the daily life,

812

00:51:06.160 --> 00:51:06.993

because yeah,

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00:51:07.000 --> 00:51:11.440

I think we all agree in regardless of cultural background that in business,

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00:51:11.440 --> 00:51:15.500

you know, yes, certain things are out of our control, however,

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00:51:16.520 --> 00:51:19.380

you know, we still need to work our ass off in order to,

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00:51:19.510 --> 00:51:23.020

to make it happen to book results, right? You see what I mean? Or.

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00:51:23.320 --> 00:51:27.580

[Nolan] Def definitely, definitely. It make, it makes me think of something else, um,</v>

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00:51:27.850 --> 00:51:32.780

with how likely you are to hold an incremental view of

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00:51:32.780 --> 00:51:34.860

people. And, um,

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00:51:34.940 --> 00:51:39.820

North Americans are less likely to hold an incremental view than people

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00:51:39.820 --> 00:51:44.780

from some Asian cultures. And it makes sense. Like if, cool, yeah.

So like,

822

00:51:44.780 --> 00:51:48.500

it makes sense if yourself varies from situation to situation, right?

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00:51:48.500 --> 00:51:51.340

When we're, we're talking about a lot of Asian cultures saving face,

824

00:51:51.340 --> 00:51:54.900

so yourself has to vary from situation to situation.

825

00:51:55.150 --> 00:51:59.620

It seems likely that you wouldn't embrace the entity theory. And they,

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00:51:59.620 --> 00:52:02.700

they did this with some studies and they found that, uh,

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00:52:02.700 --> 00:52:07.700

60% of Chinese high school students said that the key to success in

828

00:52:07.700 --> 00:52:10.620

math was to study hard. In contrast,

829

00:52:11.050 --> 00:52:15.980

less than 25% of American high school students felt this way.
[laughter] .

830

00:52:16.960 --> 00:52:19.460

[Coco] Wow. Incredible, incredible data.</v>

831

00:52:20.220 --> 00:52:21.053

[Nolan] Yeah. Uh.</v>

832

00:52:22.290 --> 00:52:26.500

[Coco] Yeah, I, I mean, it it's very interesting. I think, uh,</v>

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00:52:28.350 --> 00:52:30.600

yeah, there must be a correlation there.

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00:52:31.290 --> 00:52:34.380
[Nolan] Yeah, I, I think so. Now here, another one that,</v>

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00:52:34.380 --> 00:52:37.500
this isn't related to this exactly, but it was a study and I,

836
00:52:37.500 --> 00:52:41.060
I wrote it down here because I wanted to get your opinion on it because it's not

837
00:52:41.060 --> 00:52:44.700
something that is talked about a lot in Meyer's book. Uh,

838
00:52:44.700 --> 00:52:48.580
but I think it's something very interesting for those in the business world who

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00:52:48.580 --> 00:52:52.540
want to have some ideas about persuasion. Uh, so this was a,

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00:52:52.540 --> 00:52:55.420
a study done by Peng and Nisbet in 1999.

841
00:52:55.600 --> 00:52:58.980
And half the participants received only one argument,

842
00:52:59.210 --> 00:53:01.420
either argument A or argument B,

843
00:53:01.600 --> 00:53:05.740
and then they were asked to indicate how compelling they founded to be

844
00:53:06.170 --> 00:53:09.300
both Americans in Chinese who received only argument,

845
00:53:09.490 --> 00:53:14.100
A tended to view it as more compelling than those who received only

846
00:53:14.340 --> 00:53:18.220
argument B, because these participants saw only one argument, uh,

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00:53:18.220 --> 00:53:21.340

they did not witness any potential contradiction.

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00:53:21.680 --> 00:53:26.280

The other half of the participants were asked to evaluate both of the

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00:53:26.280 --> 00:53:31.120

contradictory arguments. These participants saw a potential contradiction.

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00:53:31.260 --> 00:53:35.440

And then how does seeing the contradiction affect evaluations and arguments?

