

CROSS-CULTURAL MANAGEMENT

WEEK 6

Culture and Communication

Power

Conflict

Knowledge

CROSS-CULTURAL MANAGEMENT

Power

Power is typically seen as the ability one has to influence the opinions and decisions of another (Lukes)

This view differentiates between source of power and influence

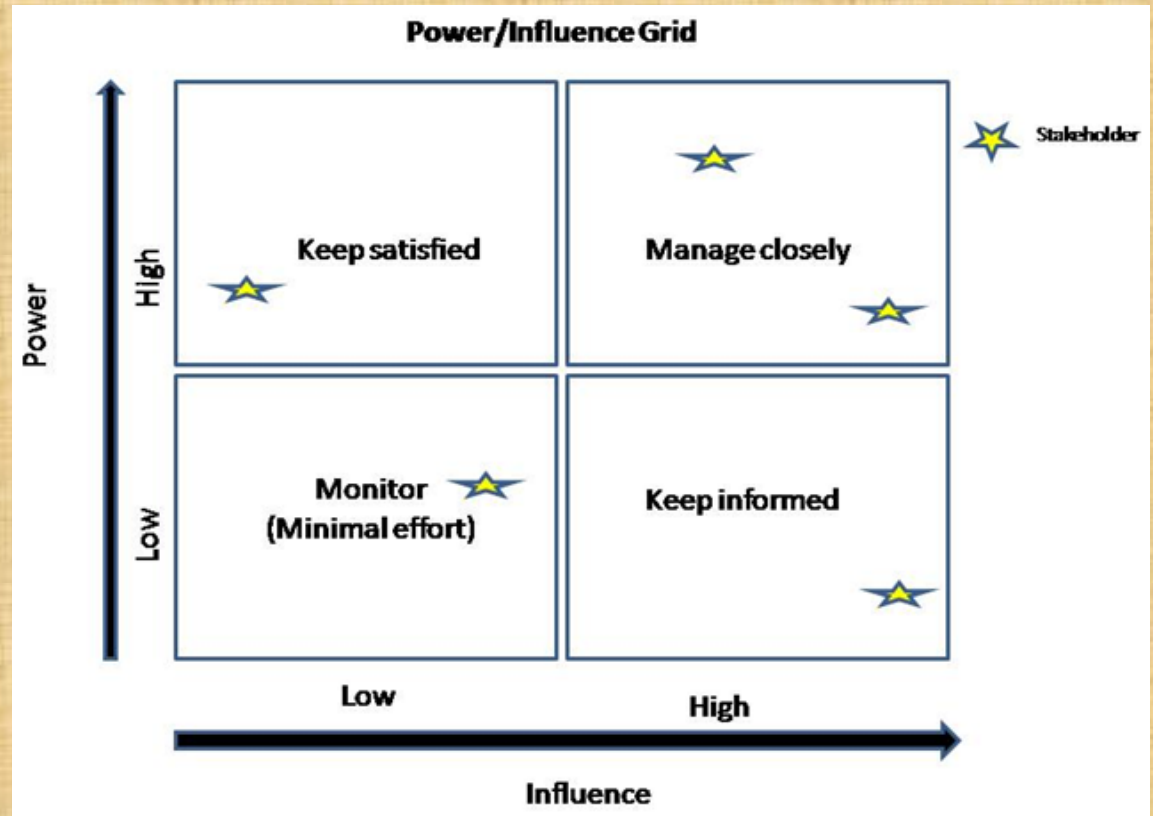
It also sets course for establishing a source of power that the other party is aware of

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Power

Power vs influence:

e.g. stakeholder
impact



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Power

Sources of power:

e.g. of a manager



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Power

Sources of influence:

