

## Culturally Influenced Business Functions

IOR's training programs focus on the core business functions most commonly affected by cultural variants.

**NOTE:** This is the section of the Training Manual that the trainer will use during the business session. Please consider the differences between origin and destination business cultures with respect to these functions. **The participant will be instructed to choose between 5 to 7 business functions to initiate the discussion.**

CORE BUSINESS FUNCTION	NOTES
<p><b>Problem Solving Process</b></p> <ul style="list-style-type: none"> <li>• What problems can be discussed?</li> <li>• How are problems introduced?</li> <li>• What are the procedures for handling problems?</li> <li>• Is the problem the individual's or the team's responsibility?</li> </ul>	
<p><b>Decision-Making Process</b></p> <ul style="list-style-type: none"> <li>• What are the procedures?</li> <li>• Who is involved?</li> <li>• Authoritarian or consensus style?</li> <li>• Is risk a factor?</li> <li>• Direct or indirect?</li> </ul>	
<p><b>Meeting Style</b></p> <ul style="list-style-type: none"> <li>• What is the format?</li> <li>• What is the purpose: discussion, brainstorm, or approval of prior decision?</li> <li>• How organized?</li> <li>• Formal or informal?</li> <li>• Fixed or adjustable agenda?</li> <li>• Duration: fixed or flexible?</li> <li>• Who participates, and under what rules?</li> </ul>	

CORE BUSINESS FUNCTION	NOTES
<p><b>Customer Relations</b></p> <ul style="list-style-type: none"> <li>• What are the dynamics and protocol?</li> <li>• What motivates or influences the relationship?</li> <li>• How is the relationship initiated, established and maintained?</li> <li>• Which is of primary importance, the relationship or business needs?</li> <li>• What is the role of age, status, and reciprocity?</li> </ul>	
<p><b>Negotiating/Persuading</b></p> <ul style="list-style-type: none"> <li>• What are the procedures?</li> <li>• What are the bargaining/compromise strategies?</li> <li>• Is the philosophy competitive or collaborative?</li> </ul>	
<p><b>Motivating People</b></p> <ul style="list-style-type: none"> <li>• What promotes and reinforces good performance: pay, promotion, power and/or status?</li> <li>• Team or individual?</li> <li>• Independent or interdependent goals?</li> </ul>	
<p><b>Leadership Style</b></p> <ul style="list-style-type: none"> <li>• What are the responsibilities as a leader?</li> <li>• Selected or earned status?</li> <li>• Authoritarian or egalitarian/consensus style?</li> <li>• Formal or informal?</li> <li>• Accessible or distant?</li> </ul>	
<p><b>Performance Expectations</b></p> <ul style="list-style-type: none"> <li>• How is performance measured and communicated?</li> <li>• How is feedback obtained?</li> <li>• What is the motivation for change?</li> <li>• How is better performance coached?</li> </ul>	

CORE BUSINESS FUNCTION	NOTES
<p><b>Teamwork</b></p> <ul style="list-style-type: none"> <li>• What is the power structure and protocol for interaction among team members, between members and the team leader?</li> <li>• Egalitarian or hierarchical?</li> <li>• Formal or informal?</li> <li>• Explicit or implicit rules?</li> </ul>	
<p><b>Contracts</b></p> <ul style="list-style-type: none"> <li>• Are contracts always written?</li> <li>• Intermediate statement of intention or end-point of a process?</li> <li>• Is renegotiation an acceptable practice?</li> <li>• Is it a guide for action or to be fulfilled exactly as written?</li> </ul>	
<p><b>Conflict Resolution/Disagreement Management</b></p> <ul style="list-style-type: none"> <li>• How is conflict viewed?</li> <li>• What does successful conflict resolution look like?</li> <li>• Is conflict necessary?</li> <li>• Is conflict dealt with directly or through intermediaries?</li> <li>• Who are the winners and losers after a conflict is resolved?</li> <li>• How is bad news communicated?</li> </ul>	
<p><b>Staff Training/Development</b></p> <ul style="list-style-type: none"> <li>• Are employees expected to be qualified when hired?</li> <li>• Who is responsible for staff development in the organization?</li> <li>• Is on-going staff development a norm?</li> <li>• What kinds of training approaches are used?</li> </ul>	

CORE BUSINESS FUNCTIONS	NOTES
<p><b>Staff Recruitment and Selection</b></p> <ul style="list-style-type: none"> <li>• How is initial contact made with the company – via agencies or directly with the company?</li> <li>• What is the recruitment procedure?</li> <li>• What does an effective interview look like?</li> <li>• Are personality testing tools used?</li> <li>• When can a candidate discuss salary and benefits?</li> </ul>	
<p><b>Superior/Subordinate Relationships</b></p> <ul style="list-style-type: none"> <li>• How is the delegation of tasks viewed?</li> <li>• How closely are subordinates monitored?</li> <li>• What role do supervisor and subordinate play in decision-making?</li> <li>• What does an effective supervisor look like?</li> </ul>	
<p><b>Presentation Styles</b></p> <ul style="list-style-type: none"> <li>• What is the primary purpose – to inform, persuade or create a relationship?</li> <li>• What is the level of formality?</li> <li>• Content and form:</li> <li>• What is the length?</li> <li>• How much data – graphs, charts, etc.?</li> <li>• What does the overall flow look like?</li> <li>• How is humor used?</li> <li>• What are the key points in a sales presentation?</li> </ul>	