

ENGAGING EMPLOYEES IN A GLOBAL ENVIRONMENT



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MyValueTree.com

OBJECTIVES AND OUTCOMES

To create environments that attract and retain the best aerospace talent:

- in a way that people feel engaged and willing to give discretionary effort
- so that the institution functions as a “learned-out” organization.

1. What we want to create
2. How we want to create it
3. Adapting to cultural variation
4. Personality counts



J58

May 19, 2011 By Bradley Perrett perrett@aviationweek.com

The Australian Transport Safety Bureau (ATSB) confirmed Wednesday that a poorly made oil feed pipe initiated the uncontained failure of a Rolls-Royce Trent 900 engine on Qantas Airbus A380 on Nov. 4. No one was injured in the incident, which occurred shortly after takeoff from Singapore, but the aircraft suffered systems and fuselage damage as a result of the uncontained failure. The aircraft (VH-0QA) remains in Singapore awaiting repair.

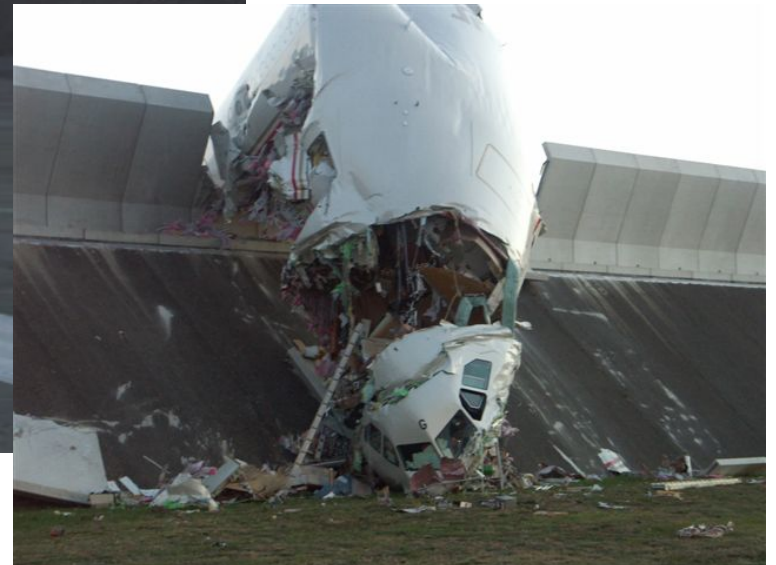
The Trent 900 failed about three minutes after departure from Changi, raining parts on the Indonesian island Batam. No one was hurt.

“The investigation has found that the intermediate pressure (IP) turbine disc failed as a result of an overspeed condition, liberating sections of the IP turbine disc that then penetrated the engine case and wing structure,” says the ATSB report. “The disc failure was initiated by a manufacturing defect in an oil feed pipe that resulted in a wall thickness reduction in an area that is machined to receive a coarse filter.”

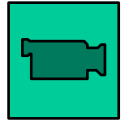
That section of the oil feed pipe sustained a fatigue crack during engine operations that led to an internal engine oil fire that weakened the IP turbine disc. In turn, a circumferential fracture was induced around the disc, allowing it to separate from the IP turbine shaft. The unrestrained disc accelerated to critical burst speed. This led to the No 2 engine failure and subsequent significant penetration damage to the airframe structure and systems.”

While the feed pipe still is understood to have initiated the engine failure, the bureau has refined its understanding how the pipe broke. The fatigue cracking is now believed to have occurred in a different part of its circumference, but the key issue remains **misaligned counter boring** that resulted in part of its wall being less than the stipulated minimum of 0.5 mm.





“Un-chocked wheels”



TurkishAir #1951

“Oops!”



SI XIANG JIA (Thoughter/thinker)

ZHUREN (Supervisor)

LAO' BAN (BIG BOSS)

JIAO LIAN (COACH)

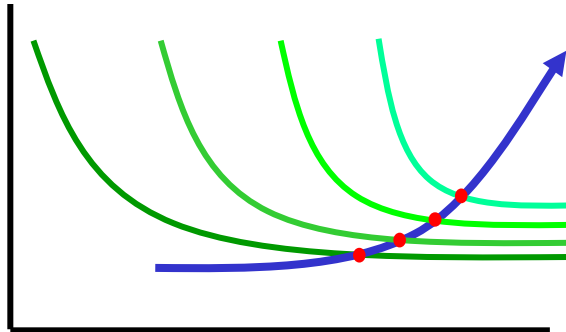
PONG YO (FRIEND)

✓ LING DAO (LEADER)

Levels of Thought

BELIEF	信念
PHILOSOPHY	理念
PRINCIPLES	原则
CONCEPT	概念
STRATEGY	战略
DESIGN	设计
ACTION	行动
AUDIT	审核
EVALUATE	评估

Wu Qidi, China's previous vice minister of education: Nurturing more “creative thinking and entrepreneurship are the exact issues we are putting attention to today.” China has lagged behind many Western nations in these areas, but it is taking planned steps to deliver learning to change the situation. “Before you create anything new you need to understand what is already there. Once you have this foundation, being creative can be trainable. China is building that foundation.”



The Dignity and Respect Check-up Sheet

- | | |
|--|--|
| 1. The position I hold is valued and appreciated | 31. I feel safe enough to admit I am wrong |
| 2. I am included in decisions | 32. When I get positive feedback |
| 3. I am allowed to be <u>playful</u> about future events and not just reactive | 33. When I am brought into confidence and "inside the circle" |
| 4. Someone asks for my opinion | 34. I am able to make my point without interruption |
| 5. I am given constructive and thoughtful feedback | 35. I am included in making the decision |
| 6. Others listen to me | 36. When I am given choice vs. being "told" |
| 7. People thank me | 37. When I am given eye contact |
| 8. My integrity is affirmed | 38. Not insulting my intelligence; not painting a positive picture when it is negative |
| 9. My input is sought and valued | 39. When you take the time to argue with me |
| 10. Others back me up | 40. When work responsibilities are fulfilled in my absence |
| 11. There is concrete evidence that my input was followed | 41. When it is assumed that I am competent, professional and committed |
| 12. I am trusted | 42. When superiors ask for my opinion |
| 13. My work is appreciated | 43. When I am not publicly taken-to-task |
| 14. I am rewarded | 44. I can effect change |
| 15. I call a meeting and people show-up | 45. I am given the freedom to manage my work |
| 16. I am invited to be a part of a special team | 46. I am given the reason for decisions |
| 17. People pay attention to me when I speak | 47. When status differentials are not accentuated |
| 18. I am given more responsibility | 48. When my feelings are validated |
| 19. I hear an affirming tone of voice | 49. When personal factoids are remembered |
| 20. I receive public recognition in front of customers and peers | 50. When people don't go around me |
| 21. I am given the whole story | 51. When I am not the dumping ground for other's frustrations |
| 22. I am trusted to deliver on my commitments | 52. I am not undermined |
| 23. When others respond to my requests | 53. Recognize I exist |
| 24. I am asked for advice and help | 54. Help me when I get stuck |
| 25. People feel confident in me | 55. I am known by my name |
| 26. When I am not fed B.S. everyday | |
| 27. When I feel I have something to offer | |
| 28. I am treated with a minimum of politeness | |
| 29. When "who I am" is more important than "what I am" | |
| 30. People feel confident in me | |

Workforce Health Audit

Attribute	Description	Rating (0 low - 5 high)
Communication	Notice boards, notification of visitors, agendas posted, metrics posted, photos, names visible, meeting areas, informed people, open and honest conversations	
Time keeping	Punctuality, disciplined start and stop times, disciplined equipment start-up and shut-down times, adequate and proper time keeping systems, audit trail of plant entries and exits	
Time management	On-time corrective action reports, on-time projects, low salary OT, punctuality	
Direction	Schedules visible, planning charts, budgets known, visible production meetings, priorities understood, commitments met	
Goals	Goals visible, logically set, understood by people	
Quality/Reject issues	Low scrap, rework, low warranty, no escapes, no cribs	
Absenteeism	Less than 2%, sick days unused	
Accidents/safety	Safety audits in use with continually improving scores, safety metrics posted and improving	
Hours/keeping	5-S in use with continually improving scores, pleasant work environment, tidy exterior	
Workforce attrition	Voluntary attrition rate around 3% annually, learned-out organization with fresh insights coming in, no involuntary layoffs	
Costs	Meeting goals, improving trends, people getting raises, improving ROIC, displayed, "open-book management" approach with employees	
Personal grievances	Common themes understood, tracked for significance, surveys taken, upward assessments	
Training & education	> 40hrs/person delivered, educational assistance program with 20% participation rate, skills matrix posted, low OT in critical skills areas, processes not individual dependant	
Rumoring	Personal drama, low coverage @ Plant closing, wide-spread coverage @	
Job satisfaction	Spirit and will, smiles, body language, people saying "hi," music, people engaged, willingness to do more than job scope, willing to give discretionary effort, ability to surge	
Suggestions	Ideas are shared, openness in discussing problems for improvement, team problem solving, "tool-box" meetings, people taking action items with ability to implement	
Vehicles in parking lot	No oil pools on pavement, newer vehicles, clean vehicles, seasonal sporting equipment (people feeling that job is stable and pride)	
Management turnover	Business unit manager and above in place for 60 months minimum, workforce has sense of stability in management and direction, loyalty to company, excited about product	
Support staff attrition	Seasoned engineers, supervisors, production control people who can provide solutions	
Business name	Stability in name, recognized by community, logo exists, positive association	
People	Pride in appearance, good attire, positive personal hygiene habits, working, involved in extra-curricular activities, pictures displayed, work/life balanced, upbeat attitude, approachable, attentive to the work, self-initiated, have needed tools and resources	
Personal opportunities	Growth opportunities exist and are available, known progression system, freedom to grow	
Equipment availability	TPM program in use, equipment running, clean, capacity matches work <u>requirements</u> , tools & equipment not stolen	
Plant layout	Logical, understandable, "no-hunt" signage, line-of-sight, few barriers, "management by eye"	
Management style	Yelling not tolerated, explanations readily given, willing to listen, "Leader's Window" in use, cares about the workforce by being attentive to issues, attempts are made to accommodate employee needs, unilateral actions are infrequent, fairness in policy use	
Performance mgmt.	System in place and used, expectations known, <u>perf.</u> Standards known, people dismissed for poor performance	
Policy administration	Time & attendance, OT distribution, vacations, make-up time, flex-time, promotion are consistently administered	
Work instructions	Available, clear, complete, success oriented, visual, current	

