

# Intercultural Aspects of EU-Russian Cooperation

# Overview

- 1. What is culture? Cultural roots?**
- 2. Categorising cultures**
- 3. Cultural differences:**
  - a. Use of time and plans**
  - b. Status, leadership**
  - c. Understanding of „truth“ and binding of decisions**

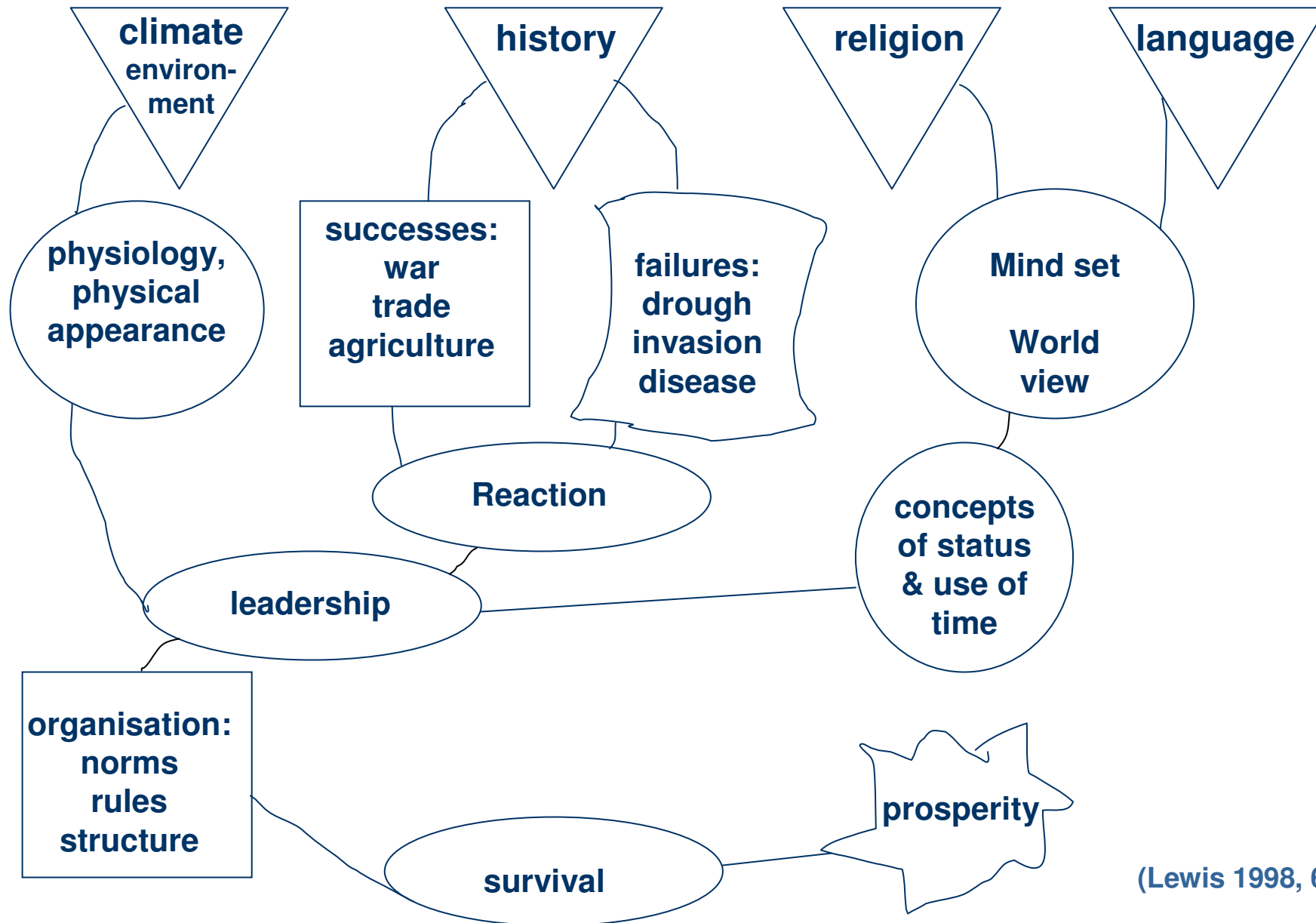
# Definitions of Culture

**‚collective programming of the mind which distinguishes the members of one category of people from another‘  
(Hofstede 1991)**

