



Germans and the Dutch

How to make it work ?



3 main issues:

- when and how to adapt to changes
- leadership competences and status
- approach to customers



3 main issues:

- when and how to adapt to changes



German keyword.....

Planmäßig Handeln

Dutch keyword.....

*Voortschrijdend
inzicht*



Emerging Insight

“Corridor discussions”



Solution

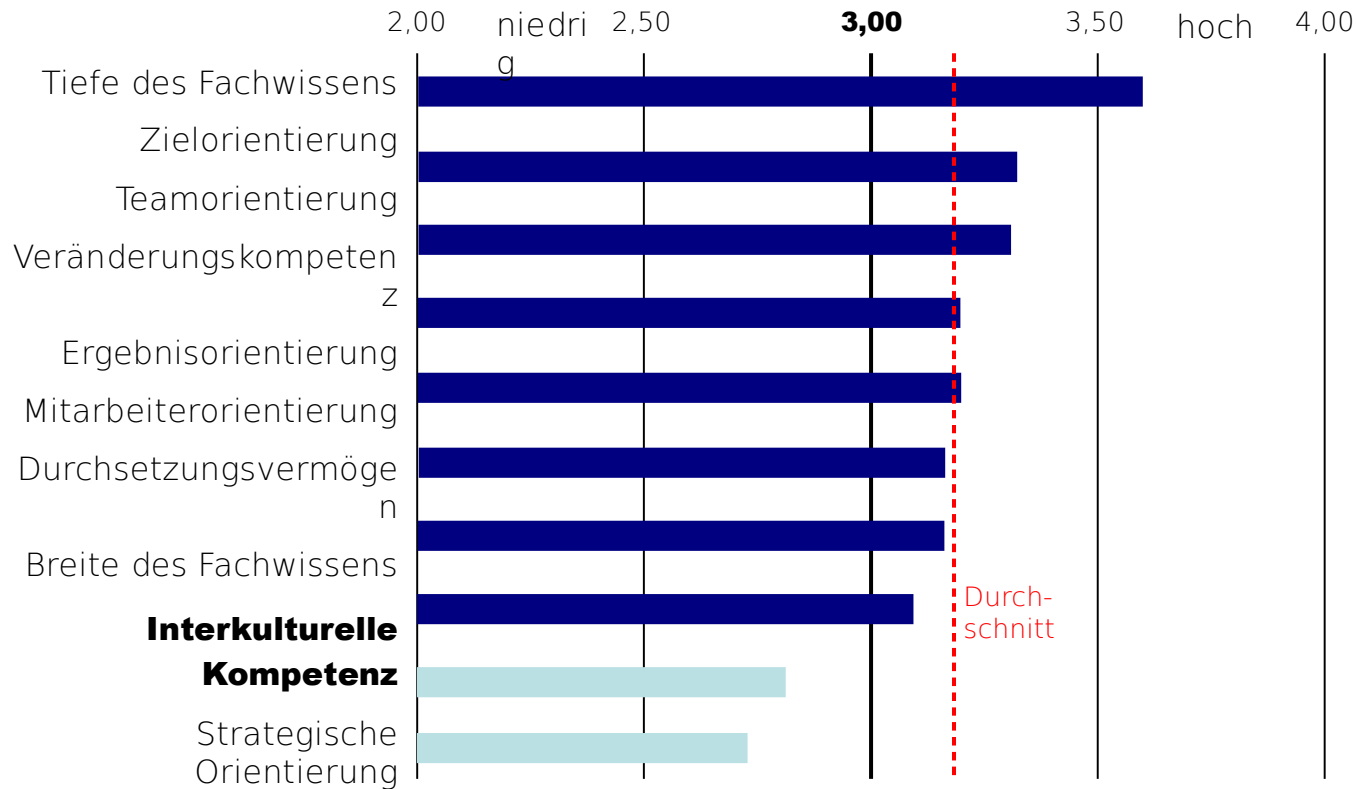
Develop procedures for when and how to change a planning



3 main issues:

- leadership competences and status

Land der Spezialisten So kompetent sind deutsche Manager*



* Ergebnis der Kompetenzanalyse von 3600 Topmanagern aus 9 Branchen. Werte unter 3,0 gelten als verbesserungswürdig; Quelle: Egon Zehender International, Personalberatung

eigene Hervorhebung von „Interkulturelle Kompetenz“

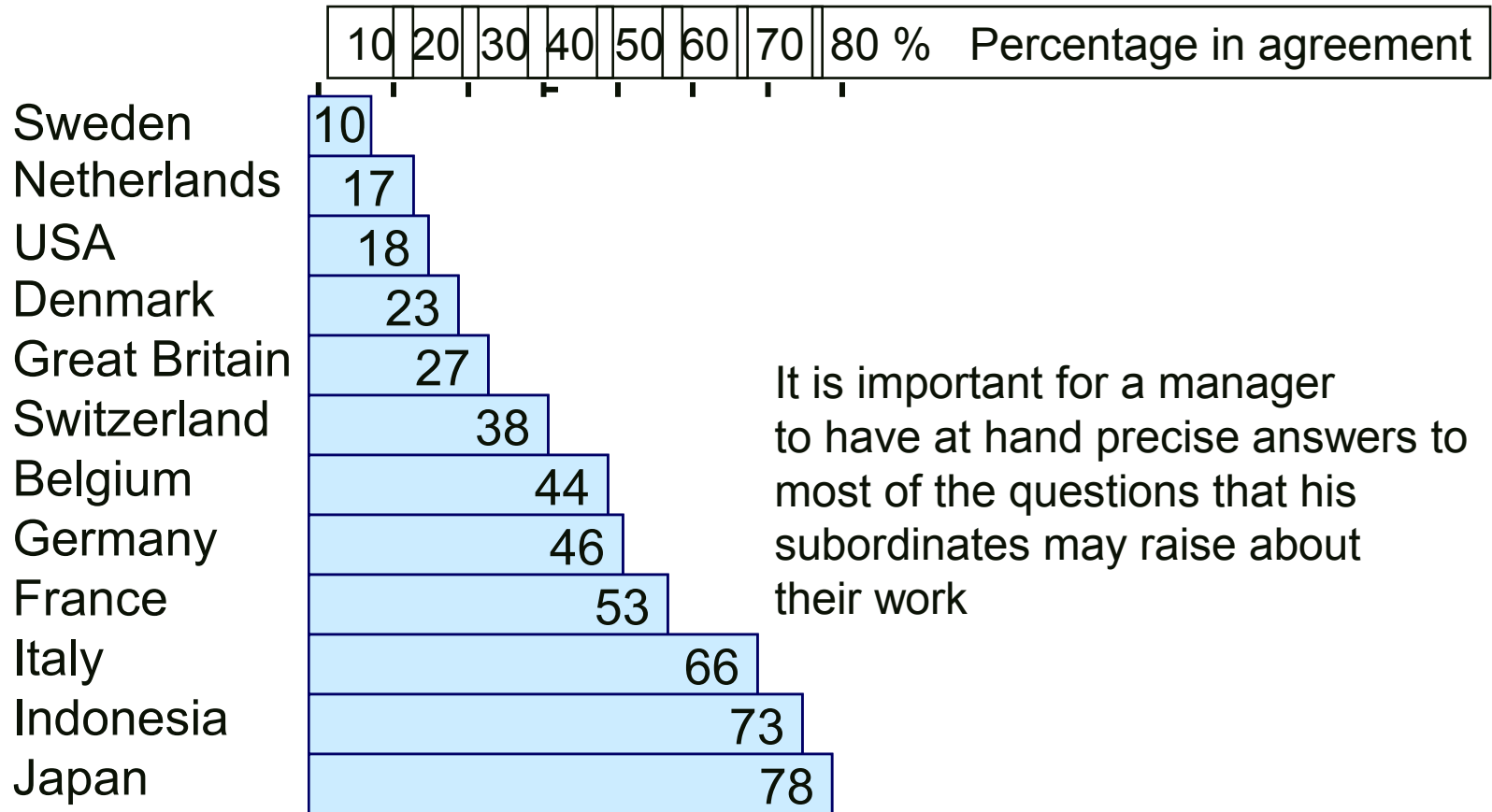
Core competences Dutch managers

- Being able to facilitate the work processes of employees
- Creating conditions for the work of employees
- Being able to align people
- Being able to coordinate heterogeneous stakeholders
- Being able to inspire a team

Source: Twijnstra en Gudde 2008

Manager 's role varies across cultures

Source : André Laurent



It is important for a manager to have at hand precise answers to most of the questions that his subordinates may raise about their work



3 main issues:

- approach to customers

Uncertainty avoidance (UAI)

thinking

0

« weak »



« strong »

100

Inductive thinking.

- "Just do it"
- Best practices
- Pragmatism
- empiricism
- Belief in generalists and common sense
- Stronger belief in lay competence (Zagat)

- Deductive thinking

- "Think before you do"
- "The philosophy of...."
- "The principles behind...".
- Belief in experts and their knowledge
- Stronger accent on expertise
 - Michelin guide