Sum of ratings _____ + 28 = _____ (5 is the goal)

Engaged employees are
the
product of healthy work
environments

Q12 : Gallup's 12 questions

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment you need to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities at work to learn and grow?

17-19% 19%

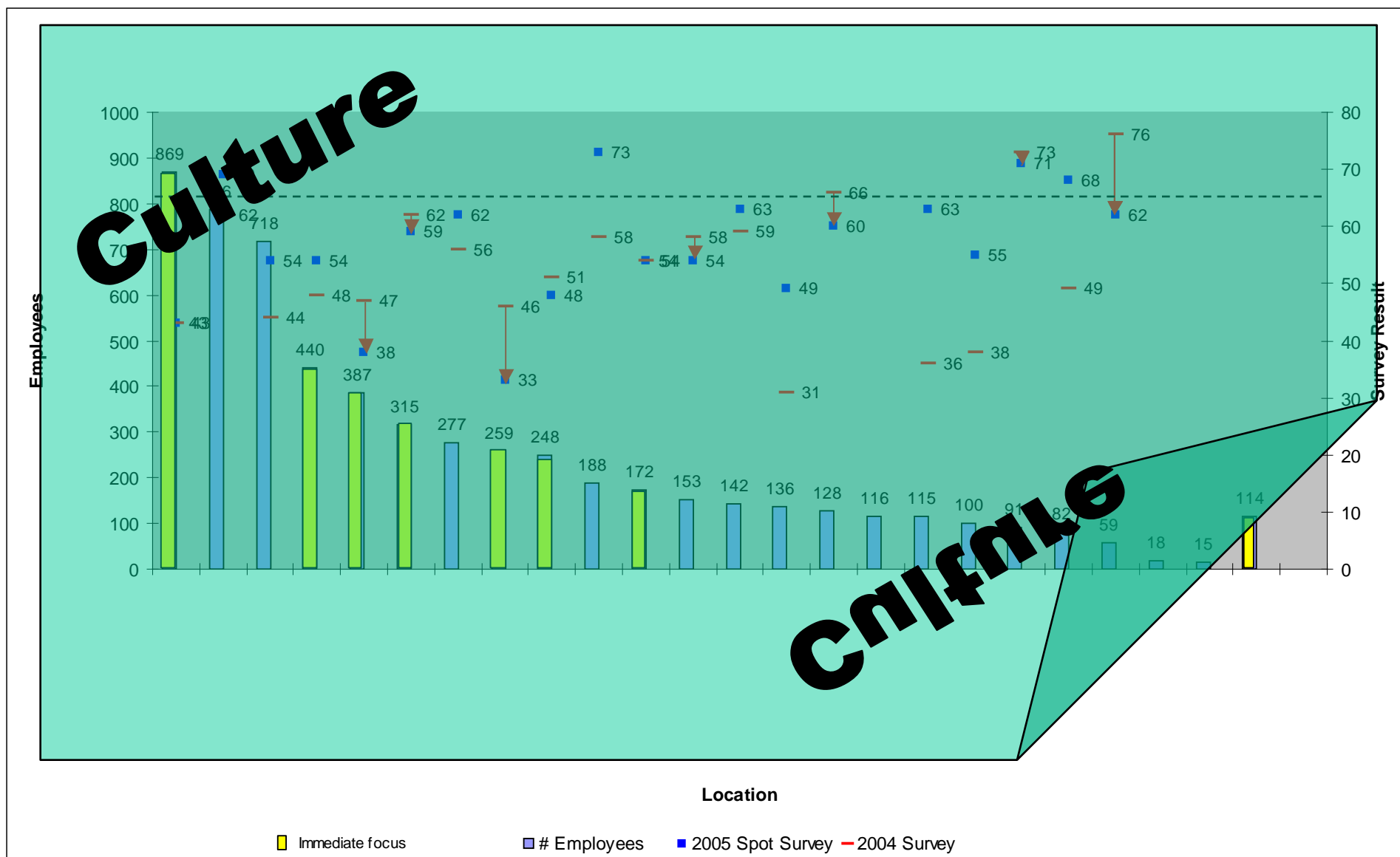
ACTIVELY DIS ENGAGED

BEHAVIORS: 消极怠工

行为

- 出力不出力
- 抱怨
- 经常无故请假
- 上班干私活
- 玩游戏、看报纸
- 迟到早退
- 只完成最低要求的工作
- 推卸责任
- 故意拖延
- 找借口
- 不保证质量, 随意更改加工参数
- 不听从工段安排

上班闲聊
做事拖拉
工作效率低
承诺的事情完成不了



EXAMINING SURVEY RESULTS

Check Your Understanding

1. What Busting and Building behaviors do you see in your organization?



BUSTING BEHAVIORS

1. _____
2. _____
3. _____



BUILDING BEHAVIORS

1. _____
2. _____
3. _____

LAO BAN 1 (不好)

- 1、武断专横、没有耐心、主观臆断;
- 2、不倾听下属;
- 3、不具有任务导向;
- 4、只是批评, 无助于问题的解决;
- 5、总是批评下属、而不是激励

BOSS 1

NOT COMPETENT
不胜任

BOSS 2

COMPETENT
胜任

LAO BAN 2 (很好)

- 1、善于倾听、了解事实;
- 2、关注问题;
- 3、给予指导;
- 4、双向沟通, 共同寻求解决办法
- 5、激励、肯定成绩;

SPIRIT 精神.精力 同表点.

WILL 意愿.



LACK OF EMPOWERMENT



LACK OF LEADERSHIP



LACK OF REWARDS



LACK OF COMMUNICATION

WHAT BREAKS THE SPIRIT AND WILL OF SUPERVISOR

What Breaks the Spirit and Will of a Supervisor

Lack of Delegation/Empowerment

- Not enough resources to address the requirements
- Buck does not stop with the supervisor
- Indecision
- Being accountable but not in control
- Choosing which category of chewing/reaming to absorb (production vs. OT)
- Micromanagement
- Managers interfering
- Over-criticizing
- Reversing decisions
- Not being trusted
- Undermining

Lack of Reward

- No appreciation of “work” performed, can’t recognize value of our work
- Focus on failures, not achievements
- Successes go unrecognized
- Mistakes more visible than successes

Lack of Leadership

- No support from upper management
- No follow-through on promises
- Getting beat up
- Being accused
- No backup on decisions
- Being dumped on
- Being made the scapegoat
- No one caring

Lack of Communication

- Having unilateral, unreasonable goals set without input
- Not asked to provide input. Kicking bull.
- Ignorance on suggestions, comments, ideas brought forward
- Not being listened to
- Managers not being open, honest, and upfront
- Differing standards
- Managers driving process changes when they are not the ones doing the work

Also Consider:

I am willful around . . .

- | | | |
|---|---|---|
| • Doing what it takes to stay employed in this company | Y | N |
| • Considering an opportunity outside this company | Y | N |
| • Creating an opportunity outside this company | Y | N |
| • Making it to my pension date | Y | N |
| • Meeting my financial targets through this company | Y | N |
| • Pushing organizational bounds to enable business improvements | Y | N |

From Company's Perspective

LACK OF EMPOWERMENT
LACK OF REWARDS
LACK OF LEADERSHIP
LACK OF COMMUNICATION

SPIRIT



Intensity & frequency

WILL



SPIRIT AND WILL O' METER

12 Attributes of an Effective Supervisor

1. Treats everyone fairly and consistently.
2. Is the link between management and employees.
3. Sets realistic goals and keeps morale high.
4. Understands the troubled employee without losing objectivity.
5. States work expectations and policies clearly and directly.
6. Routinely observes and documents good and poor performance.
7. Knows how to keep work flowing smoothly.
8. Gives feedback on performance according to established standards.
9. Doesn't delay in talking to an employee about poor performance.
10. Avoids diagnosing a personal or medical problem.
11. Offers direction in improving poor performance.
12. Knows when to turn to other sources of support.

