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# Cultural differences in the BRIJCS

Presented by

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<http://cioeureka.com/insights-and-publications/>

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# José Ignacio Sordo Galarza

+25 years of worldwide CPG experience

(Commercial, Supply Mgmt, Marketing, IT & Shared Services)

worked in 3 companies as FTE

5 years in Mexico

12 years in Latin America (Caracas, Venezuela)

8 years in the USA (Cincinnati, Chicago)

author of a business book

have worked up to 37 countries



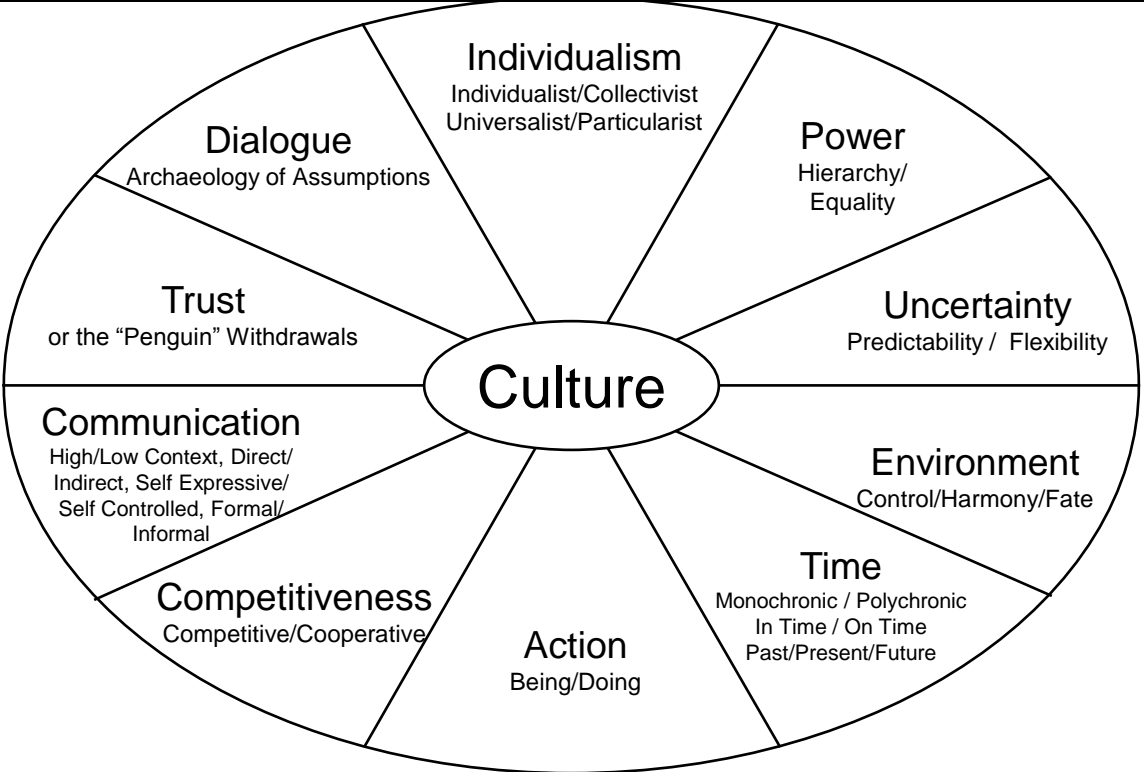
# What is Culture?

Culture is an integrated system of learned behavior patterns that are characteristic of the members of any given society.

Culture is the total way of life of particular groups of people - everything that the group thinks, says, does, and makes.



# Dimensions of Culture





# JISordo's cultural survival kit – the eight steps

- 1) Archaeology of Assumptions
- 2) Watchouts & pitfalls: Ethnocentrism
- 3) Dialogue essentials
- 4) Multicultural Thinking – the magic phrases
- 5) Leading Cultural Change
- 6) Platinum Rule
- 7) Trust or the “Penguin” Withdrawals
- 8) The Lao-Tzu edictum (sixth-century B.C.)



# 1) Archaeology of Assumptions

To focus on one of the most important and difficult elements of dialogue - bringing hidden assumptions to the surface non-judgmentally. In particular, to explore how tacit frameworks shape perceptions and judgments; and then to use the "iceberg model" to practice drawing out underlying assumptions, finding common ground at that deeper level and using that insight to build trust and new ways forward.



