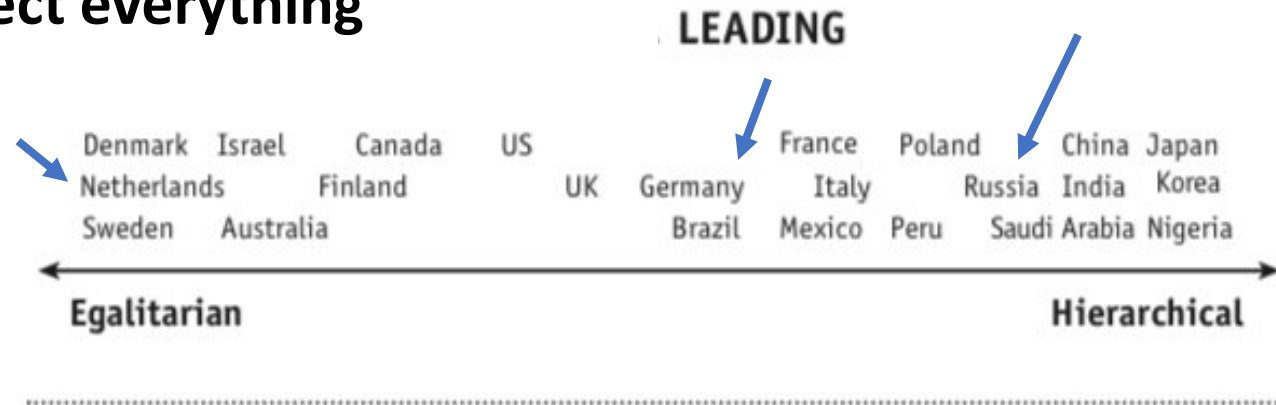


Culture impacts project everything



Egalitarian

The ideal distance between a boss and a subordinate is low. The best boss is a facilitator among equals. Organizational structures are flat. Communication often skips hierarchical lines.

Hierarchical

The ideal distance between a boss and a subordinate is high. The best boss is a strong director who leads from the front. Status is important. Organizational structures are multi-layered and fixed. Communication follows set hierarchical lines.

People take and defend Positions...

....but are driven by their Interests



Not generally discussed unless asked and even then...

**National Culture influences how we work together...
 Task-based or Relationship-based impacts Team Work**



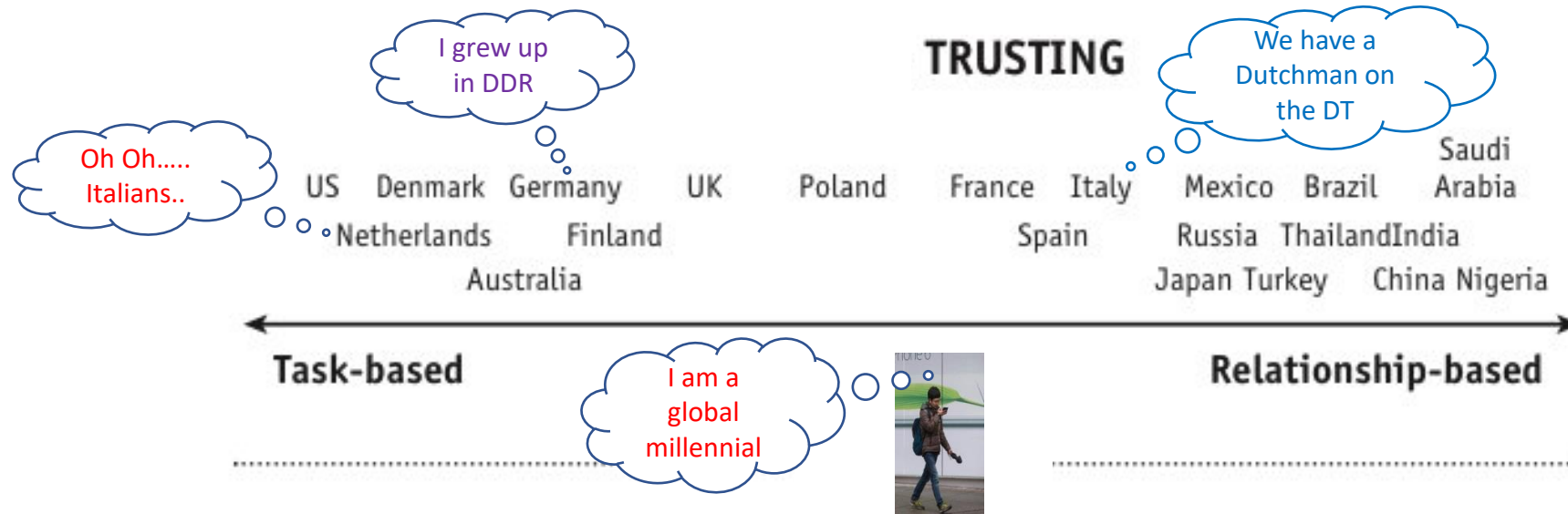
Task-based Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

Relationship-based Trust is built through sharing meals, evening drinks, and visits at coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.

National Culture influences how we work together...

Task-based or Relationship-based impacts Team Work

and it may be a bit more complex than at first sight



Task-based

Trust is built through business-related activities. Work relationships are built and dropped easily, based on the practicality of the situation. You do good work consistently, you are reliable, I enjoy working with you, I trust you.

Relationship-based

Trust is built through sharing meals, evening drinks, and visits at coffee machine. Work relationships build up slowly over the long term. I've seen who you are at a deep level, I've shared personal time with you, I know others well who trust you, I trust you.

“Culture Eats Strategy...

...for Breakfast, Lunch and Dinner!”



Jack Welch at 2017 **KPMG** Global Energy Conference Houston Texas
When asked: “What would be the one thing you would pay more attention to
if you could do your career all over again?”