Barriers to Being a Good Supervisor

1. Inflexible in dealing with the unexpected.
2. Lacking a clear message to deliver to the people.
3. Playing favorites and treating people unequally.
4. Discomfort with confrontation.
5. Weak “people” skills.
6. Perfectionism.
7. Insufficient training or orientation.
8. Insecurity about one's level of authority.
9. Need to “save face.”

EMPOWERS

- **SETS REALISTIC GOALS**
- **OFFERS DIRECTION ON IMPROVEMENT**

LEADS

- **KEEPS WORK FLOWING**
- **UNDERSTANDS WITH OBJECTIVITY**
- **DOCUMENTS PERFORMANCE**
- **AVOIDS DIAGNOSING**
- **KNOWS WHEN TO GET SUPPORT**

REWARDS

- **GIVES FAIR AND CONSISTENT TREATMENT**

COMMUNICATES

- **LINKS MANAGEMENT AND EMPLOYEES**
- **GIVES CLEAR AND DIRECT EXPECTATIONS**
- **GIVES PERFORMANCE FEEDBACK**
- **OFFERS TIMELY FEEDBACK**

AN EFFECTIVE SUPERVISOR

TEACH
教 育 教 育

COACH
教 练

PERFORMANCE
MANAGEMENT
绩效 管理



Causes of Unhealthy Workforces

- Unfairness and favoritism
- Inconsistent policy administration
- Poor communication
- Poor supervision
- Uncaring management



POSSIBLE RESULTS OF AN UNHEALTHY WORKFORCE

Consistency Is Key

Below is a reference tool for creating consistency across all members of management.

Policy

Procedures

Precedent

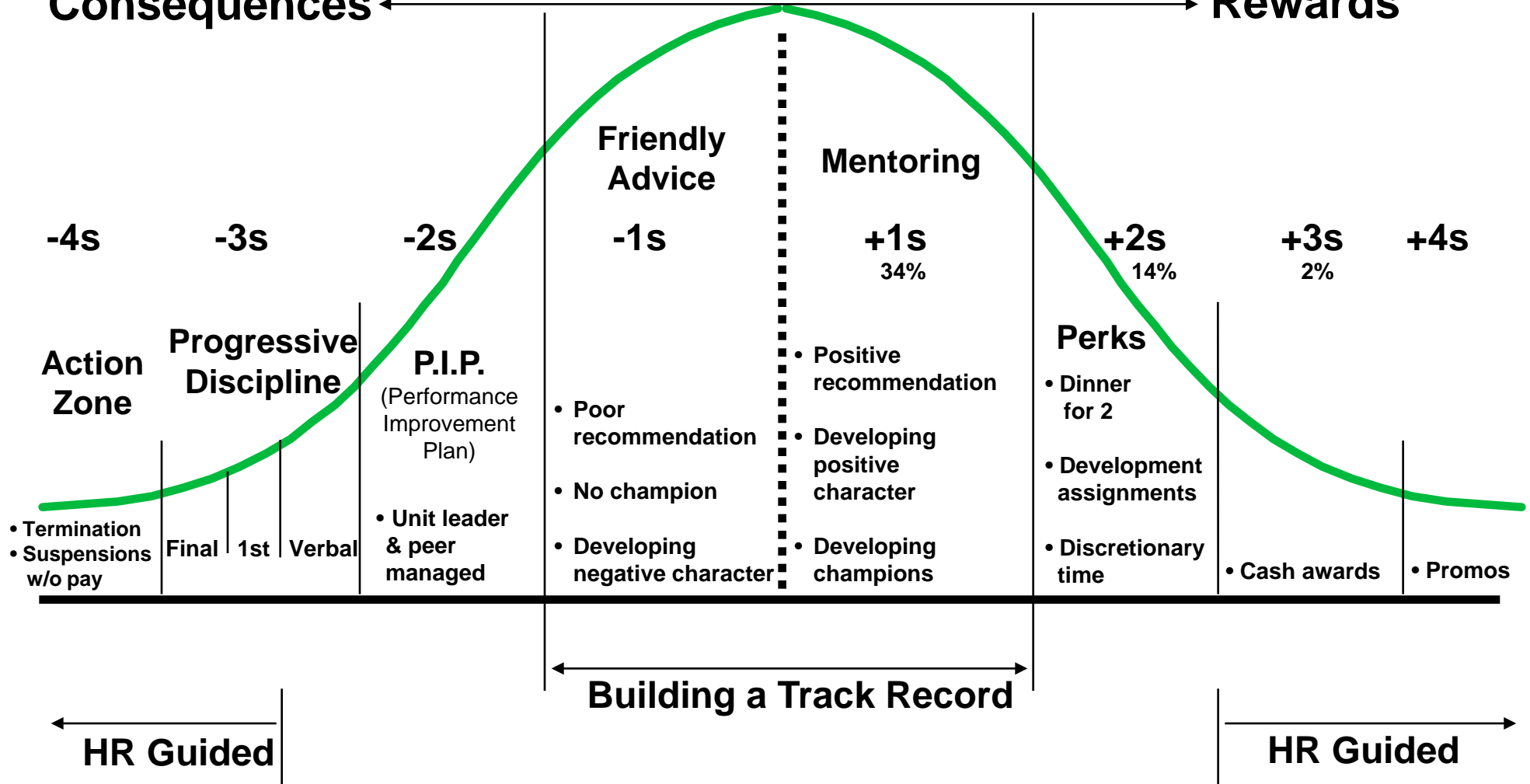
XIAN LI

Where would you put
“failed drug test”?

BEHAVIOR ZONES

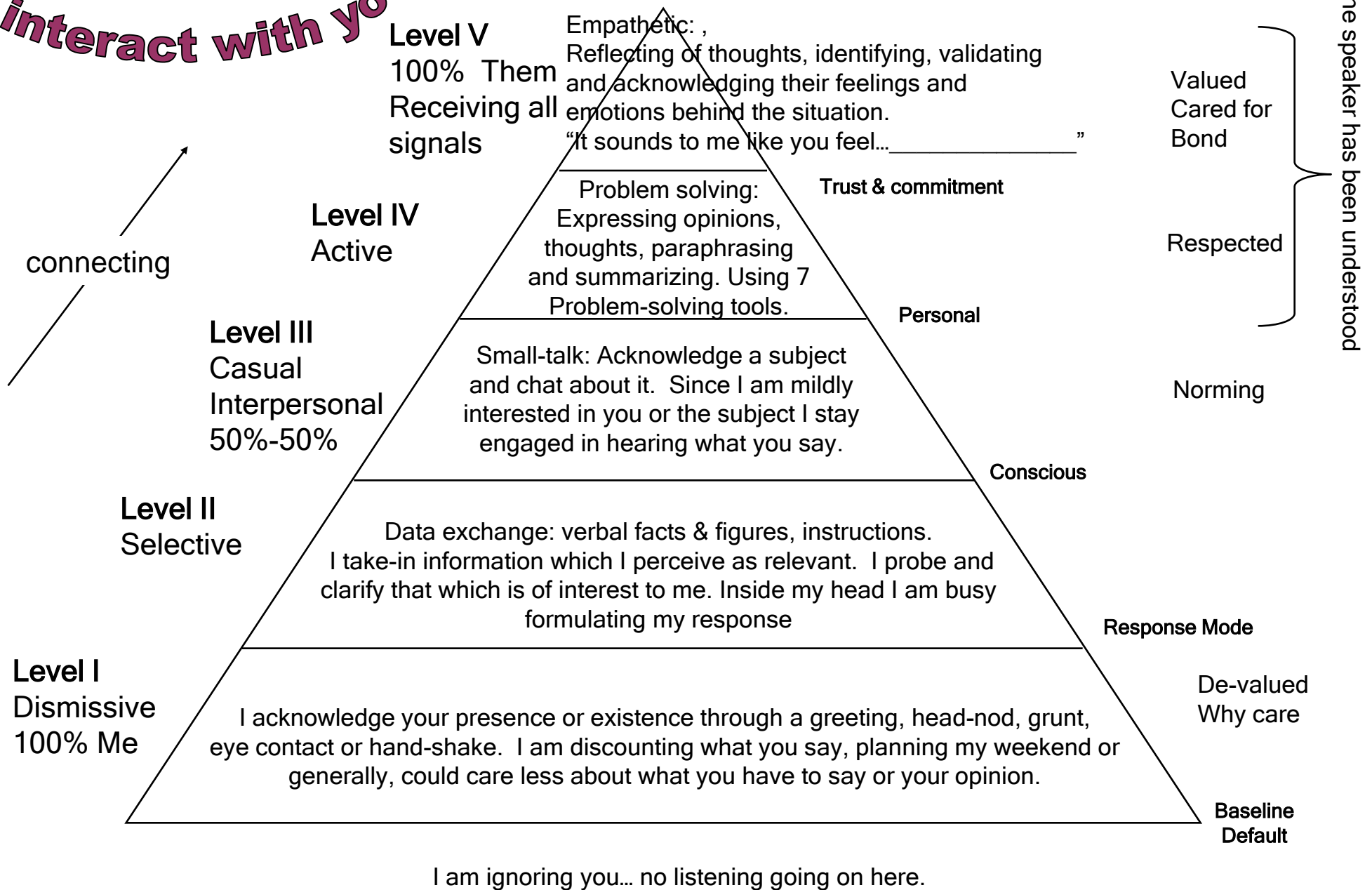
Consequences ←

→ Rewards



Listening:

