

Intercultural Management

MBA Aviation and Tourism Management
09/2021

Leadership and Talent Management

GETTING TO KNOW EACH OTHER

Who is who

- Name
- Academic background
- Organisation and responsibilities
- (Inter-)cultural Experiences (personal and professional)

About me

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2019-today	Technical University Chemnitz	External Doctoral Student, Leadership and Organizational Studies
2018-today	Deutsche Lufthansa AG	Senior Director Crew Disposition FRA
2016-2018	Deutsche Lufthansa AG	Cabin Crew Manager Flight Attendants
2013-2016	Lufthansa Cargo AG	Head of Ramp- and Road Feeder Service Handling
2012-2013	Bentley University, Boston, MA	Master of Business Administration, Fulbright Scholarship
2012	Lufthansa Cargo AG	Manager Import Quality and Service Center
2011-2012	Lufthansa Cargo AG	Trainee StartCargo
2010	Deutsche Flugsicherung GmbH	Aeronautical Solutions
2007-2010	Flughafen Hamburg GmbH	Dual Student
2007-2010	UAS Frankfurt	BA Aviation Management Exchange Semester Universidad Regiomontana, Monterrey, México

Leadership and Talent Management

ADMIN

Lecture Agenda

09-17:00 flexible breaks in between, including lunchbreak

09-12 Introduction to intercultural (including coffee breaks)

12-13 lunch break

13-13:45 remainder theory & discussion

14:00-15:30 Special Guest session: Nils Witt, Airbus

15:45-16:30 Discussion & open items

Management Competencies I: Intercultural Management

- Getting to know theories on culture, cultural interaction and types of cultures in the business context
- Learn to identify cultural differences
- Gain insight for cultural-self reflection
- Understand determinants of corporate and group culture
- Identify approaches to successfully strive in different cultural settings

Overview of Topics

- Culture: Theoretical Foundations
- Macro-Culture
- Culture in the corporate context
- Cultural Assessments
- Culture and Corporate Success
- Cultural constituents of successful leadership
- Cultural Diversity Management

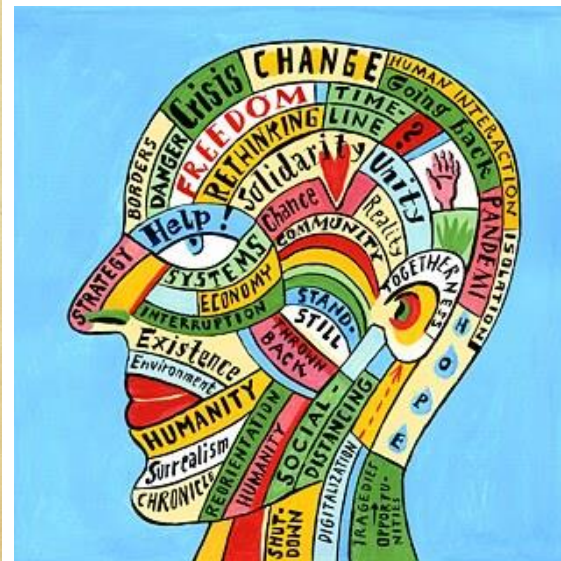
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CULTURE: THEORETICAL FOUNDATIONS

Getting started: cultural experiences

- Please provide three examples of noteworthy cultural experiences to the classroom
 - Can come from: professional, academic or personal experience
 - Have you experienced cultures clashing?
 - Have you experienced well functioning cultural interfaces?
 - Please think of any type of culture (work, ethics, national cultures...)

What is culture?



Definitions of culture

- Culture has long been defined by anthropologists and sociologists
- Contemporary definitions include
 - macro: national culture, professions, religions, larger ethnic groups
 - and micro-cultures: smaller groups, e.g. teams
- Definitory categories and characteristics bear overlap in definitions

Schein (2018), p. 3-5

Definitions of culture

- **Observable behavior of human interaction**
 - Language, rituals, speech
- **Climate**
 - Use and creation of room and space in interaction
- **Formal rituals and festivities**
- **Chosen values**
 - Best quality, lowest price, fastest response
- **Formal philosophy**
 - Ideological principles and group values e.g. in the corporate context
- **Group norms**
 - E.g. at work, attitude towards pay and work load
- **Rules of the game**
 - Unwritten group norms new entrants have to adhere to to be accepted

Schein (2018), p. 3-5

Definitions of culture

- **Identity and self image**
 - E.g. of a company, what do we stand for
- **Thinking and reasoning logic, psychological models, linguistic paradigms**
 - Think of onboarding, group norms e.g. military
- **Common interpretations, shared meanings**
 - „inside jokes“
- **Metaphors and integrative symbols**
 - Representation through material artifacts

