

# A CASE STUDY

ORGANISATIONAL DESIGN FOR  
MULTICULTURAL ENVIRONMENTS





**WHICH NATIONAL CULTURES DO YOU IDENTIFY WITH?**



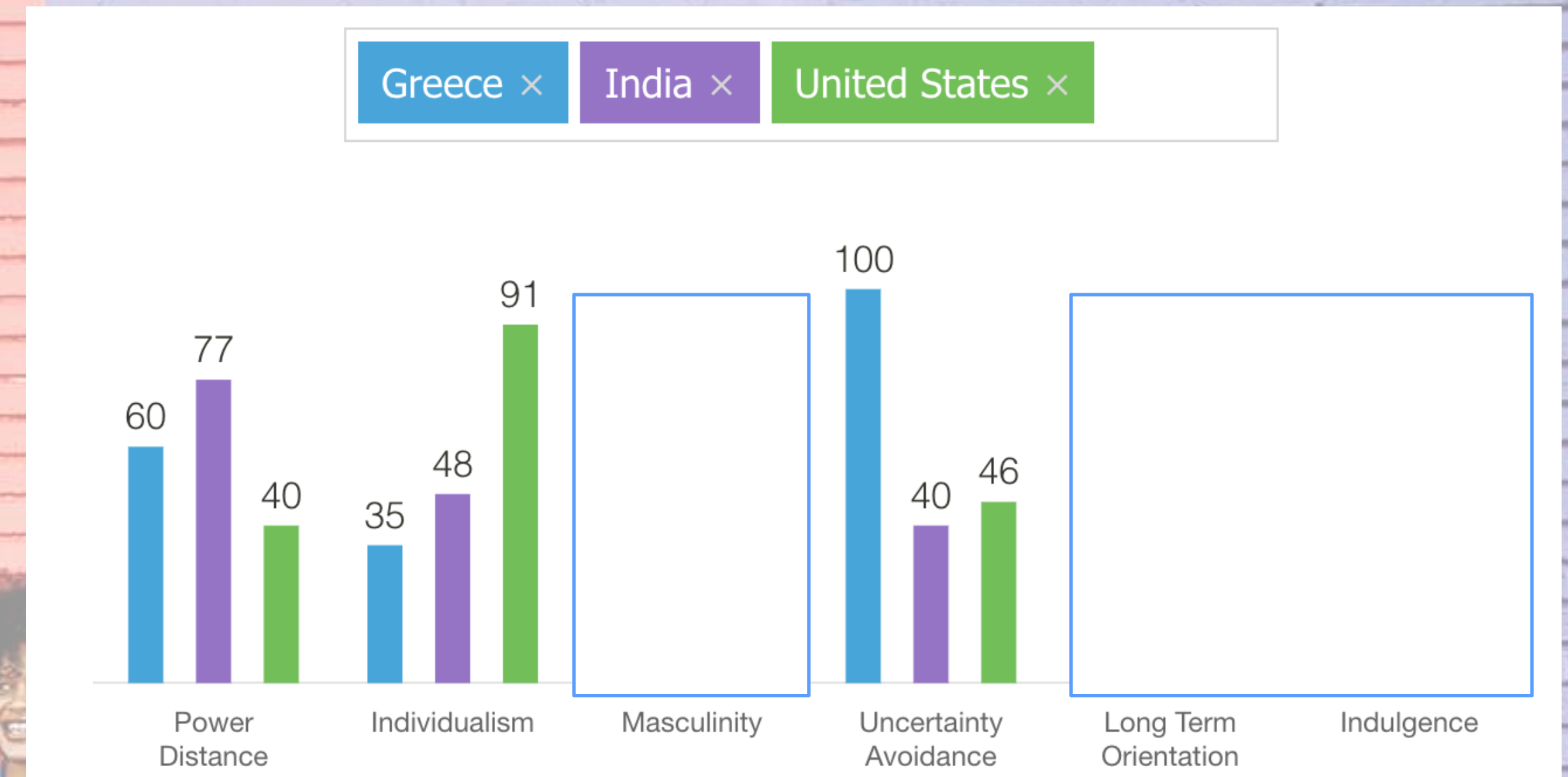
**PATRICIA INEZ MEIRING**

**SOUTH AFRICA/IRISH LIVED IN ME, USE, UK & SOUTH AFRICA. CURRENTLY RESIDING IN THE UK**

**MY FOCUS IS ON ENHANCING INTERNATIONAL ORGANISATIONAL CULTURES SO THAT EVERYONE FEELS INCLUDED, ENGAGED AND ABLE TO PRODUCE GOOD WORK.**