How I choose to interact with you



互动

“感同身受”
(感激)

100%的接收所有信息
• 100%

连接

积极主动的交流

非正式的个人交流
• 50-50%

~~选择性接收~~

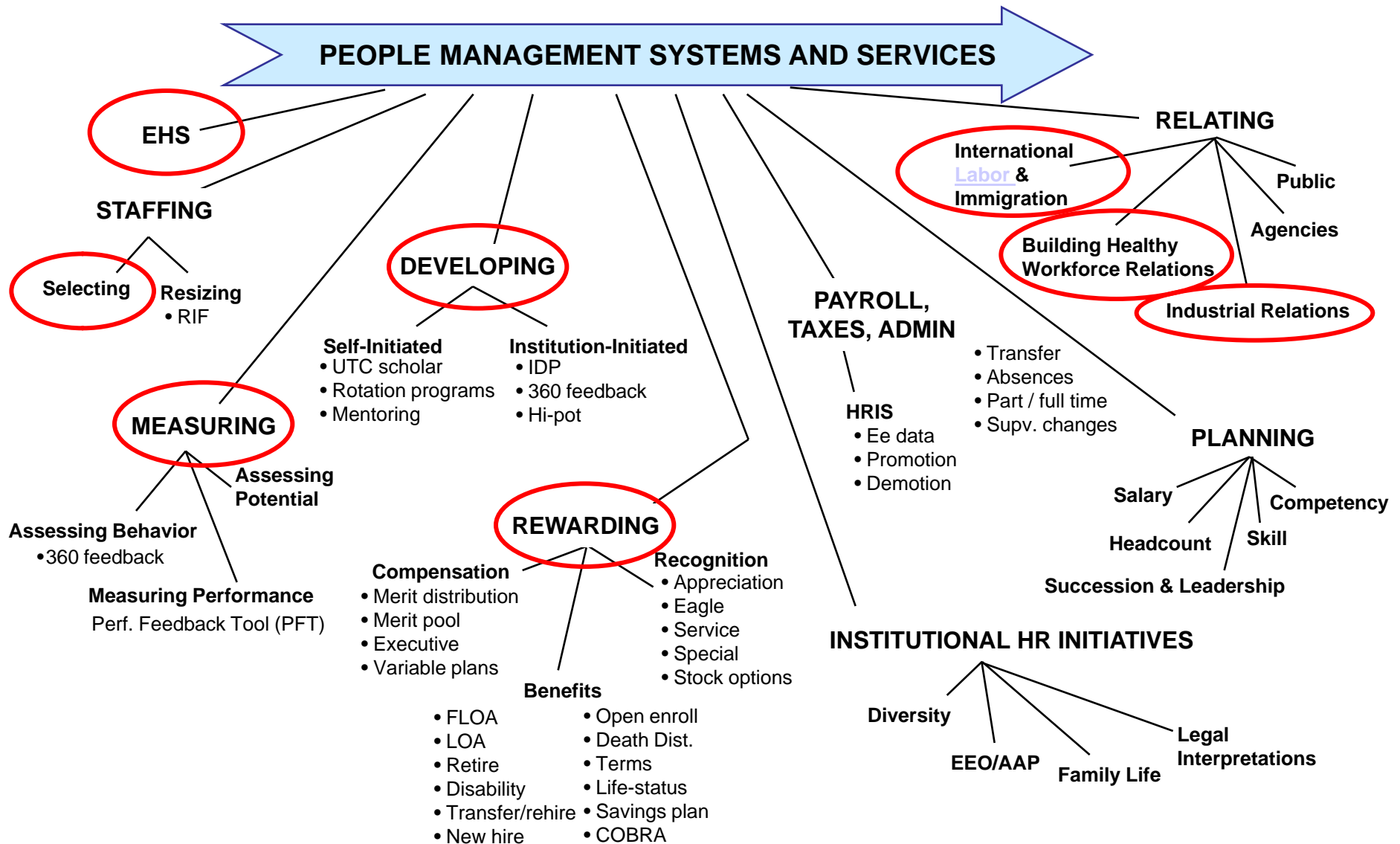
100%不予理会
• 傲慢
• 100%关注自我的



说话者被完全理解

忽视你的意见根本就没听

hr, INC. PORTFOLIO SERVICES



HR Responsibilities

The work of hr is key for setting the stage for healthy workforces.

Key Flow: Building Healthy Workforce Relations

Core Purpose:

To create productive work environments
in a way that builds everyone's spirit and will
so that work is accomplished in the most energy-efficient manner.

Core Process:

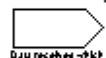

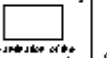
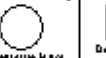




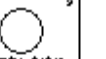
Bringing the current state of workforce relations inline with healthy workforce beliefs (*).

Products:

1. Openness of dialogue
2. Trusting relationships
3. Quality of work environment
4. Purposefulness toward accomplishing work

Key Beliefs:

1. People can create healthy environments.
2. The very way in which we create "healthy environments" must model the attributes of a "healthy environment." (Not... "The fogging will continue until morale improves.")
3. Management sets the tone for healthy working relationships.

 <p>Describe what could be easily predicted of unhealthy relations</p> <ul style="list-style-type: none"> - Overwhelm - Distance up - Distance down 	 <p>Describe what is more to "discovering" about it</p>	 <p>Describe the current state of relations</p> <ul style="list-style-type: none"> - separate - inclusion... - exclude - talking to people - focus groups - cause change - open space - share 	 <p>Describe the not breaking of a healthy workplace</p>	 <p>Describe the "new state" vision of what good relations would look like (may sound like a visionary statement)</p>
 <p>Describe the state that is important to proceed</p>	 <p>Planning occurs for building a more healthy environment (using all guidance in step 2)</p>	 <p>Implement plans developed in step 2</p>	 <p>Describe whether the end state vision is happening</p>	

* Key Beliefs in a Healthy Workplace

1. Inclusive relations yield better performance than exclusive relations.
2. Employees have a "voice" which will eventually find a willing ear.
3. Unfettered freedom breeds devotion within the workplace.
4. Inconsistent policy administration creates dog-eat-dog advantage.

Ref. Attachment

HR/HealthyWork.doc

UPWARD ASSESSMENT

MY SUPERVISOR

My Supervisor: _____ (Name) _____ (Dept. #)

Exceptional
Fully Competent
Development Needed
Unsatisfactory

(Please check ONE response)

1. Is a good listener and **COMMUNICATES** work assignments, group objectives, program plans, company strategies and relevant information to me in a clear, concise and timely manner.

Comments: _____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

2. **EMPOWERS** me via delegating responsibilities, recognizing innovation and prudent risk-taking, "Coaching" team and rewarding accomplishments.

Comments: _____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

3. **DEVELOPS** me by recognizing my abilities, providing challenging assignments, offering a variety of tasks, encouraging cross-training and providing me with visibility to customer/management.

Comments: _____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

4. **MANAGES TIME** effectively, is available when I need him/her, plans for short-term and long-term activity and manages resources.

Comments: _____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

5. Demonstrates **EMPLOYMENT COMMITMENT** through a candid performance appraisal of me, career development, frequent feedback, acknowledging a job well done and recognizing merit.

Comments: _____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

6. Exhibits strong **LEADERSHIP** abilities through using sound judgment, innovative problem solving, accepting responsibility and striving for high performance; understands the tools/methods required to perform my job and demonstrates technical problem solving.