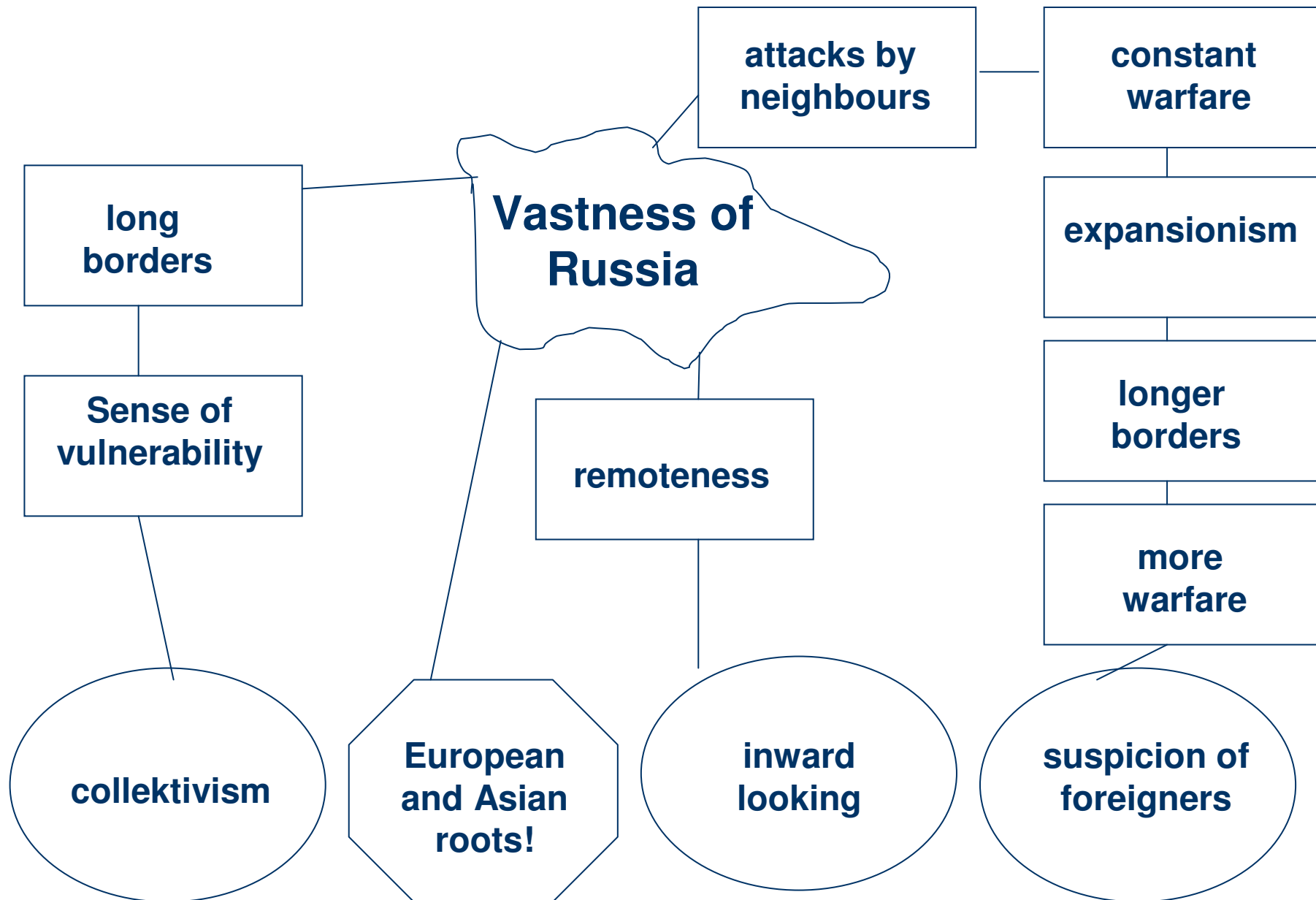
**‚recipe for survival‘  
(Lewis1998)**

**‚the book of rules for the social game‘  
(Hofstede 2006)**

# Cultural Roots



# Geographic factors



# Climate Factors



# Conclusion 1

**Others aren't stupid or bad; in their cultural perspective their perception, thinking, behaviour and values make sense.**