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00:53:35.770 --> 00:53:39.920

So when Americans encounter two contradictory arguments,

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00:53:40.190 --> 00:53:45.040

they come to view the better argument as even more compelling than

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00:53:45.040 --> 00:53:49.520

when they encounter the same argument by itself. In contrast,

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00:53:49.590 --> 00:53:53.040

when Chinese encounter two contradictory arguments,

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00:53:53.510 --> 00:53:57.640

they come to view the weaker argument as more compelling than when it is

856

00:53:57.680 --> 00:53:59.200

presented by itself.

857

00:53:59.960 --> 00:54:03.270

So I think this could be something very important to start thinking about in the

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00:54:03.390 --> 00:54:04.223

business world.

859

00:54:05.270 --> 00:54:07.400
[Coco] I, I hear you because I mean,</v>

860
00:54:10.880 --> 00:54:13.900
I'm, I'm the, I mean, it's, the first time I hear it is,

861
00:54:13.900 --> 00:54:17.740
I think it's beautifully set up.

862
00:54:17.740 --> 00:54:20.460
I think it's a great experiment, really. Um,

863
00:54:22.760 --> 00:54:26.140
I'm thinking of what could be the driver, because that, that,

864
00:54:26.450 --> 00:54:29.580
that got me the most, you know, what is the driver that,

865
00:54:29.610 --> 00:54:32.340
that the Chinese participant, so would they say.

866
00:54:32.750 --> 00:54:35.820
[Nolan] It comes down to like the holistic thinking, apparently,
right?</v>

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00:54:35.990 --> 00:54:40.820
So if you're more of an analytic thinker, yeah, you're going to
separate them.

868
00:54:40.820 --> 00:54:44.340
But if you're a holistic thinker, you're more accepting of
contradictions.

869
00:54:44.530 --> 00:54:49.170
[Coco] Yeah, yeah, exactly. Um, has to be that.</v>

870
00:54:49.200 --> 00:54:52.690
Yeah, because, but then,

871
00:54:52.740 --> 00:54:54.210
so then basically when,

872

00:54:54.240 --> 00:54:57.770

when they have received both arguments,

873

00:54:58.020 --> 00:55:02.450

Chinese then show to have a preference towards the weaker argument, right?

874

00:55:03.230 --> 00:55:06.900

Do you also believe that that is then coming from the holistic thinking?

875

00:55:07.270 --> 00:55:11.200

[Nolan] Yeah, because they, they're, they're more open to having, </v>

876

00:55:11.710 --> 00:55:15.280

having different viewpoints there, right? They're accept,

877

00:55:15.280 --> 00:55:20.080

they're more accepting of having two possible truths. And that also that,

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00:55:20.080 --> 00:55:22.520

I mean, we get a whole other discussion here,

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00:55:22.520 --> 00:55:26.520

but that really comes down to like Aristotle, um, you know, the,

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00:55:26.520 --> 00:55:31.400

their viewpoints of like, if A is B, then A cannot be, if A is A,

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00:55:31.400 --> 00:55:34.080

then A cannot be B, right? Those kind of viewpoint.

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00:55:34.080 --> 00:55:37.720

Whereas if you look at Guiguzi and some of the Rhetoricians from China,

883

00:55:37.910 --> 00:55:39.320

it's quite a bit different.

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00:55:39.320 --> 00:55:44.280

And it's more about understanding that there are multiple truths and that, um,

885

00:55:44.350 --> 00:55:48.800

things are fluid. And yeah, although this is a whole other discussion, but.

886

00:55:48.800 --> 00:55:52.640

[Coco] Very interesting one, but for another time probably. But, um, no,</v>

887

00:55:52.640 --> 00:55:57.360

I be interesting, really interesting, uh, study. Yeah, I love it.

888

00:55:57.870 --> 00:56:01.400

[Nolan] Yeah. So Coco, we're coming up on an hour here.</v>

889

00:56:01.650 --> 00:56:03.880

We haven't got too much into your story.

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00:56:04.410 --> 00:56:09.160

So is there anything that you want to mention to the listeners about

891

00:56:09.160 --> 00:56:14.080

your immigration story from going from the Netherlands to Chile and Peru?