Comments: _____

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

OVERALL RATING:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------

Based on the above 6 questions, my supervisor is best suited to be:

- ☐ Supervisor/Team Leader
☐ Individual Contributor (non-supervisor)

Repeat this process every ☐ 6 months ☐ 12 months

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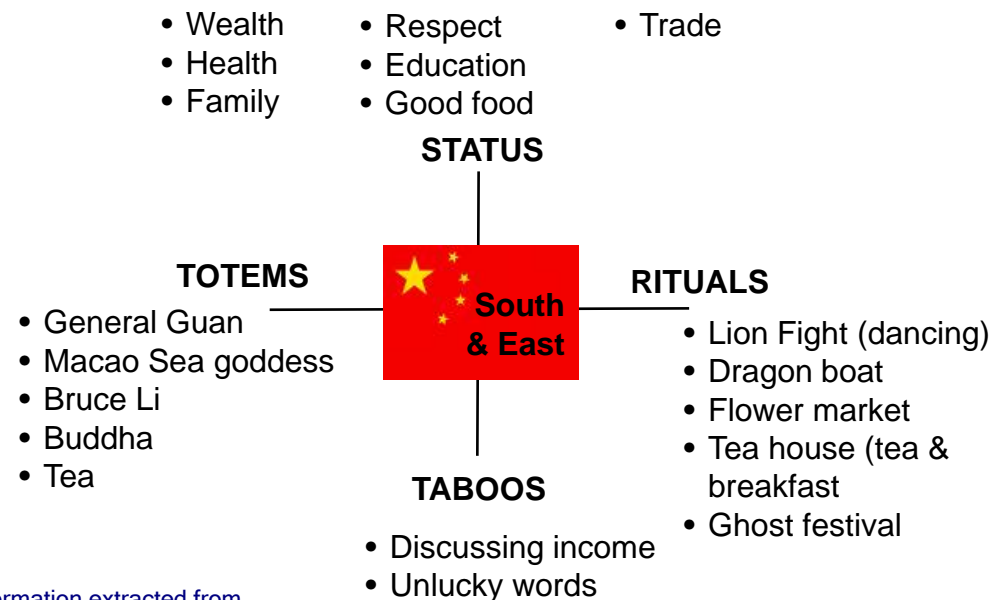
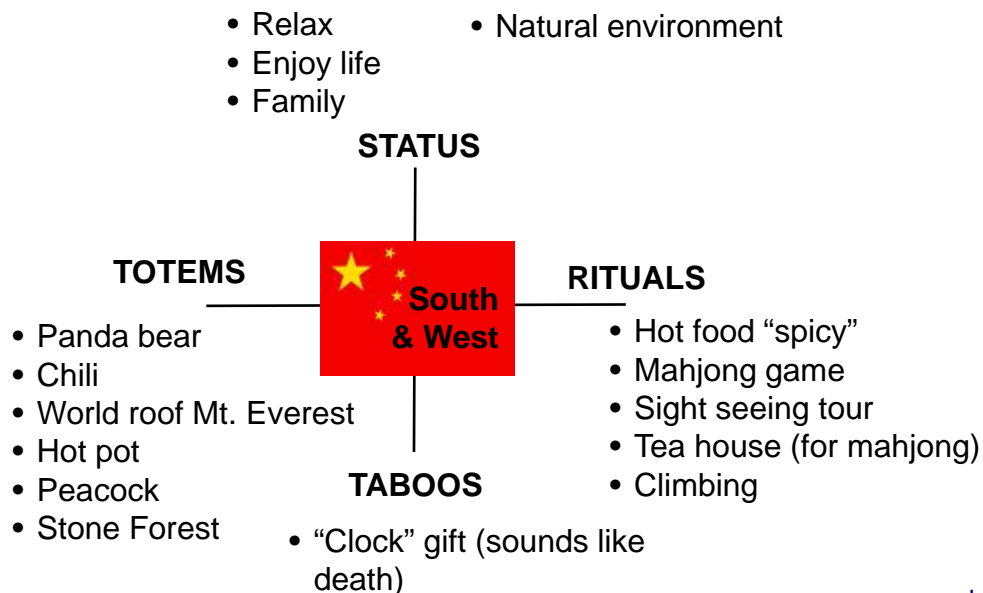
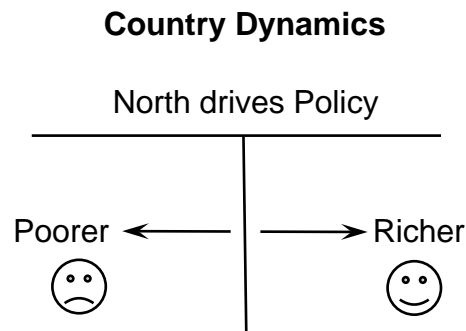
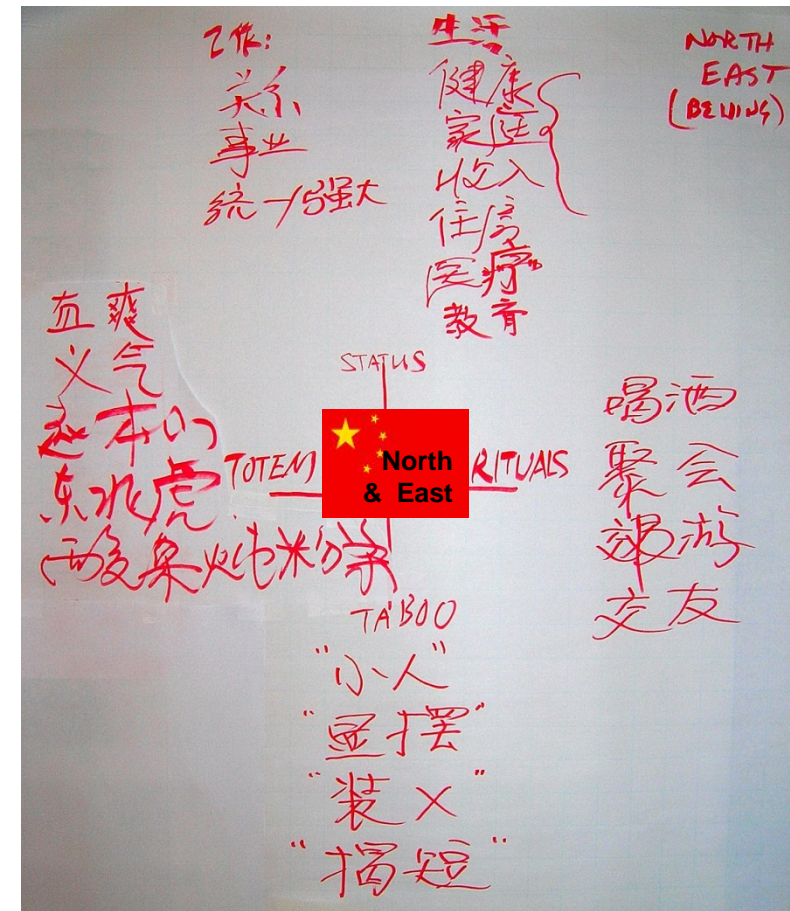
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CREATING HEALTHY WORKFORCES

EASIEST YET HARDEST WAY TO IMPROVE

TOOLS FOR SUCCESSFUL ENVIRONMENT

CHINESE CULTURE



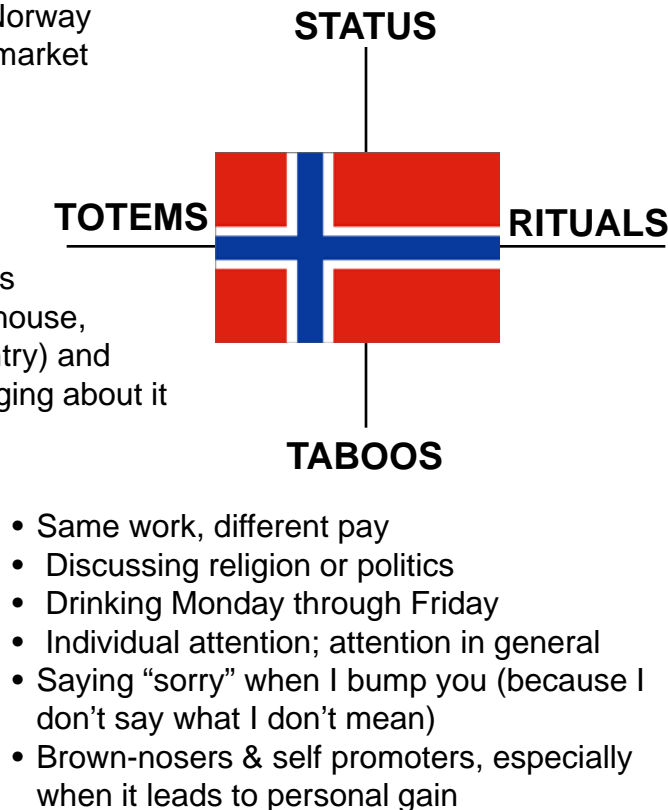
NORWEGIAN CULTURE

- Traveling
- Spare time
- Equal rights
- Social good/services (35% average tax)
- Promotion based on skill and hard work is good
- Position therefore equates to a “good person”
- Anything Norwegian...Norway 1st...we are the best
- Also public policy, i.e. consume Norway potatoes before buying on open market

- Family
- House
- Norwegian flag
- Cultural life (going out)
- Functional clothes & shoes
- Car, boat, cabin (i.e. 2nd house, especially in another country) and tucked away without bragging about it