# Categorising Cultures

- 1. Linear-active:** task-oriented, highly organised planners;  
data-oriented;  
linear time concept.
- 2. Multi-active:** people-oriented, loquacious interrelators;  
dialogue-oriented;  
event-personality related time concept.
- 3. Reactive:** introvert, respect-oriented listeners;  
listening;  
cyclic time concept.

russians: more people- than task-oriented; emotional, but fatalistic;  
More interested in your personal goals than in your commercial objectives)

# Linear-active/multi-active Scale

1. **US-Americans**
2. **Germans, Swiss**
3. **Scandinavians, Austrians**
4. **British, Canadians, New Zealanders**
5. **Australians, South Africans (white)**
6. **Dutch, Belgians**
7. **American subcultures (e.g. Jewish, Italian, Polish)**
8. **French, Belgians (Walloons)**
9. **Czechs, Slovenians, Croats, Hungarians**
10. **Northern Italians**
11. **Chileans**
12. **Russians, other Slavs**
13. **Portuguese**
14. **Polynesians**
15. **Spanish, Southern Italians, Mediterranean peoples**
16. **Indians, Pakistanis etc.**
17. **Latin Americans, Arabs, Africans**

linear-active



multi-active

# Reactive Scale

1. Japan \*
2. China
3. Taiwan
4. Singapore, Hong Kong \*
5. Finland \*
6. Korea
7. Turkey +
8. Vietnam, Cambodia, Laos +
9. Malaysia, Indonesia +
10. Pacific Islands (Fiji, Tonga etc.) +
- 
11. Sweden\*
12. Britain\*
13. Russia +\*

strongly reactive

occasionally reactive

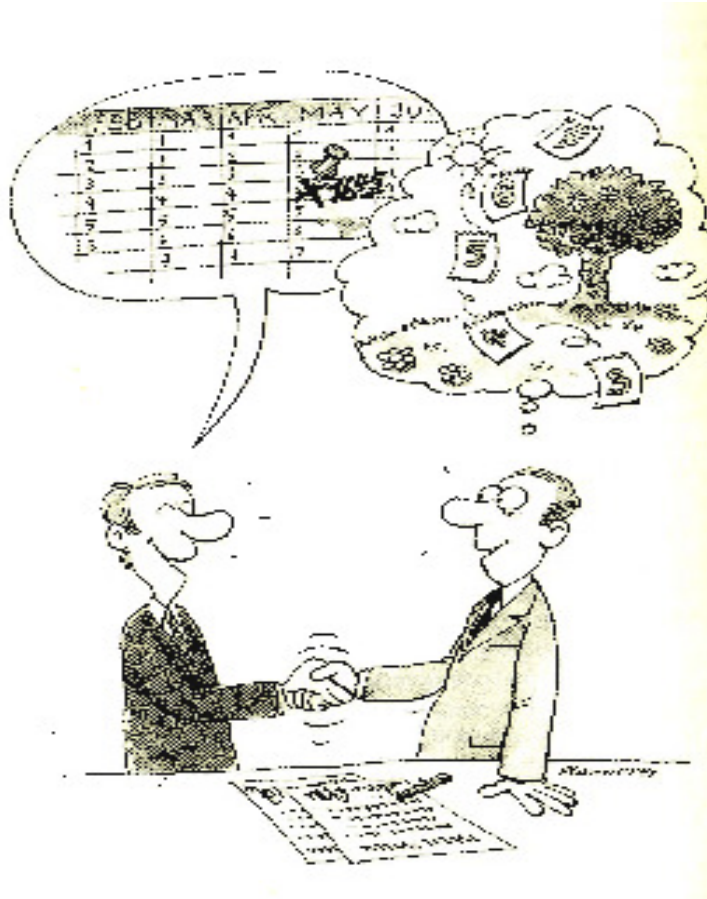
+: multi-active tendencies; \*:linear-active tendencies too

