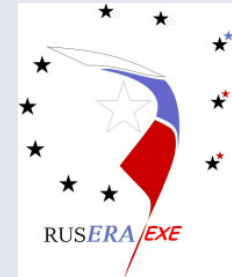




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Cross-cultural challenges in EU-RU cooperation

Experience of Tomsk RIN

Mrs. Olga Gashouk

*Tomsk polytechnic university
Russia*



RUSERA-EXE workshop: Vienna, January 30,31 - February 1, 2008



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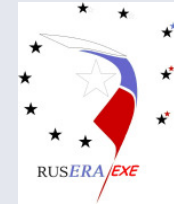




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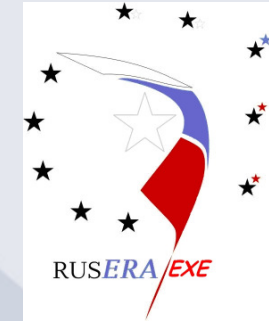
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The establishment of Tomsk RIN was funded by EC within the **ENRIN** Project.

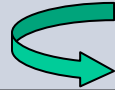


- **ENRIN:** "A Proposal to Enhance Co-operation of European and Russian Industry by Regional Information Nodes"(1999-2000);
- **RUSERA:** "Supporting the Russian Participation in EU-RTD Programmes" - FP6-502262, (2003-2004);
- **SITE:** "Siberia, Information Technologies and Europe" - FP6-004123, (2004-2006);
- **RUSERA-EXE:** "Expanding ERA over Russia" - FP6-0043701(2006-2008).





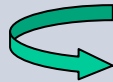
Multicultural global business community
intercultural communication is a "must"



cross-cultural differences
multicultural teams are a fact of life



challenges in communication
cultural misunderstandings



problem solving
cultural competence and sensitivity



successful team work



“Despite popular beliefs to the contrary, the single greatest barrier to business success is the one erected by culture”.

E.T.Hall and M.R. Hall

What's different?

1. Communication styles
2. Attitudes towards conflict
3. Approaches to completing tasks
4. Decision-making styles
5. Attitudes towards disclosure
6. Approaches to knowing

What's hidden below surface?

1. Beliefs
2. Values
3. Perceptions
4. Expectations
5. Attitudes
6. Assumptions





SOME CULTURAL STANDARDS

Rules and values	Russia	Germany
Behavior	Mostly emotional	Mostly rational
Individualism/collectivism	Collectivism	Individualism
Success, prestige	Related with a group	Related with an individual
Status determined	Age, position	Personal achievements, education
Actions	Often unexpected	Predictable
Concept of time	Not very punctual, but not outrageously late either	Very accurate about time
Rules	Low extent of mandatory rules	High extent of mandatory rules
Work organisation	Focused on what is being done rather than on order	Thoroughness, love of order
Power of authorities	Accepted unconditionally, dominates	Not accepted unconditionally, should be legitimate
Language barriers	Strong	Weak

Differences

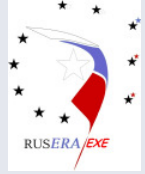
Aspects	RU	EU
Source of Trust	Trust those around you; written or oral agreements	Trust the contract; don't get into legal troubles by not fulfilling the agreement
Negotiation Style	Group decision; final say by the "boss"	More individual authority and distributed decision making
Ability to make Immediate Response	Weak	Strong
Emailing	Too many unnecessary details	Very brief (Germany) SMS-like form (France)
Communication and language	Speak plainly and to the point	Often talk in roundabout manner (G.Britain)
Decision making	By the principle of majority	By a consensus
Conflicts	Better to avoid	Give a chance to good changes
Compromising	Negative. Recognised as a sign of weakness	Positive. A chance to agree
Sociability	Not too high	Very high



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Some peculiarities of Russian national profile



- First contacts are established with nationals (expatriates).
- Being too modest about their own good achievements.
- Believe EU colleagues to be more experienced in FP.
- Concept of time. First responding postponed.
- Language barriers. Weak command of English.
- Corresponding. Too much unnecessary information.
- Unsmiling doesn't mean unfriendly.
- No reply to a message if one agrees with the other side.





To overcome the obstacles:



To raise competence that comprises the following:

- 1. Knowledge of one's own and other pertinent cultures.***
- 2. Recognition of specific differences between cultures.***
- 3. Understanding of how culture influences behavior.***

Some guidelines

- ✓ **BE PATIENT;**
- ✓ **DON'T GET ANGRY -- ASK QUESTIONS;**
- ✓ **GIVE RESPECT;**
- ✓ **CHECK FOR UNDERSTANDING;**
- ✓ **BE POLITE;**
- ✓ **ASK WHEN YOU DON'T UNDERSTAND.**



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Thanks for your attention!



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