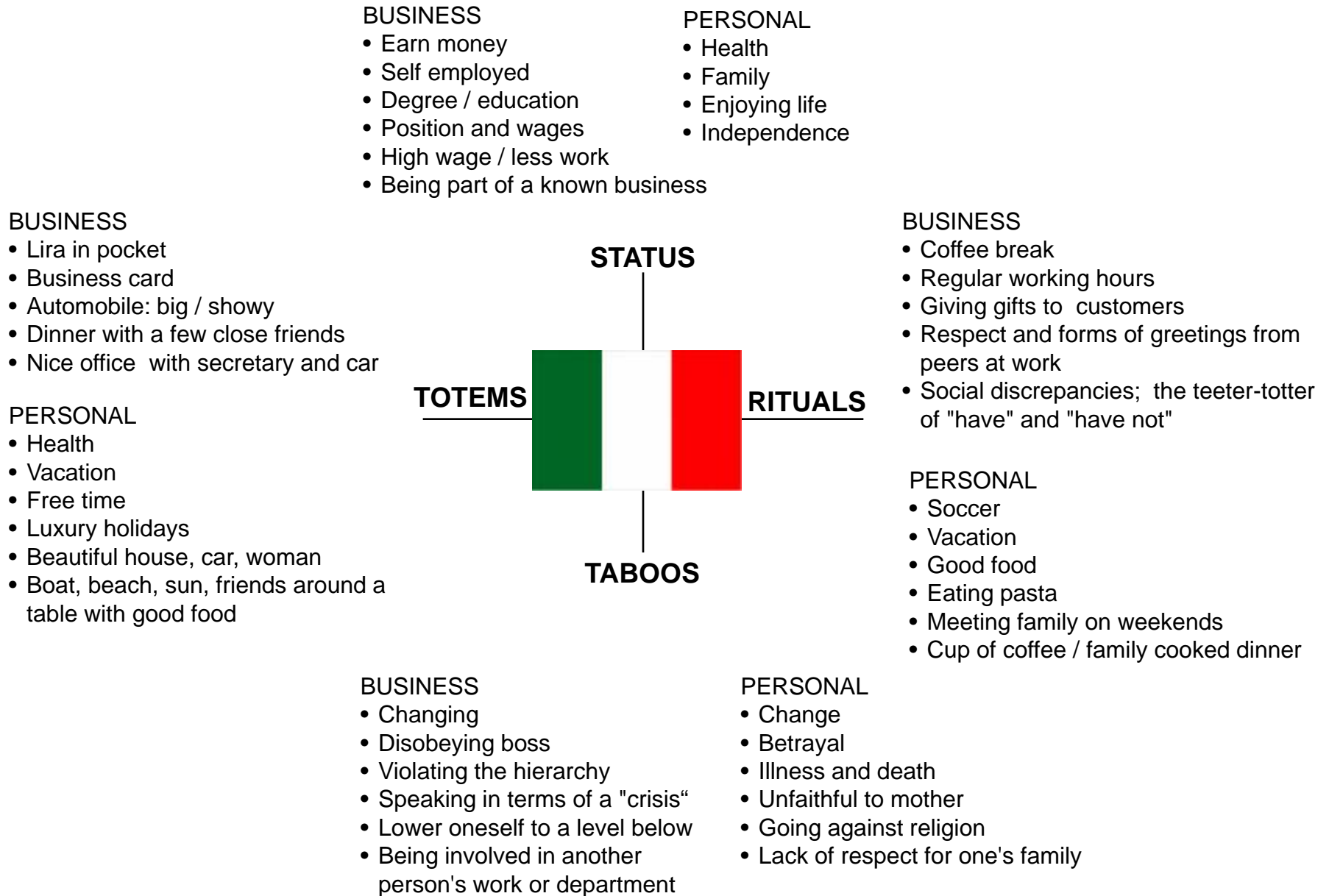
- Queuing
- Egoism
- Classism
- Bragging
- European Union
- Spotlights / pedestals

- Loyal
- Family
- Rugged
- Individualists
- Political-ethical
- Care-paternalistic
- Respect if two-way
- Like our peace and quiet



- Same work, different pay
- Discussing religion or politics
- Drinking Monday through Friday
- Individual attention; attention in general
- Saying “sorry” when I bump you (because I don’t say what I don’t mean)
- Brown-nosers & self promoters, especially when it leads to personal gain

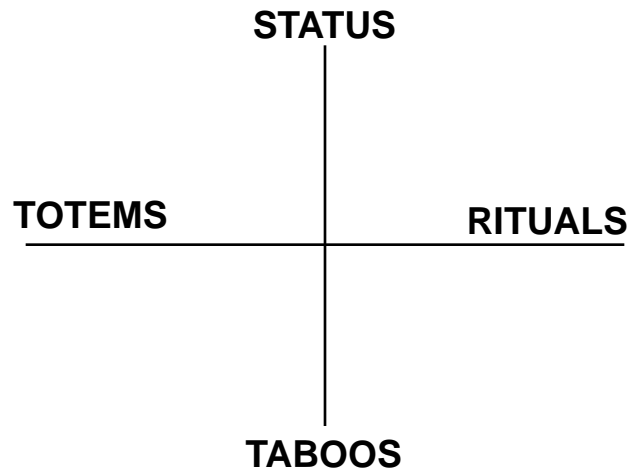
- High morals
- Nationalistic
- Fiercely independent
- Correctness – ethical
- Conscience – fair treatment and concern for the impact of own decision/behaviors
- Shy
- Skiing
- Proud
- Paced
- Stubborn
- Introverts
- Laid-back
- Pushing in
- Vacation (5 weeks)
- Do not like authority
- Follow “good people”
- 17 May, National Day
- Go straight home after work
- Akevitt (alcohol drink at Xmas)
- Drink to get drunk on the weekend
- Kolme (potato balls every Thursday)
- Leaving town for holidays (ghost town)
- 1% tax break if not in church (thru 1970s)
- Write-off people who did not earn their position
- Saying “good morning” with meaning to everyone
- Autumn holiday, Xmas, Easter, Summer... around school schedule... historical, agricultural roots



ITALIAN CULTURE



- Family
- Person
- Freedom



- Privacy
- Good life
- Education
- Family values

- Sports
- Vacation; "family time"