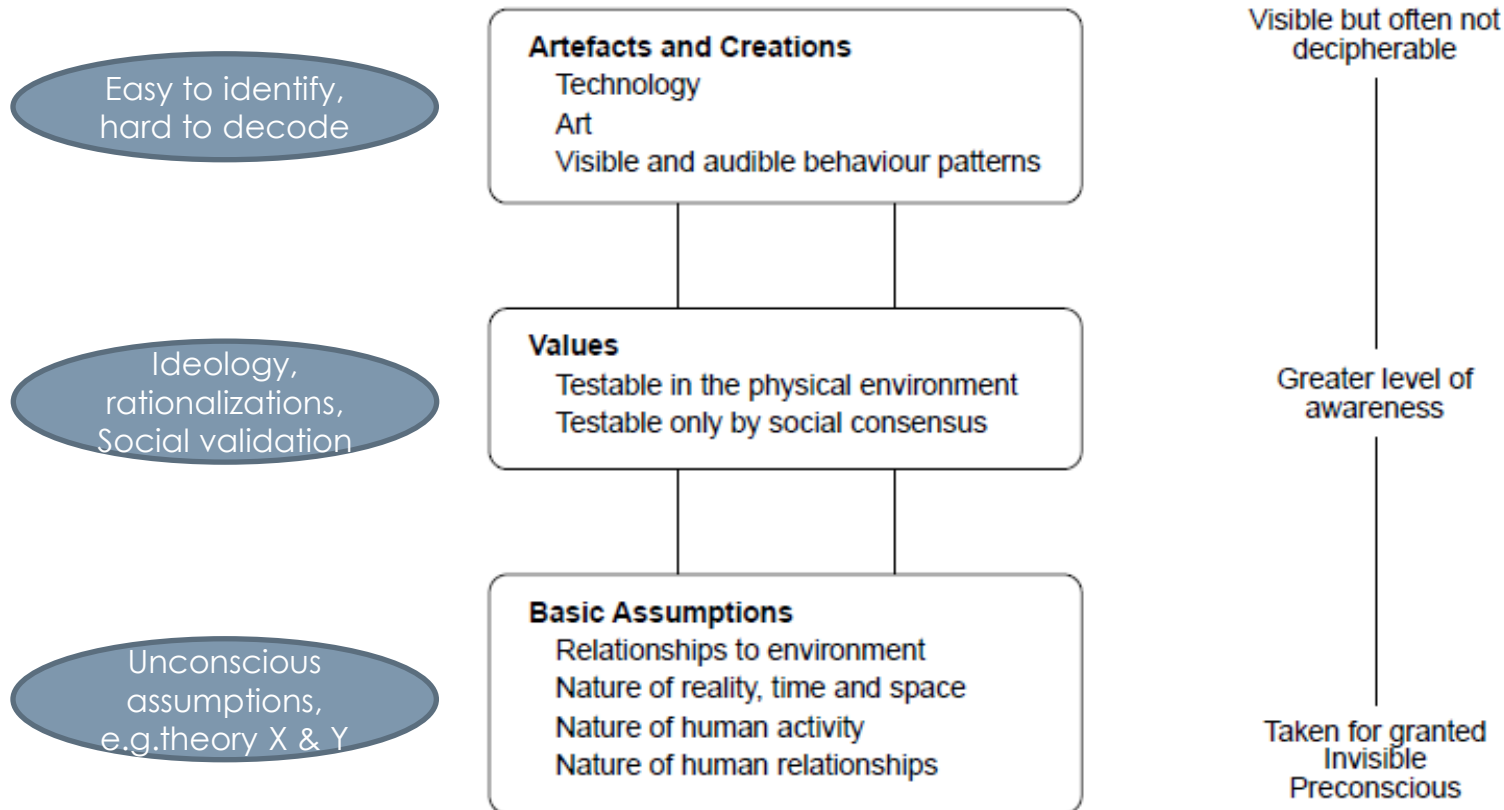
Schein (2018), p. 3-5

Core aspects

- **The central element of culture:** culture is the shared product of shared learning (Edmondson 2012)
- To understand a culture it is necessary to understand which kind of learning the group has commonly experienced and under which leadership it has taken place
- → leadership as the key to cultural learning in groups
- **Culture encompasses**
 - Structural stability & underlying principles
 - Group DNA
 - Depth
 - unconscious & invisible
 - Breadth
 - Omnipresent in all actions
 - Patterns and integration
 - Paradigms or gestalt of connections between elements on a profound level (might also bear contradictions!)

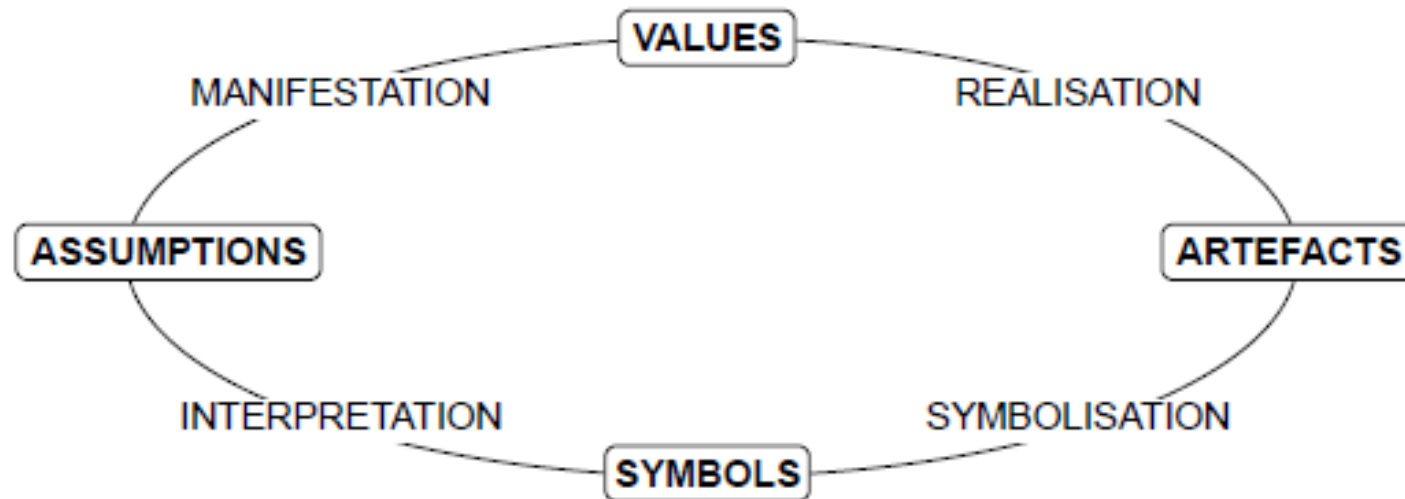
Schein (2018), p. 13

Three levels of culture according to Schein (1985)