892

00:56:14.430 --> 00:56:19.160

[Coco] Well, I mean, um, I would love that, and I think it's, it's,</v>

893

00:56:19.210 --> 00:56:22.770

um, to make the connection also to, you know,

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00:56:22.770 --> 00:56:24.280

the information that we,

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00:56:24.280 --> 00:56:29.130

we talked about earlier today is that if I would have known

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00:56:29.480 --> 00:56:31.210

coming from the Netherlands,

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00:56:31.210 --> 00:56:35.900

working in a multinational international environment for several years,

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00:56:35.900 --> 00:56:39.940

and then I moved to Singapore, to Japan, to Chile, Peru,

899

00:56:40.430 --> 00:56:45.140

if I would have known the impact of my Dutch cultural roots

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00:56:45.750 --> 00:56:50.380

in my effectiveness doing business across cultures, really,

901

00:56:51.350 --> 00:56:54.040

um, I would've been one,

902

00:56:54.190 --> 00:56:58.240

a much happier person leading my team would've been

903

00:56:59.180 --> 00:57:03.010

so much more, let's say, useful. And, you know,

904

00:57:03.380 --> 00:57:05.450

my team would've been happier also.

905

00:57:05.450 --> 00:57:09.210

And I think we're all packed with stereotypes,

906

00:57:10.250 --> 00:57:15.030

and those are dangerous because the reality is so much more complex than that.

907

00:57:15.340 --> 00:57:20.190

Look at yourself, not only, you know, your third culture kid, um,

908

00:57:21.660 --> 00:57:26.640

you have a cultural profile that is unique, that is yours, right? That doesn't,

909

00:57:26.640 --> 00:57:30.240
that's not Canadian, that's not Chilean, that's not Belgium, that's yours.

910
00:57:30.240 --> 00:57:33.840
That's your personal profile. And then, you know,

911
00:57:33.840 --> 00:57:38.720
to generalize there and to, to fly on stereotypes is super tricky.
So,

912
00:57:39.330 --> 00:57:43.360
um, what I have learned from my immigration stories

913
00:57:44.520 --> 00:57:49.320
is the hard way, you know, I, I went, well,

914
00:57:49.320 --> 00:57:52.560
let's say I crossed my own limitations, my own boundaries,

915
00:57:52.560 --> 00:57:56.720
but also others because of, you know, just trusting your gut feelings.

916
00:57:56.720 --> 00:57:59.640
So my mission is basically to,

917
00:57:59.850 --> 00:58:04.680
to make as many people as possible aware of how your cultural background,

918
00:58:04.680 --> 00:58:08.320
your personal cultural background and, and someone else's,

919
00:58:09.300 --> 00:58:14.160
has a significant impact on let's say, your business success,

920
00:58:14.300 --> 00:58:19.160
but also your capability of influencing others and, you know,

921
00:58:19.400 --> 00:58:21.720
building nice and valuable relationships.

922

00:58:21.720 --> 00:58:24.660

And I think I learned the hard way.

923

00:58:25.110 --> 00:58:29.860

So I would really like to prevent that the listeners of not trying to learn the

924

00:58:29.860 --> 00:58:34.450

hard way and to, you know, invest in whatever format.

925

00:58:34.450 --> 00:58:39.290

You know, you, you can do that by you seeing a lot of TED talks, reading books,

926

00:58:39.290 --> 00:58:43.150

you know, it doesn't need to be a costly investment really. Um,

927

00:58:44.810 --> 00:58:49.670

and then I think one extremely important disclaimer that I would

928

00:58:49.670 --> 00:58:51.710

like to make, or at least an uh,

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00:58:51.710 --> 00:58:56.480

to underline is that we talked about the eight dimensions of the culture

930

00:58:56.480 --> 00:59:00.980

map, and there are a lot of nuances there, right?

931

00:59:00.980 --> 00:59:03.700

We we're generalizing if we map out countries,

932

00:59:03.920 --> 00:59:08.860

but there's also individual nuances like yourself, you grew up in the,

933

00:59:08.860 --> 00:59:10.460

you know, you carry a nationality,

934

00:59:10.560 --> 00:59:15.480
but when you lived until your puberty

935
00:59:15.480 --> 00:59:16.960
in one and the same place,

936
00:59:17.020 --> 00:59:20.920
you could more or less say that that place is your cultural
background.