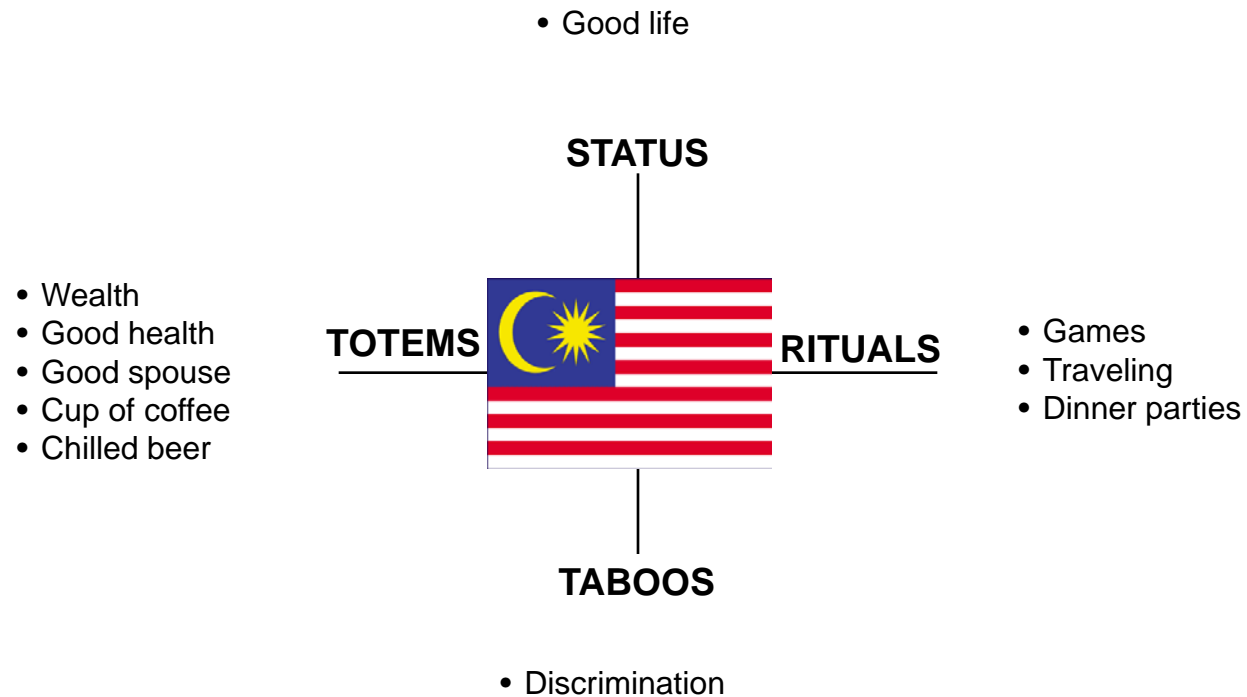
- Discrimination
- Being dictated to

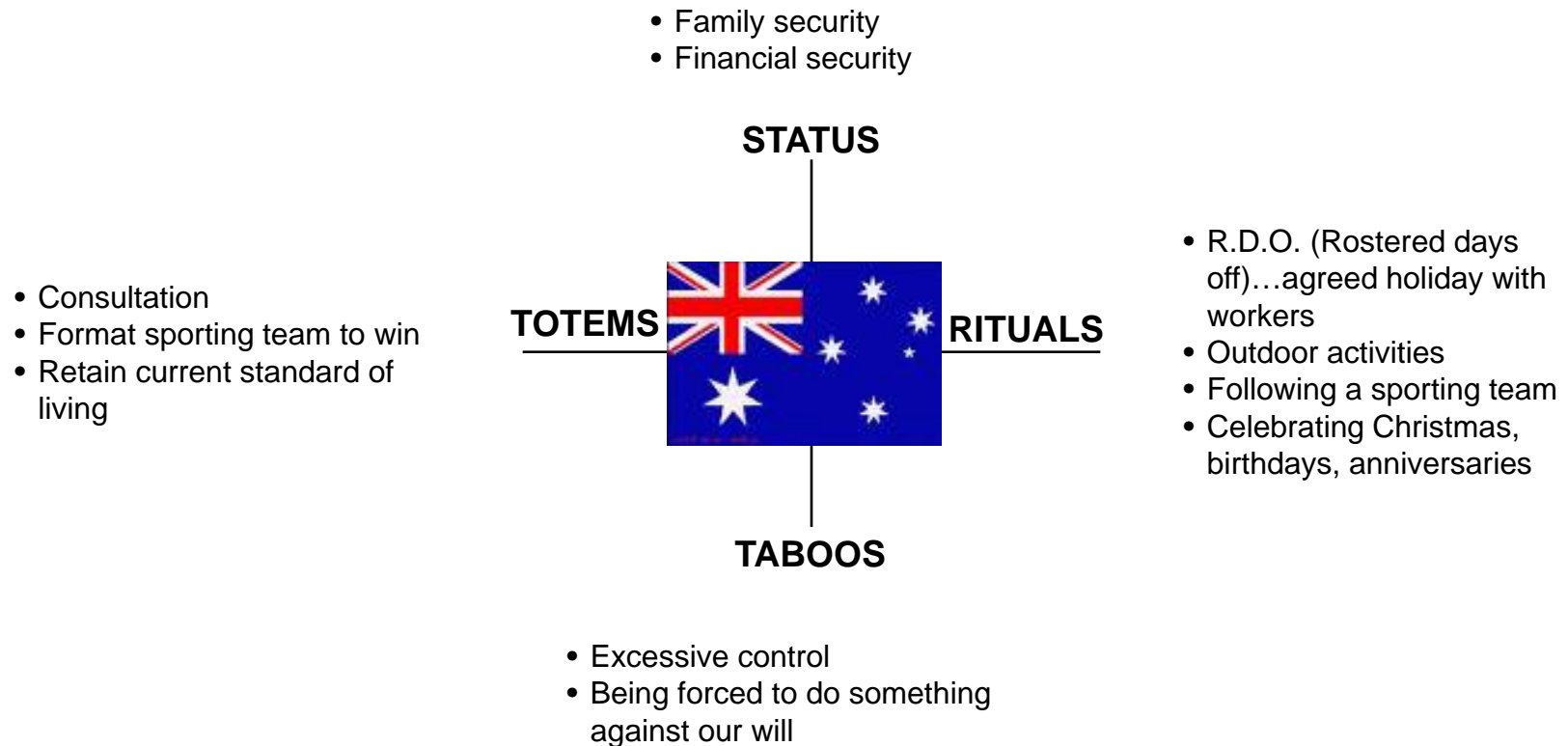


*3 American, 1 Canadian, 2 Australian, 1 British

WESTERN CULTURE*

MALAYSIAN CULTURE

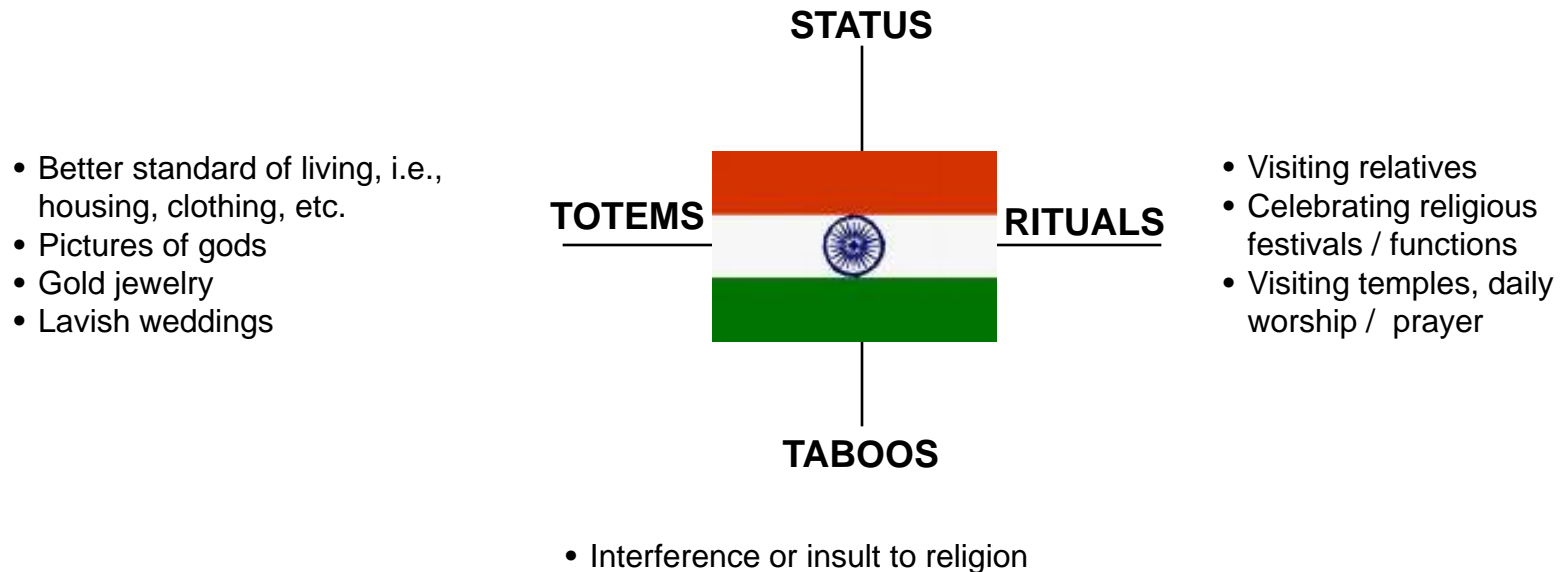




AUSTRALIAN CULTURE

INDIAN CULTURE

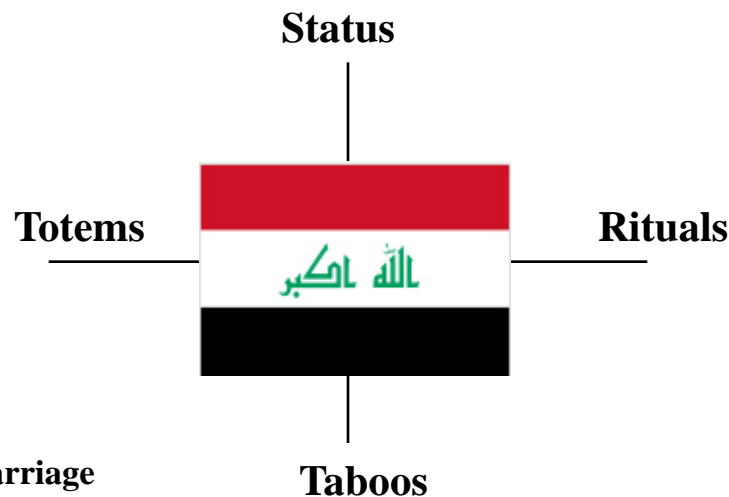
- Tradition
- Family ties
- Job security
- Democracy (largest in world)



Iraq Culture

- **Imam**
- **Glory story (dying in battle)**
- **Heaven (if you are good you go)**
- **Tribe/neighborhood/Sunni-Shia/family**
- **Mother has huge respect**
- **Father makes decisions**
- **Clothes/dressing speaks to family/money more than thinking**
- **College degree/education**
- **Winning (sports/games)**
- **Success/wealthy**
- **Deception**
- **Socializing**

- **Imam's book**
- **War wounds**
- **Memorial pictures**
- **Big grave**
- **Tribal flags**
- **Mosque**
- **Clothes/dressing**
- **House, car, cell phone**
- **Neighborhood**
- **Mosque issued certificate of marriage**



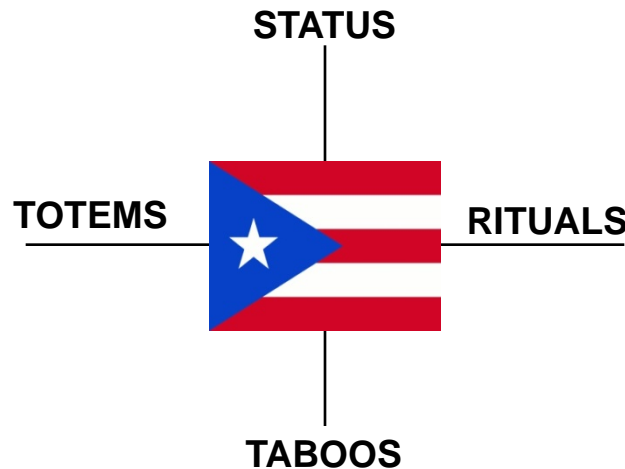
- **Send money to Imam**
- **Go to Imam affiliated mosque**
- **Being in harm's way**
- **Cared for by the tribe/neighborhood/family**
- **Free education through doctorate (?)**
- **Free health (?)**
- **Fighting about soccer**
- **Power and money let's me play everybody**
- **Bringing people together**
- **Tribe sharing in costs (wedding allocation)**
- **Tribal protection**
- **"I kill you"**