# NATIONAL CULTURAL DIFFERENCES



Hofstede Typology

Researchers see clear differences between national cultural groups.

Hofstede cultural typologies found to be a valuable framework for cross-cultural organisational studies (Renn & Rohmann, 2000; Liu, Meng & Fellows, 2015; Mohamed, Ali & Tam, 2009; Mearns & Yule, 2009; Fang, 2003).

3 dimensions relate to organisational behaviour (hierarchy, decision-making, & leadership behaviour) and its effectiveness.

1. Power distance - the extent to which people accept and expect power to be distributed unequally.
3. Individualism verse collectivism - the degree to which people in society are integrated into groups.
5. Uncertainty avoidance - a tolerance for ambiguity; embrace or avert something unknown or different from status quo.

Low power distance score = people question authority and attempt to distribute power. High score = hierarchy as clearly established without doubt or reason.

High Individualistic societies = loose ties that often relate an individual to their immediate family; emphasise "I" rather than the "we". Collectivism describes a society that is highly integrated through extended families and in-groups. They display undoubted loyalty and support each other when a conflict arises.

High uncertainty avoidance score = opting in of stiff codes of behaviour, guidelines, laws and the belief that there is an absolute truth. A low score = acceptance of different thoughts or ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment more free-flowing.

Identifying information has been kept confidential, or fictionalised.



# SETTING THE SCENE

REMOVED FROM SHARED DECK FOR CLIENT/PROJECT PRIVACY







**THE PROJECT RUNS INTO TROUBLE:**  
**DETAILS REMOVED FROM SHARED DECK FOR CLIENT/PROJECT PRIVACY**

**REASONS GIVEN:**  
**COMMUNICATIONS HAMPERED BETWEEN NATIONAL CULTURES.**  
**LABOURERS THOUGHT MANAGEMENT HAD INJURED A COLLEAGUE.**  
**TOXIC INTERNAL JV WAYS OF WORKING AND DIFFERENT LEADERSHIP STYLES.**  
**INDUSTRY TRADITIONALLY FELT TO BE MACHO & AGGRESSIVE.**



**HOW DOES NATIONAL CULTURE INFLUENCE ORGANISATIONAL BEHAVIOUR?  
DO WE DEVELOP ORGANISATIONS SO THAT GROUPS FEEL SAFE, ENGAGED  
AND PRODUCTIVE?**

Group 1	Group 2	Group 3
Power Distance	Individualism vs Collectivism	Uncertainty Avoidance

**PICK 1 VALUE DIMENSION AND DISCUSS HOW IT MIGHT HAVE PLAYED A ROLE IN WHAT HAPPENED.**

- DISCUSSION**
- 15 MINUTE DEBRIEF**

**CONTACT:**

**[PATRICIAINEZMEIRING@GMAIL.COM](mailto:PATRICIAINEZMEIRING@GMAIL.COM)**

**ARE YOU INTERESTED IN HAVING MORE CONVERSATIONS AROUND THIS?**



# WHAT WAS DONE

## OD & LESSONS LEARNT

Workshops with senior leaders from Consortium. Charter built, and events created to increase cross-company collaboration.

Emphasis on training to develop touchpoint for collaboration and understanding.

Employee Resource Group built and maintained by employees.

Organisational framework developed for understanding factors influencing behaviour, for use at project planning stage.

Possible future integration of software / development of JV specific processes.

Better contracting with JV partners, stakeholders & supply chain.

Design separated from build stage.