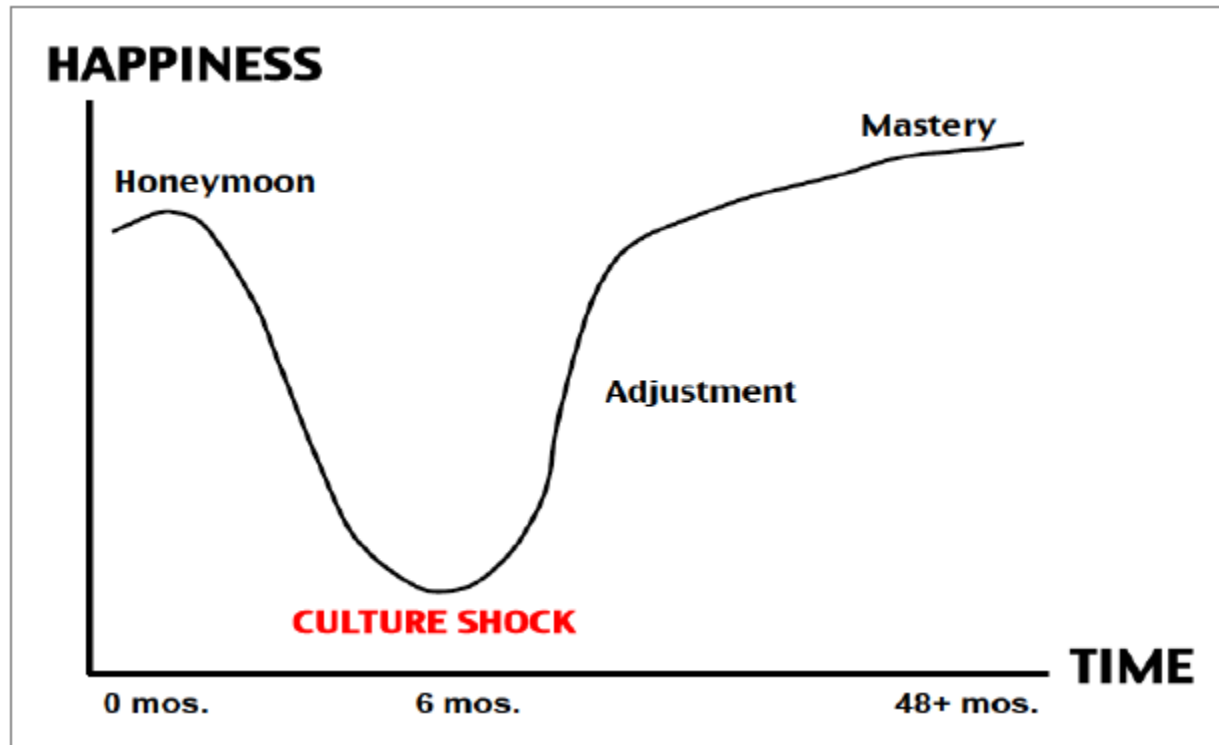
Harris (1998), p. 356

Processes of culture according to Hatch and Schein (1993)



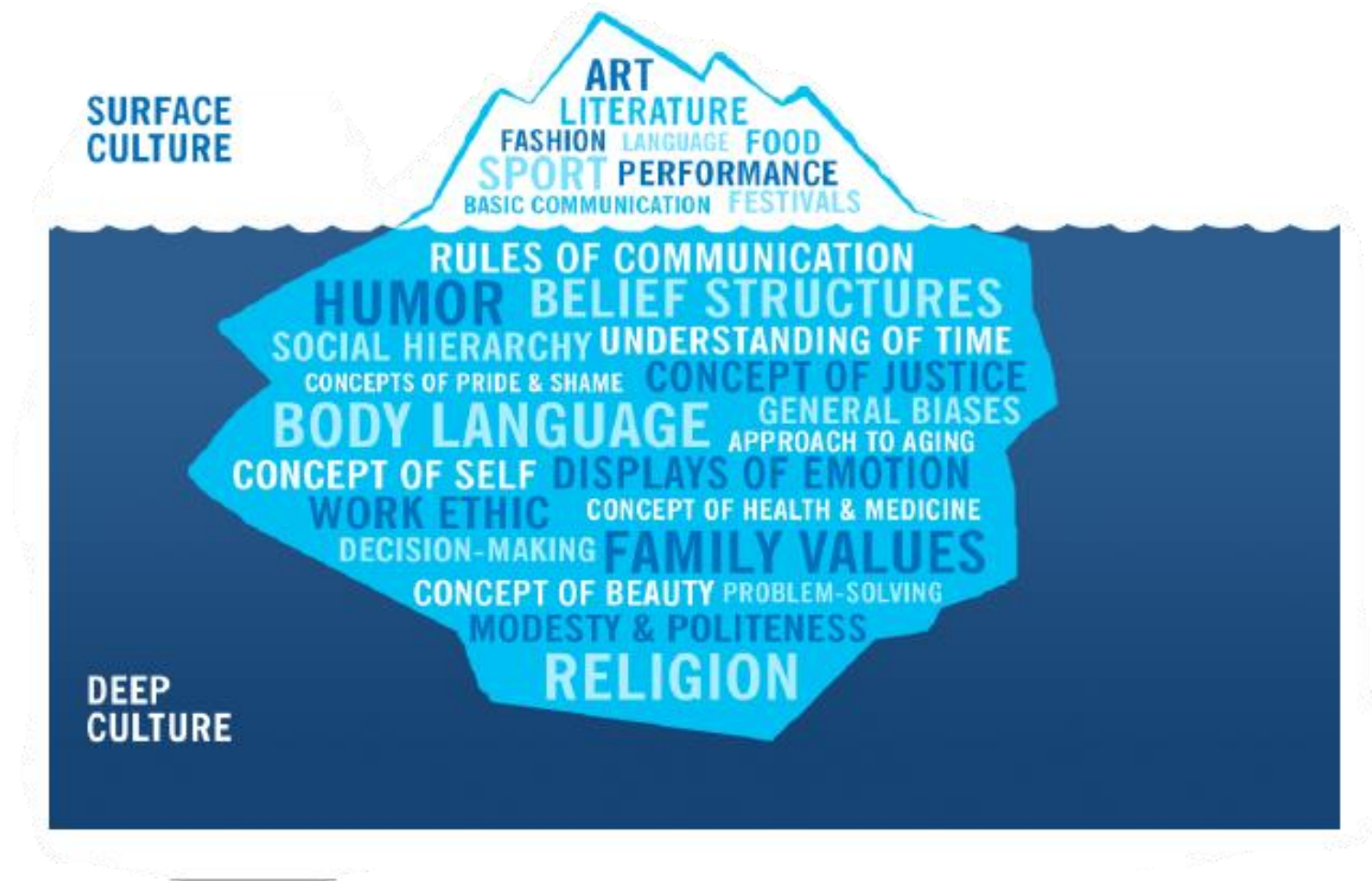
Harris (1998), p. 357

Phases of cultural adaption: Adler's Culture shock cycle



Adler (2008)