## Conclusion 2

**Russia is influenced by all three cultural categories!**

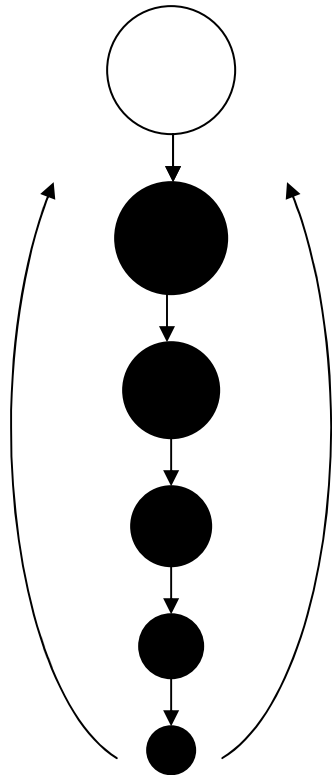
**Russians change between the categories spontaneously!**

# German and Russian Plans

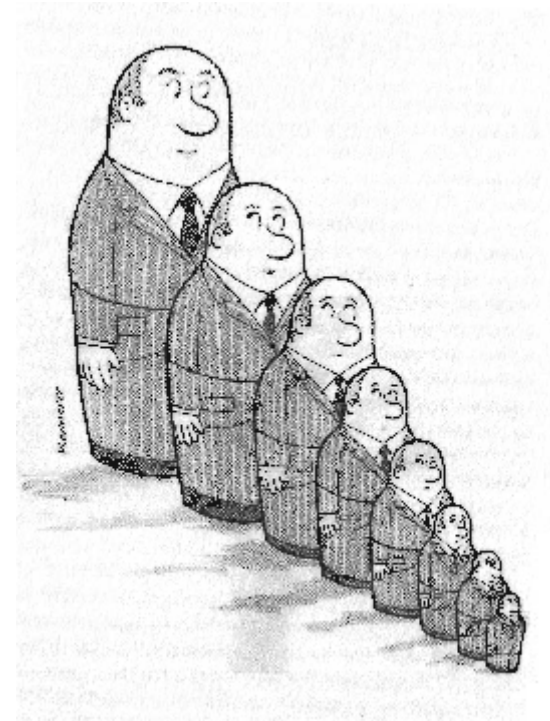


(Yoosefi & Thomas 2003)

# German and Russian Leadership Style



hierarchy and consensus



strong hierarchy

(Yoosefi & Thomas 2003)

# Aspects of Truth

Scientific truth	Context related truth
<ul style="list-style-type: none"><li>- Nordics</li><li>- Germans</li><li>- North Americans</li><li>- Australians</li></ul> <p>→ Fact orientation leads to candour</p>	<ul style="list-style-type: none"><li>- China: courtesy leads to ambiguous truth</li><li>- Polynesia: sensitivity to feelings leads to unspoken truth</li><li>- Japan: desire for harmony leads to white lie</li><li>- Italy: loyalty of family or group leads to negotiated truth</li><li>- UK: conforming to tradition leads to economy of truth</li><li>- Russia: accepted untruth leads to adaption of truth („vramyo“)</li></ul>

# Reliability of Decisions

- **Linear-active cultures:**  
decisions are obligatory, comparable with an oral contract
- **Multi-active cultures:**  
decisions can be changed if there is new information
- **Reactive cultures:**  
for them it is unethical to insist in decisions if there is new information – even for the Russians

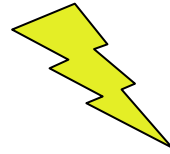
<b>Rules of Negotiation</b>	<b>Germany</b>	<b>Russia</b>
<b>delegates</b>	<b>specialists</b>	<b>experts, „veterans“</b>
<b>legitimation of the delegates</b>	<b>legitimated to decide; they are allowed to present different opinions</b>	<b>don't represent themselves but authorities; speak with one voice</b>
<b>compromise</b>	<b>are welcome if justified on objective grounds</b>	<b>sign of weakness; minor concessions (return)</b>
<b>information orientation</b>	<b>„the fact is the fact“, logical arguments</b>	<b>emotions are more estimated than facts</b>
<b>relationships, structures</b>	<b>task oriented, regulation oriented</b>	<b>priorities in personal relationships; dislike regulations</b>
<b>result</b>	<b>practical, detail-oriented</b>	<b>conceptual, all-embracing</b>
<b>negotiation</b>	<b>step by step agreement</b>	<b>plan several moves ahead, like chess player! deadlock: sit it out</b>
<b>obligingness of a contract</b>	<b>binding</b>	<b>binding only if it continues to be mutually beneficial</b>