937
00:59:21.700 --> 00:59:25.290
So even if you carry, let's say the Dutch nationality,

938
00:59:25.390 --> 00:59:30.130
but you are born in Belgium and you live there until your puberty,

939
00:59:30.270 --> 00:59:32.930
you could say your cultural reference is Belgium.

940
00:59:34.310 --> 00:59:35.143
[Nolan] Mhm .</v>

941
00:59:35.210 --> 00:59:36.760
[Coco] In the culture map,</v>

942
00:59:37.290 --> 00:59:41.400
in the study and the framework from Erin Meyer that we went through
today,

943
00:59:41.420 --> 00:59:45.520
you have the possibility to map out your personal individual one,

944
00:59:45.520 --> 00:59:48.280
and that is based on 25 questions.

945
00:59:48.820 --> 00:59:51.400
And those measure the contradictions, right?

946
00:59:51.400 --> 00:59:55.800
So you have similar topics and then negative and positive

947

00:59:56.720 --> 00:59:58.720
approached. And by answering those questions,

948
00:59:58.720 --> 01:00:02.750
you will get your personal profile. If you're listening to this,

949
01:00:02.750 --> 01:00:06.430
and if you're living abroad or you are planning to move abroad,

950
01:00:06.430 --> 01:00:09.590
or you're working with different cultures, this is not a huge investment.

951
01:00:09.620 --> 01:00:13.630
I would really recommend everyone to map out your personal one,

952
01:00:14.040 --> 01:00:18.710
because if I would have known my personal one before going to Japan,

953
01:00:18.710 --> 01:00:19.750
I would tell you,

954
01:00:19.750 --> 01:00:24.650
I can tell you like I would have been so

955
01:00:24.650 --> 01:00:27.490
much more happy, successful at work,

956
01:00:28.100 --> 01:00:32.210
my team would've understood me much better. You know, it's, um,

957
01:00:32.480 --> 01:00:36.450
it's a, it's a very fun process, but it's a very yeah,

958
01:00:36.450 --> 01:00:37.930
beneficial process as well.

959
01:00:38.790 --> 01:00:43.500
[Nolan] Perfect. Well, Coco, thank you so much for all that.
Again,</v>

960

01:00:43.500 --> 01:00:46.860
listeners, I encourage you all to check out Coco's work,

961
01:00:47.080 --> 01:00:50.700
Cross-Cultural solutions. I'm going to put links in the description,

962
01:00:50.950 --> 01:00:54.220
so if you happen to want to know more about this personally,

963
01:00:54.220 --> 01:00:55.900
you can contact her. And of course,

964
01:00:56.070 --> 01:01:00.060
if you have a business or an organization and you're opening an
office

965
01:01:00.060 --> 01:01:04.820
somewhere else, or you're having some conflicts within your
organization, um,

966
01:01:04.820 --> 01:01:09.220
contact Coco Hofs for cultural consultant consulting.

967
01:01:09.550 --> 01:01:09.900
Um,

968
01:01:09.900 --> 01:01:14.140
now if you're interested in English classes with the business
English side of

969
01:01:14.140 --> 01:01:18.060
things with some cultural competence and cultural consulting,

970
01:01:18.060 --> 01:01:20.700
that's something that I offer from my website as well.

971
01:01:20.990 --> 01:01:23.820
So you can check out www.without

972
01:01:24.030 --> 01:01:26.100
borders.fyi.

973

01:01:26.240 --> 01:01:30.900

And I encourage you all to join the conversation because as much

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01:01:31.180 --> 01:01:32.340

research as we've both done,

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01:01:32.340 --> 01:01:34.780

I don't want to pretend that we have all the answers.

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01:01:34.780 --> 01:01:38.860

This needs to be something that is discussion based and that is ongoing.

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01:01:39.520 --> 01:01:43.060

And, uh, remember listeners, there's a new episode every Tuesday,

978

01:01:43.310 --> 01:01:44.780

so tune in next time.