The iceberg model of culture



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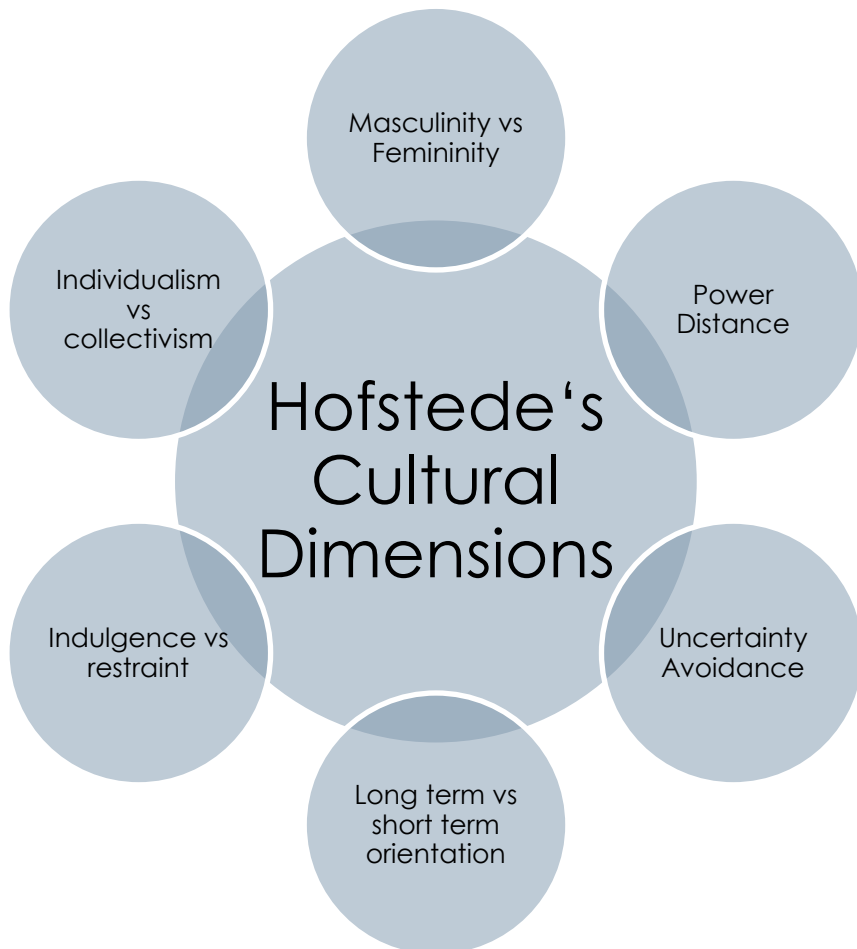
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MACRO CULTURES

Macro Cultures

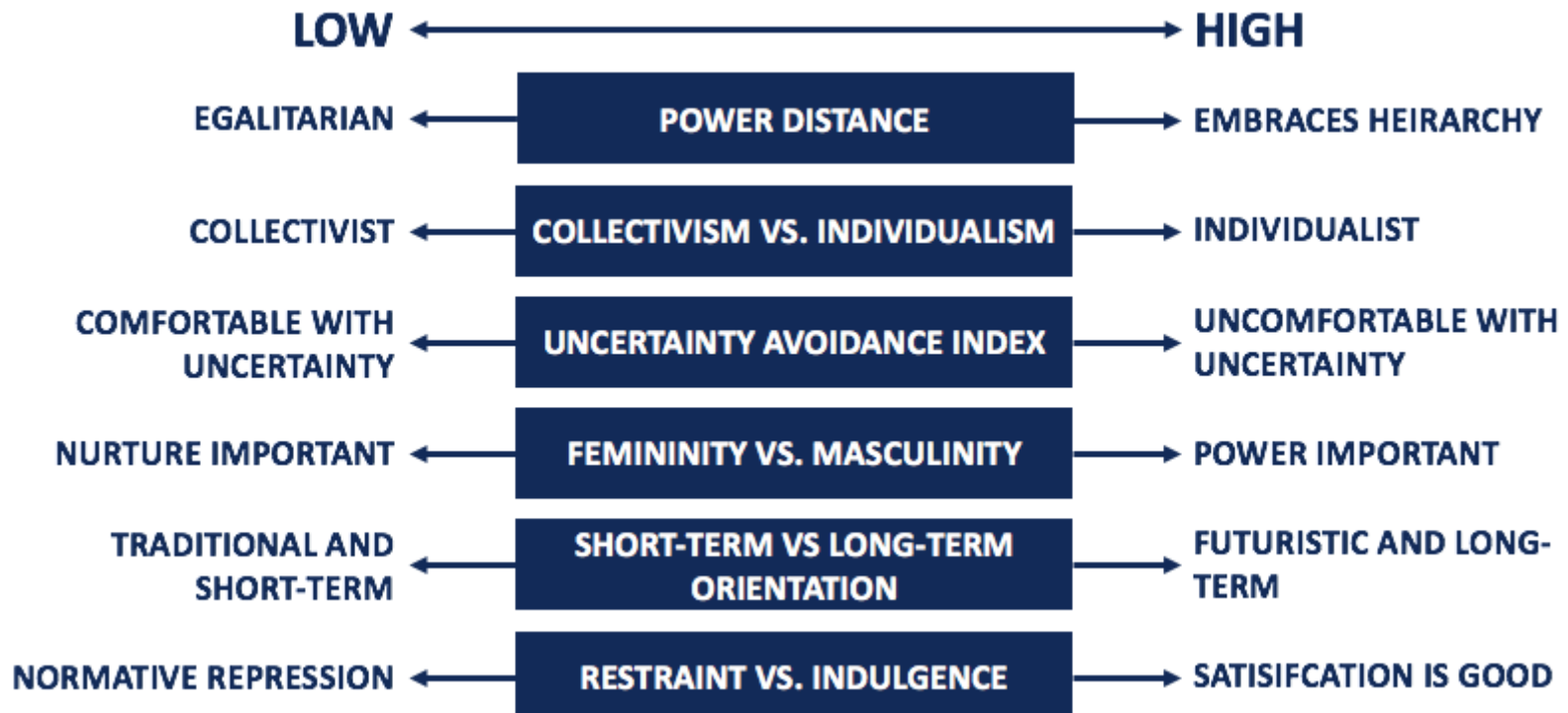
- Most prominent examples of macro cultural gradings provided by
 - Hofstede 1980s
 - House 2000s
- Clustering based on identified cultural attributes
- Widely adapted
- Latent criticism: too generalized approach, tendency to lean into stereotypes

National Cultures: Hofstede's Cultural Dimensions



- Study by Hofstede with IBM employees of different cultural backgrounds
- Present and enhanced since 1980s
- Focus on national culture