- **Breaking Imam's rule**
- **Long, dull life**
- **Breaking tribal rules**
- **Stopping & chatting with women on the street**
- **Losing face**
- **Marrying outside the tribe**

- Social
- Family
- Catholic church
- Having an opinion
- Being cool, being “in”
- Family opinions (respect for)
- Devoted fans of sport figures
- Enjoying living yet working hard
- Showing that we care for you
- We’re here for you (airport greetings)

- Fitting in
- Strong-willed
- Live by image
- My point of view
- Pleasing everyone
- No stress with time
- Puerto Rican nationalism
- Ready to help friend in need
- Try to be everything to everyone

- Cars
- Bling-bling
- Nice purse
- Large, full suitcases
- Tight, revealing clothes
- What I wear is who I am
- Knowing one’s way around
- Public image items such as latest cell phone
- Official coffee of the Vatican
- Mango is official dessert of the Queen of England
- 2 of the three best-selling rums in the world



- Celebrations
- Crazy driving
- “Buen provecho”
- Arguing about politics
- Multi-tasking moms in car
- Stopping for sports events
- Meet, greet, kiss on cheek
- Drinking, socially, all week
- Lunch at Mom’s with family
- Applauding when plane lands
- Family gatherings on holidays
- Opinion + power = my way boss
- Speak to the literal, not the intent
- Hiding behaviors that displease you

- Displeasing others
- Arguing with the boss
- Disrespecting parents
- Saying “no” or “I can’t do it”
- Following road signs and lines
- Living with someone out of marriage
- Offer any more information than asked
- Listening for understanding, speaking for...

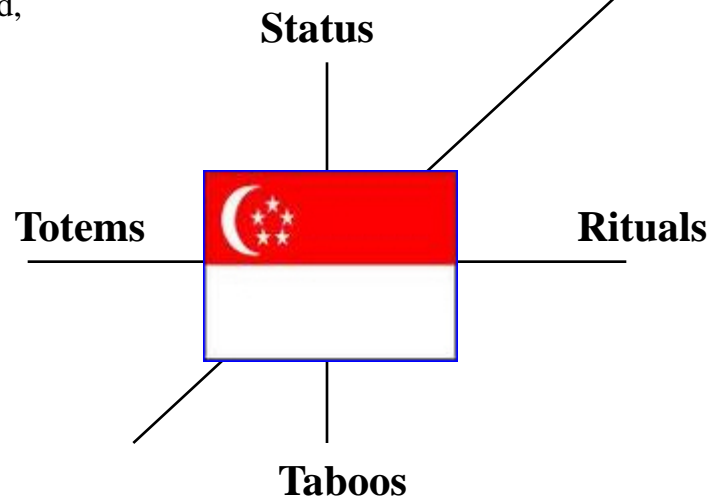
PUERTO RICO CULTURE

Singapore Culture

- Wealth
- Deal cutting
- Rules
- Social order
- Looking good at another's expense
- Ethnic good
- Driven
- Consistency (for investors to come)
- "The family"
- Social harmony
- Compliance
- Seniority (respect elders)
- Low profile = security
- Command & control
- Serving the country
- Prestige
- Class

Break the process through entrepreneurship

- 5-C's...cash, car, condo, credit card, country club
- Looking rich
- Free-hold
- Title or position
- Defined by outside forces...architectural & franchises
- Windshield stickers
- Hiring across cultural lines



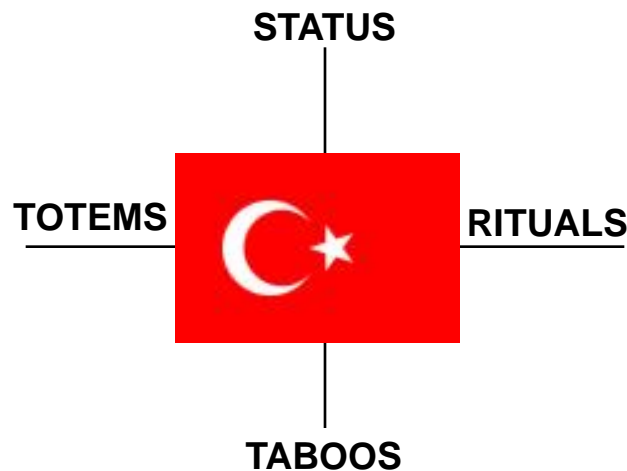
- Working very hard
- Avoidance
- Cutting others down
- Gov. "black-balling"
- Playing the system for personal gain
- Defined by the companies coming in
- Resigning to the system
- Losing hope
- Held hostage to market economics
- Being watched
- Gambling
- Pyramid schemes
- Blaming the system for my inaction

- Breaking rules "...fine city"
- Helping someone else succeed
- Free speech
- Challenging authority
- Taking a stand
- Having voice
- Creativity (there but suppressed)

- Religion
- Respect...i.e. Mr. for elder
- Patriotism
- Nationalism
- The good life
- Relationships
- Family...dedicated
- Descendants of warriors
- Personal standards of excellence in dress and appearance

- Soccer
- Hospitality
- Friendship
- Work to live
- Being Turkish
- Practical, results oriented
- Ataturk, "Father of the Turks"
- Creative (meeting the intent vs. the rules)
- Hard work balanced with enjoying life

- Money
- Well groomed
- European Union
- Toys (of money)
- New Year Tree (a.k.a Christmas Tree)



- Holiday
- Birthdays
- Like to eat
- Enjoying my money
- Borrowing money to travel
- Debating philosophical issues
- Taking care of extended family
- Ramadan...Islamic month of fasting
- 29 October & 30 August = US 4th July
- Self-serving ethics (working away from)
- Compared to Europeans, have less but share more
- Resolve problems...address the intent, not the rules
- Aggressive, self-determined driving...stick out arm and go...no stopping at sign if no one is present

Struggling to reconcile

Being European ↔ Being Muslim and Arabic

"I wear jewelry because I like it, not to impress you. When I do it to impress you I have become 'Americanized.'"

- Bad mouthing Ataturk
 - Being concerned about what you think of me
 - Discussing Armenia
 - Flag desecration
 - Alcohol
 - Eating pork
 - Being casual
- } Follow your host's lead

Submission ↔ Self-affirmation

TURKISH CULTURE

IRISH CULTURE

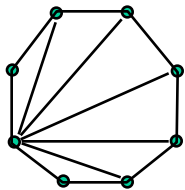
- Clan
- Trust
- Family
- Loyalty
- Heritage
- Happiness
- Easy going

- Work-arounds
- Confidentiality
- Licensing laws
- Don't like authority
- Passionate about sports
- Get one over on "the man"

- Ownership/security
- Lots of explanation
- Things being "nice"
- Socializing/being social
- 800 years of oppression
- Consistent performer but not out front

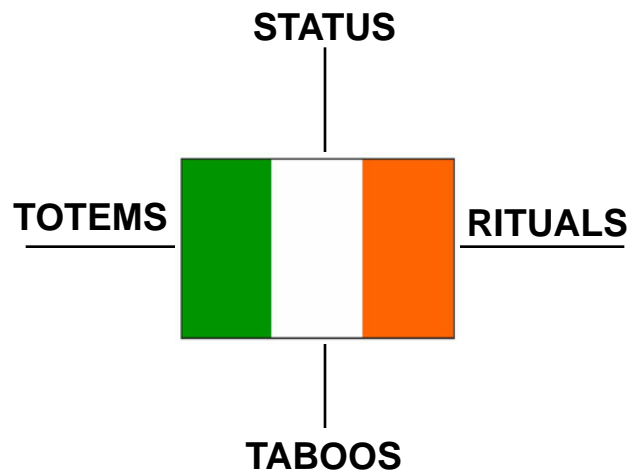
- Ruins football team
- Tea (not coffee)
- Home ownership
- Priest or nun in the family
- Absence of totems (very understated)
- Pub...the retreat...was the center of all social exchange

The communication process which grows from the culture is...



The corner conversation and faceless solidarity.

"...pain of metamorphosis into a global country."



- Branding
- Little splits
- 1-off deal cutting
- Harboring grudges
- Slow and watching
- Begrudging the wealthy
- Living in the same town
- The corner conversation
- Holding cards close to vest
- Don't obey rules (their rules)
- 1st impressions are lasting impressions
- Write 'em off (2nd chance hard to get)
- Unload on an independent person
- Say the "right thing" but take the short-cut if it benefits me
- Openness to sharing viewpoints on emotional subjects (vetting issues)
- Negative sales person created; won't tell you my meal was bad, but will tell everyone else.

- Dealing with diversity
- Telling me what to do
- Direct communication
- Speaking up about poor service
- Being a complainer face-to-face



ENGINE CENTER CULTURE