# 1) Archaeology of Assumptions

## Thought, Speech, Action

Visible and explicit

The only part that surfaces in normal conversation

Based on assumptions that are often tacit



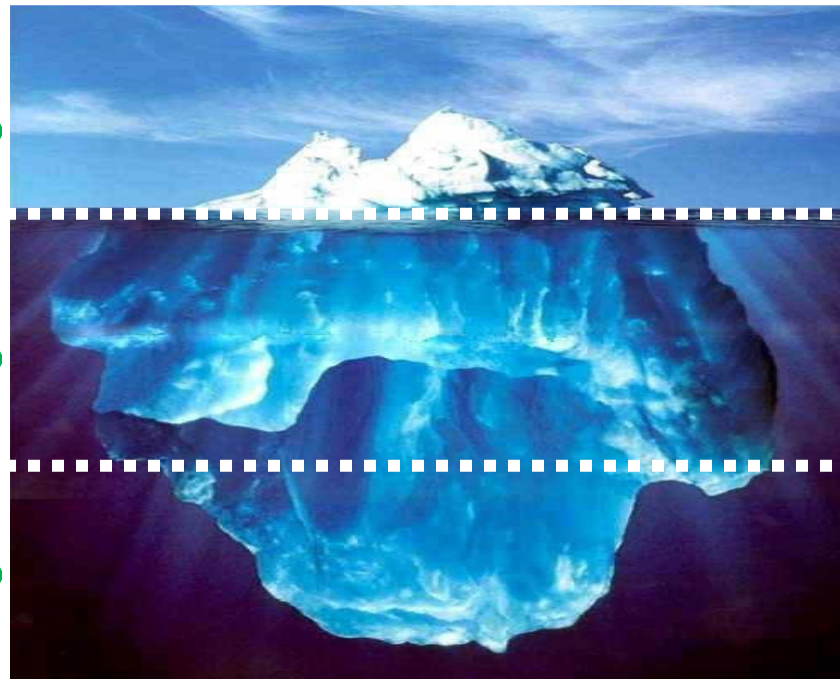
## Assumptions

- Often tacit
- Multi-layered
- Based in turn on deeper underlying frameworks



## Underlying Frameworks

- Almost always tacit
- Culture, values, belief systems, worldviews





## 2) Watchouts & pitfalls: Ethnocentrism

Evaluation of other cultures using our own culture and beliefs as the basis for right and wrong. I have filed what I believe to be true. Therefore things that are different by definition can be seen as wrong. The right way becomes the only way, my way.





## 3) Dialogue Essentials

### Dialogue is:

- NOT a way to talk an issue to death
- NOT consensus-building
- NOT the best way to communicate about everything
- NOT a systematic way  
of making decisions or group decision-making



## 3) Dialogue Essentials

### Debate/Advocacy

- Assuming there is one right answer
- Combative
- About winning
- Listening for flaws
- Defending assumptions
- Seeking your outcome

### Dialogue

- Assuming others have pieces of the answer
- Collaborative
- About finding common ground
- Listening to understand
- Exploring assumptions
- Discovering new possibilities



## 4) Multicultural Thinking - the magic phrases

**That's interesting...**

- (1) Tell me more...**
- (2) Why would you say that?**
- (3) Why would you do that?**
- (4) Why would you ask that?**



# 5) Leading Cultural Change

VISION	+	SKILLS	+	INCENTIVE	+	RESOURCES	+	PLAN	=	
VISION	+	SKILLS	+	INCENTIVE	+	RESOURCES			=	
VISION	+	SKILLS	+	INCENTIVE			+	PLAN	=	
VISION	+	SKILLS			+	RESOURCES	+	PLAN	=	
VISION			+	INCENTIVE	+	RESOURCES	+	PLAN	=	
		SKILLS	+	INCENTIVE	+	RESOURCES	+	PLAN	=	
VISION								PLAN	=	
VISION									=	



## 6) The Platinum Rule

### The Golden Rule:

Treat others as you would want to be treated.

### The Platinum Rule:

Treat others as they want to be treated.



## 8) The Lao-Tzu edictum (sixth-century B.C.)

The bad **“CEO”**(\*) is he whom the people despise.

The good **“CEO”**(\*) is he whom the people praise.

The great **“Uncomfortable CEO”**(\*) is he whom the people say,

**“We did it ourselves.”**

*(\*)Adjusted by JISordo for The Uncomfortable CEO book*

The

# Uncomfortable CEO

Written by

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Amazon Top 50 in week 3 for all “CEO” relevant books (position #27)



# Thanks



**José Ignacio Sordo Galarza**  
Managing Director

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Specializes in IT strategy and management, COBIT, transforming the business model, IT innovation and running IT like a business.

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