Hofstede's Cultural Dimensions



Cultural Comparisons

- <https://www.hofstede-insights.com/product/compare-countries/>

Globe study by House

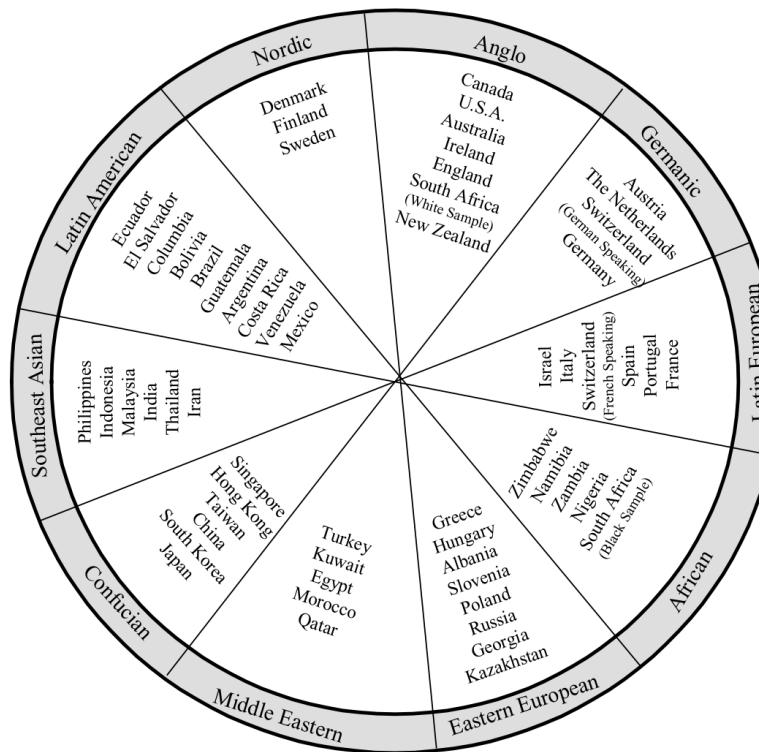
- Published in 2004
- 62 societies analyzed through 17,300 middle managers from 951 organizations (food processing, financial services, telecommunication services)
- Central finding: leadership effectiveness is contextual and subject to societal and organizational norms
- “When in Rome, do as the Romans do”
- Building on findings of Hofstede (1980)
- Established nine cultural dimensions that capture similarities and differences in norms/values/beliefs of societies

GLOBE study by House

Power Distance	The degree to which members of a collective expect power to be distributed equally
Uncertainty Avoidance	The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.
Humane Orientation	The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
Collectivism I (Institutional)	The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
Collectivism II (In-Group)	The degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families.
Assertiveness	The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.
Gender Egalitarianism	The degree to which a collective minimizes gender inequality.
Future Orientation	The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.
Performance Orientation	The degree to which a collective encourages and rewards group members for performance improvement and excellence.

GLOBE study by House

- House then clustered countries with similar attributes in country clusters



Country Clusters and Leadership Styles

- House then generated 21 leadership scales provided from the 17.300 middle managers
- 21 scales were then aggregated into six scales or leader styles:
 - **The performance-oriented style** (called "charismatic/value-based" by GLOBE) stresses high standards, decisiveness, and innovation; seeks to inspire people around a vision; creates a passion among them to perform; and does so by firmly holding on to core values.
 - **The team-oriented style** instills pride, loyalty, and collaboration among organizational members; and highly values team cohesiveness and a common purpose or goals.
 - **The participative style** encourages input from others in decision-making and implementation; and emphasizes delegation and equality.
 - **The humane style** stresses compassion and generosity; and it is patient, supportive, and concerned with the well-being of others.
 - **The autonomous style** is characterized by an independent, individualistic, and self-centric approach to leadership.
 - **The self-protective** (and group-protective) style emphasizes procedural, status-conscious, and 'face-saving' behaviors; and focuses on the safety and security of the individual and the group

Linking Country Clusters and Leadership Styles

- House then linked country preferences with leadership styles

Performance Oriented <i>Higher</i>	Team Oriented <i>Higher</i>	Participative <i>Higher</i>	Humane <i>Higher</i>	Autonomous <i>Higher</i>	Self or Group-Protective <i>Higher</i>
Anglo Germanic Nordic SE Asian L. European L. American	SE Asian Confucian L. American E. European African L. European Nordic Anglo Middle Eastern Germanic	Germanic Anglo Nordic	SE Asian Anglo African Confucian	Germanic E. European Confucian Nordic SE Asian Anglo African Middle Eastern L. European L. American	Middle Eastern Confucian SE Asian L. American E. European
Confucian African E. European		L. European L. American African	Germanic Middle Eastern L. American E. European		African L. European
Middle Eastern		E. European SE Asian Confucian Middle Eastern	L. European Nordic		Anglo Germanic Nordic
<i>Lower</i> Performance Oriented	<i>Lower</i> Team Oriented	<i>Lower</i> Participative	<i>Lower</i> Humane	<i>Lower</i> Autonomous	<i>Lower</i> Self or Group-Protective

„Universal“ leadership traits

- House also provided an overview of „globally“ viable leadership traits

‘Universal’ Leader Characteristics

Contribute to a Person Being Seen as an Outstanding Leader

Trustworthy	Decisive
Just	Excellence-oriented
Honest	Dependable
Foresight	Intelligent
Plans ahead	Effective bargainer
Encouraging	Win-win problem solver
Positive	Administratively skilled
Dynamic	Communicative
Motive arouser	Informed
Confidence builder	Coordinator
Motivational	Team builder

Inhibit a Person from Being Seen as an Outstanding Leader

Loner	Irritable
Asocial	Egocentric
Indirect/Non-explicit	Ruthless
Non-cooperative	Dictatorial

And culturally contingent approaches

Culturally Contingent Leader Characteristics

Anticipatory	Intuitive
Ambitious	Logical
Autonomous	Micro-manager
Cautious	Orderly
Class conscious	Procedural
Compassionate	Provocateur
Cunning	Risk taker
Domineering	Ruler
Elitist	Self-effacing
Enthusiastic	Self-sacrificial
Evasive	Sensitive
Formal	Sincere
Habitual	Status-conscious
Independent	Subdued
Indirect	Unique
Individualistic	Willful
Intra-group competitor	Worldly
Intra-group conflict avoider	

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CULTURE IN THE CORPORATE CONTEXT

Culture in the corporate context

What is organizational culture?