# Empathy

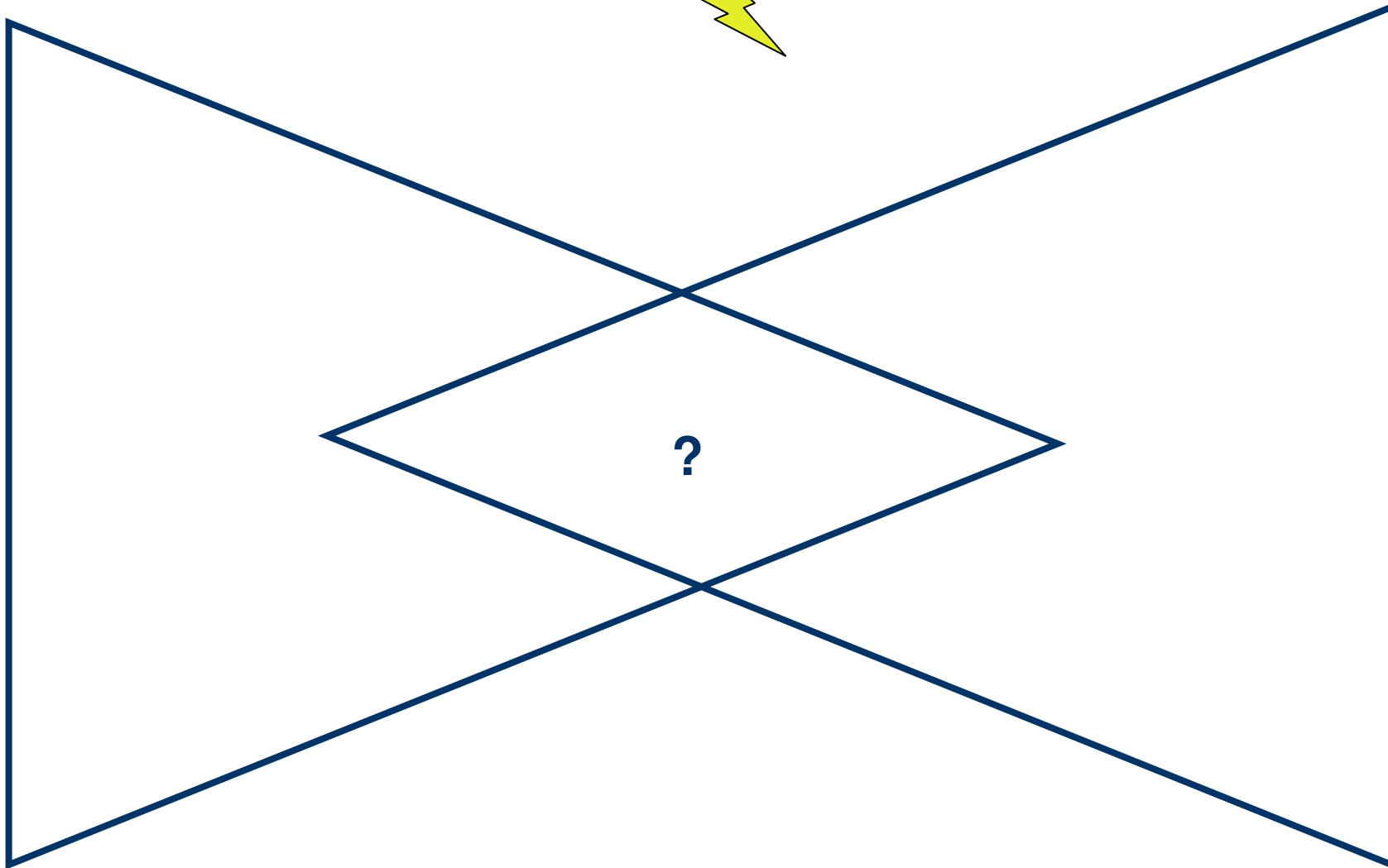
- **Sympathy is based on cultural similarities;  
Empathy is based on the acceptance of differences**
- **The most important mechanism is the process of changing perspectives:  
„put oneself in somebody's shoes“**

# 2 Perspectives

German /Austrian rules



Russian rules



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