Culture in the corporate context

- Corporate/organizational* culture has been alluded to in research since the 1950s
- First explicit mentioning in 1970s

„Shared values and expectations“ (Silverzweig and Allen 1976)

„The grown composition of norms, opinions and values that influence employees at all levels and the representation of the company as a whole“ (Frey 1984)

„The personality and character of an organization“ (Berner 2012)

*used synonymously

Perceptions of corporate culture

- Variable
 - Every company has a culture
 - Well defined and explicit phenomenon
 - Can be manipulated for company benefit
 - Cultural change is initiated by top management
 - For change, culture and strategy need to be aligned
 - Change strategy: change of smaller units/items

Perceptions of corporate culture

- Metaphor
 - Counterposition to culture as a variable
 - A company is a culture
 - Collective knowledge, collective perceptions and collective cognition in the center of attention
 - Leadership with minor influence on culture
 - Change strategy: offer new interpretations

Perceptions of corporate culture

- Dynamic construct
 - Mixture of metaphor and variable approach
 - All members of a culture can develop it, but more influence is attributed to leaders
 - Change strategy: symbolic management and conscious grooming of culture

Iceberg Model of Corporate Culture by Hall



(c) Leonie Looser 2021

Hall (1976)

How does corporate culture manifest?

- Humor
- Jargon and language
- Storytelling
- Forms of addressing people
- Legends and myths
- Body language
- Rites and rituals
- Festivities and formal ceremonies

Organizational Culture versus Organizational Climate

Culture	Climate
Collective system of interpretation and orientation	System of individual attitudes
Descriptive and prescriptive function	Only descriptive
Historical Development	Snapshot

- Climate: expectation of and satisfaction of the individual with his/her expectations towards the firm, leader etc.
- Culture: Collective expectation of a company towards an employee or leader

Challenges to corporate culture

Internal



- ☐ Growth /Decline
- ☐ Productivity Issues
- ☐ Talent Retention
- ☐ Internationalization, Acquisition, Fusion, Mergers

External



- ☐ Economic influences
- ☐ Socio-cultural factors
- ☐ Technology
- ☐ Politics

Mergers & Acquisitions



Functions of corporate culture

Primary Functions	Secondary Functions
Order & Structure	Complexity Reduction
Orientation	Organizational Adaption
Stabilization	Internal Coordination
Provide Purpose	Motivation
	Identification

Phases in cultural development

- „Classic“ Phasing Model
 - Founding Phase
 - Development Phase
 - Maturity
 - Crisis
 - Renewal
- Cultural Challenges depend on the cultural phase an organization is in

Examples of positive culture & culture changes

Which companies would you name?



Culture gone rogue

- Any examples not to be repeated?

wirecard



*The smartest guys in the room:
movie & book*

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CULTURAL ASSESSMENTS

Assessing Corporate Culture

- „Classic“ approach: analyze the status quo, define what should be, identify aspects that need to change
- Investigate cultural pillars & be aware of subcultures
- It is usually not sufficient to assess only espoused values, artifacts or symbols

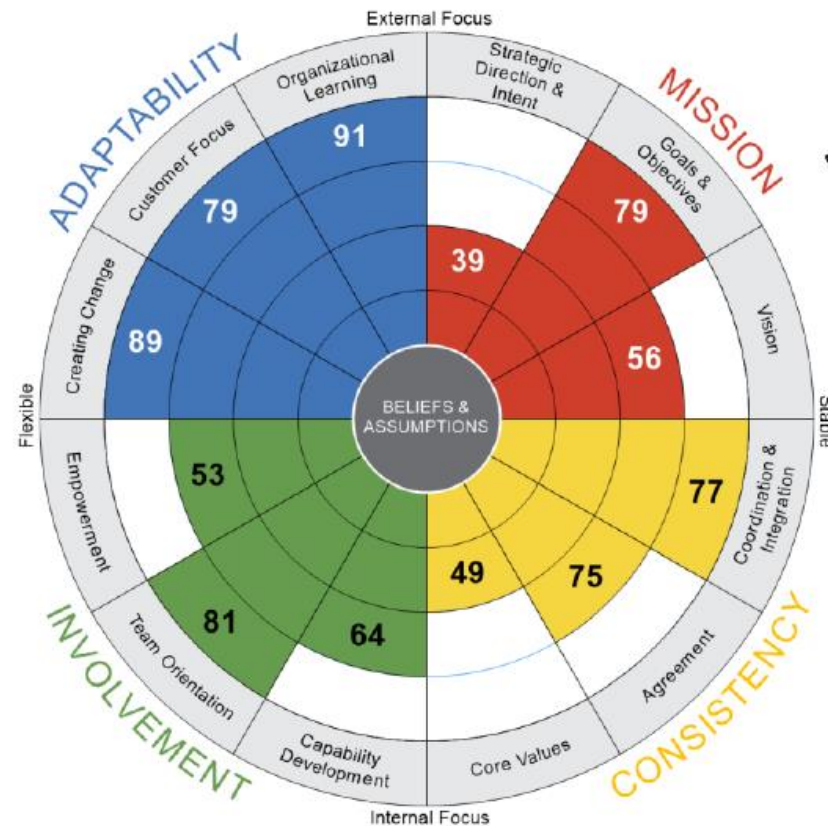
Assessing Corporate Culture: Example Questions

- What characterizes this company?
- Who are your main competitors, and what differentiates our company from those?
- What is typical of your company?
- What are your strengths and weaknesses?
- If a problem occurs, how is it typically dealt with?
- Which groups are different from others?
- What does your typical leader look like?
- What does your typical employee look like?
- How are decisions made?

Assessing Corporate Culture

- Interviews, workshops, questionnaires, observations, secondary data
- Deductive & Inductive approaches
- **Deductive**
 - a priori formulation of hypotheses
 - Questionnaires
 - Assesses mainly explicit components as espoused values, rituals, practices, written norms
- **Inductive**
 - Context-bound understanding of cultural setting
 - No prior formulation of hypotheses
 - Ethnographic approach & observation
 - Lengthworthy

DOCS: Example Report (Denison Organizational Culture Survey)



Case Study 1: Your company's culture

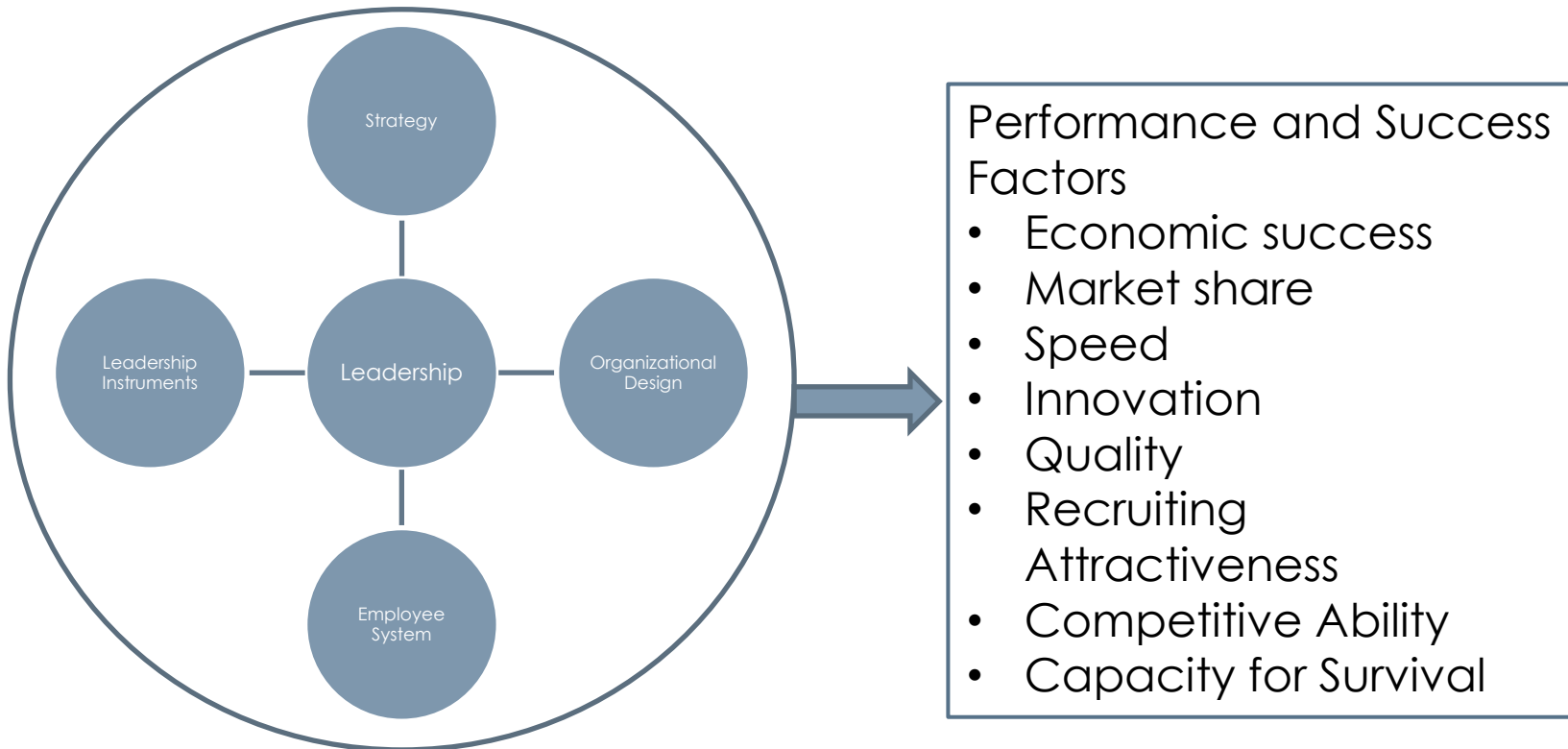
- Can you briefly describe main elements of your company's culture?
- What do you like best, what would you like to change?
- What do you think are your main performance drivers?
- Is culture consciously managed/explicitly addressed?

→ Please get together in 1,5m distanced groups of 2 to discuss and be ready to present a few aspects

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CULTURE AND CORPORATE SUCCESS

Corporate Culture and economic success



Connection between organizational culture and performance

- Various studies have analyzed the relationship
- Research indicates a direct impact of organizational culture and performance
- Performance measured in different dimensions, e.g. market share, financial indicators (ROI, ROE, ROA etc.) as well as „softer“ dimensions: employee satisfaction
- Measured through
 - Denison Organizational Culture Survey (DOCS)
 - Organizational Culture Inventory (OCI)
 - Competing Value Framework

When and why is a conscious treatment of corporate culture especially relevant?

- Fast growth
- Stagnation
- Change in leadership
- changes in the value system
- Alternation of generations
- Strategic Alliances: Joint Ventures
- Mergers
- Internationalization
- Digitization
- (Over-)Regulation

Intercultural Management

CULTURAL CONSTITUENTS OF SUCCESSFUL LEADERSHIP

Recap

- (Cultural) Leadership is contextual (House, 2004)
- Preferred leadership styles vary
- Be mindful of macro- and micro cultural aspects
- Cultural constituents
 - Values, beliefs, attitudes
 - The iceberg model

Research of Trompenaars

- Dutch scholar from Hofstede's school
- Developed a model of cultural dimensions based on cultural perceptions of Hall and Hofstede in 1993
- Model mostly relevant for the business context of multinational companies
- Surveyed 8,841 managers from 43 countries
- Hofstede criticized Trompenaar's work
- Regardless, Trompenaar's dimensions have received significant attention

Trompenaar's Cultural Dimensions

Cultural dimensions	Scale anchors	
<p><i>Universalism-particularism</i>: Relative importance of applying standardized rules and policies across societal members; role of exceptions in rule enforcement.</p> <p><i>Individualism-collectivism</i>: Extent to which people derive their identity from within themselves or their group.</p> <p><i>Specific-diffuse</i>: Extent to which people's various roles are compartmentalized or integrated.</p> <p><i>Neutral-affective</i>: Extent to which people are free to express their emotions in public.</p> <p><i>Achievement-ascription</i>: Manner in which respect and social status are accorded to people.</p> <p><i>Time perspective</i>: Relative focus on the past or the future in daily activities.</p> <p><i>Relationship with environment</i>: Extent to which people believe they control the environment or it controls them.</p>	<p>Universalism: Reliance on formal rules and policies that are applied equally to everyone.</p> <p>Individualism: Focus on individual achievement and independence.</p> <p>Specific: Clear separation of a person's various roles.</p> <p>Neutral: Refrain from showing emotions; hide feelings.</p> <p>Achievement: Respect for earned accomplishments.</p> <p>Past/present oriented: Emphasis on past events and glory.</p> <p>Inner-directed: Focus on controlling the environment.</p>	<p>Particularism: Rules must be tempered by the nature of the situation and the people involved.</p> <p>Collectivism: Focus on group achievement and welfare.</p> <p>Diffuse: Clear integration of a person's various roles.</p> <p>Affective: Emotional expressions acceptable or encouraged.</p> <p>Ascription: Respect for ascribed or inherited status.</p> <p>Future oriented: Emphasis on planning and future possibilities.</p> <p>Outer-directed: Focus on living in harmony with nature.</p>

Trompenaar's Cultural Dimensions

Universalism (vs. Particularism)	What is more important, rules or relationships?
Individualism (vs. Collectivism)	Do we function in group or as individuals?
Neutral (vs. Emotional)	Do we display our emotions?
Specific (vs. Diffuse)	How separate we keep our private and working lives?
Achievement (vs. Ascription)	Do we have to prove ourselves to receive status, or is it given to us?
Sequential (vs. Synchronic)	Do we do things one at a time, or several things at once?
Internal Control (vs. External)	Do we control our environment, or are we controlled by it?

Let's listen to the master himself..

<https://www.youtube.com/watch?v=hmyfjKjcbm0>

Hofstede & Trompenaars

Hofstede		Trompenaars	
Individualism	Collectivism	Individualism	Collectivism
Power distance high	Power distance low	Universalism	Particularism
Masculinity	Femininity	neutral	emotional
Uncertainty avoidance strong	Uncertainty avoidance weak	diffuse	specific
Long term orientation	Short term orientation	Achievement	Ascription
		sequential	synchronic
		internal control	external control

<http://www.ibim.de/ikult/3-4.htm>

Hofstede & Trompenaars

<i>Hofstede (1983)</i>	Germany	Singapore	Thailand	Indonesia
Power distance	35 low	74 high	64 high	78 high
Individualism vs. collectivism	67 high	20 Low	20 low	14 low
Masculinity vs. femininity	66 high	48 low	34 low	46 low
Uncertainty avoidance	65 high	8 Low	64 high	48 low
Long-term orientation	31 low	n.a. high	56 high	25 low

(Source: Hofstede 1983b, numbers are normalised from 0 (lowest) to 100 (highest))

<i>Trompenaars (1993)</i>	Germany	Singapore	Thailand	Indonesia
Universalism vs. particularism	high on universalism	high on particularism	high on particularism	high on particularism
Affective vs. neutral	neutral	highly neutral	neutral	neutral
Specific vs. diffuse	highly specific	middle	highly diffuse	highly diffuse
Achievement vs. ascription	highly achievement-oriented	middle	highly ascription-oriented	highly ascription-oriented

(Source: Trompenaars 1993)

Leadership and „culturally conscious“ management

- Leaders bear a special role in terms of
 - Influencing corporate culture
 - Changing corporate culture
 - Utilizing corporate culture for economic success
- For leaders to positively influence or utilize culture, a culturally-conscious management or leadership approach is necessary

Leaders and culture

- Assessment questions
 - Are present leaders aligned with the organizations desired culture?
 - Do they behave as role models?
 - Do they live priorities and „walk the talk“?
 - Do they set standards and impersonate the organizational culture?
- Top Management has a special influential role in this

Leaders and culture

- „It is better to lose money than trust (Robert Bosch)“
- Leaders act as role models and impersonate culture (for better or for worse)
- Formulation and enactment of strategy in accordance with the company's culture
- Shape and adapt organizational culture
 - Role of employees
 - Role of customers
 - Competitive vision
 - Treating failures
 - Trustworthy and consistent (verbal and nonverbal) communication
 - Business ethics

Which are the characteristics of culturally conscious management?

- Knowledge and awareness of organizational culture and its effects
- Cultural sensitivity
- Appraisal of past developments while simultaneously open for new developments
- During crisis and challenges: willingness to accept cultural beliefs
- Conscious and adequate treatment of cultural dynamics
- Careful handling of cultural network
- Conscious management of socialization processes

And of the culturally conscious leader?

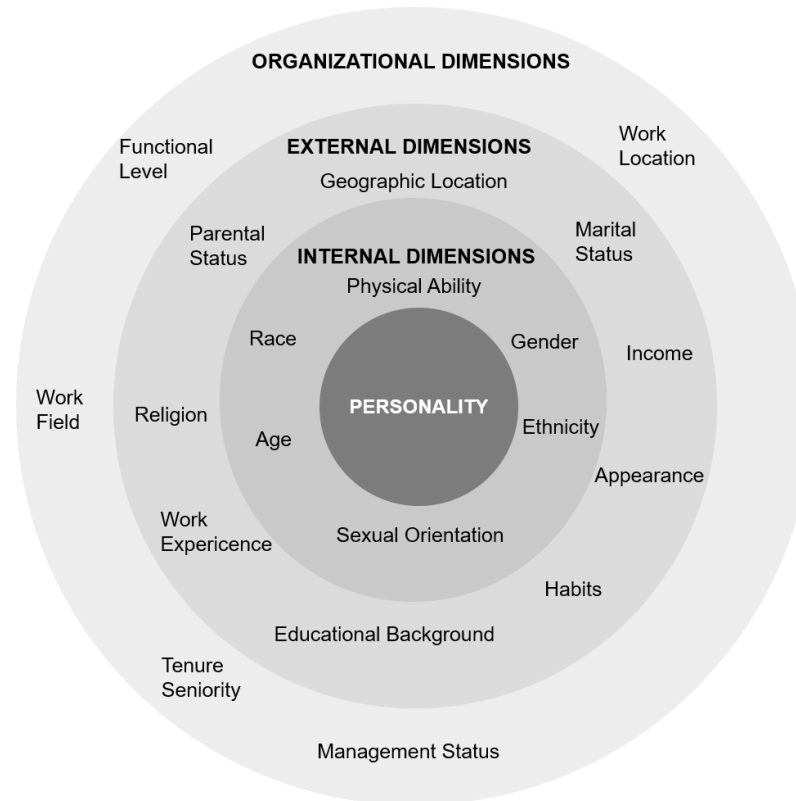
- Radiates engagement for the company and its culture
- Sets clear expectations and priorities
- Repeats and reinforces what is important
- Thinks positively and in chances
- Explains circumstances and situations and provides context
- Lives (new) culture by example
- Takes time for employees
- Pays attention to small details
- Works on him/herself

...sounds familiar?

Intercultural Mangement

CULTURAL DIVERSITY MANAGEMENT

Dimensions of diversity



Cultural Diversity as a sub-category of diversity

CULTURAL PERSPECTIVE ON DIVERSITY	
Identity Diversity	Cognitive Diversity
Diverse fundamental preferences	Diverse perspectives
Diverse instrumental preferences	Diverse interpretations
	Diverse heuristics
	Diverse predictive models

- Successful management of diversity is highly dependent on the attitude towards diversity: values, beliefs, attitudes
- Research by Thomas and Ely (1996)
 - Discrimination and fairness paradigm
 - Access and legitimacy paradigm
 - Learning and effectiveness paradigm

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DISCUSSION & QUESTIONS

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