e.g. of a leader

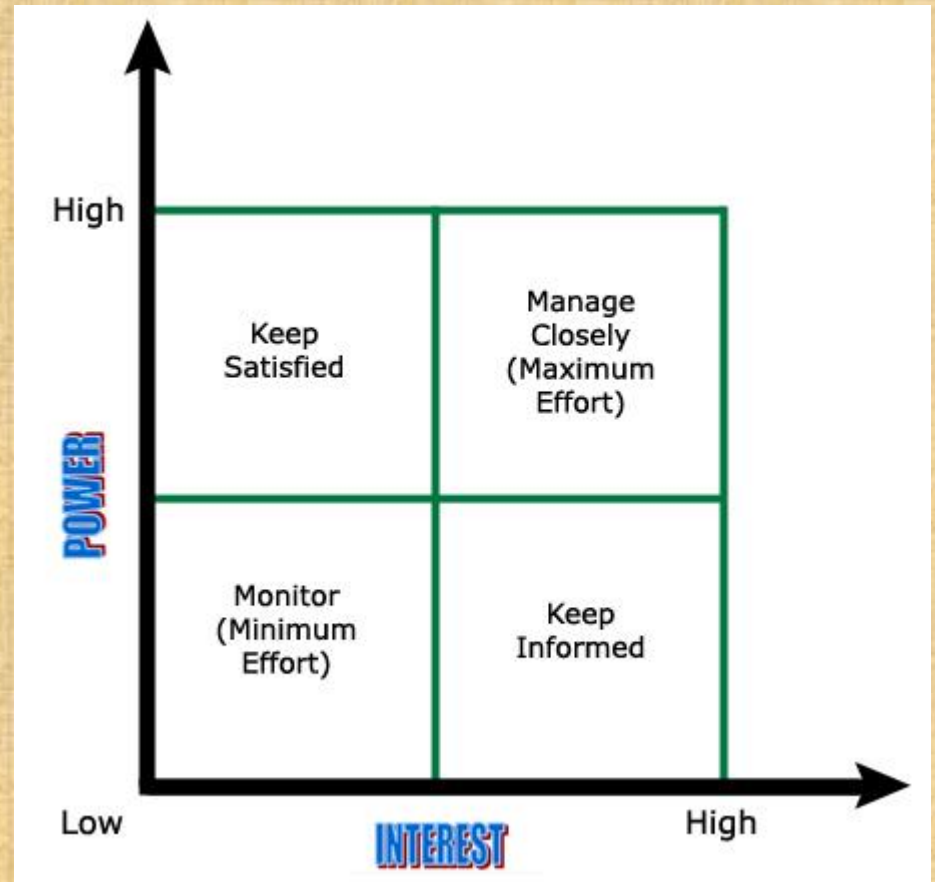
SIX SOURCE OF INFLUENCE

	MOTIVATION	ABILITY
PERSONAL	I Love what you Hate <ol style="list-style-type: none"> 1. Visit your Default Future 2. Tell the whole Vivid Story 3. Use Value Words 4. Make it a Game 5. Create a Personal Motivation Statement 	II Do what you can't <ol style="list-style-type: none"> 1. Start with a Skill Scan 2. Employ Deliberate Practice 3. Learn the Will Skill
SOCIAL	III Turn Accomplices <ol style="list-style-type: none"> 1. Know who's a Friend & who's an Accomplice 2. Redefine Normal 	IV into Friends <ol style="list-style-type: none"> 3. Hold a Transformation Conversion 4. Add New Friends 5. Distance yourself from Unwilling
STRUCTURAL	V Invert the Economy <ol style="list-style-type: none"> 1. Use Carrots & the threats of Losing Carrots 2. Use Incentives in Moderation & in combination 3. Reward Small Wins 	VI Control your Space <ol style="list-style-type: none"> 1. Build Fences 2. Manage Distance 3. Change Cues 4. Engage your Autopilot 5. Use Tools

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Power

However, the effectiveness of power/influence will depend on the level of interest of the other party i.e. in the nature of relationship (typically, leader-follower)



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Power

Assessing Luke's approach

Such a view assumes a center where power sources can be concentrated i.e. putting together a power-house; it has its origin in traditional social theories power:

- Owning capital - Marx
- Authority positions - Weber

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Power

Decentering power

Foucauldian Power

- Traditional power - monolithic, hierarchical, clearly visible, embodied in the law, is written, and is negative (based in prohibition).
- Foucauldian
 - localized - physical organization of space shapes the knowledge and power that are possible and that can be harnessed.
 - omni-present - rather than something invoked only at specific times power is always in play.
 - dialectically related to knowledge - power draws from existing knowledge, relies on it, shapes it; knowledge influences the type and location of effective power.
 - Again: power/knowledge

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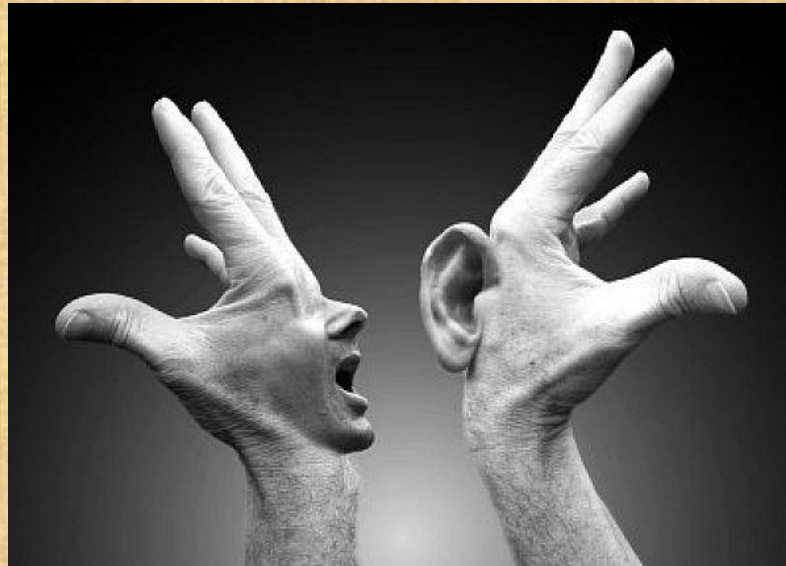
Power Readings

- <http://www.abdn.ac.uk/sociology/notes06/Level4/SO4530/Assigned-Readings/Lecture%205.2.pdf>
- <http://www.d.umn.edu/cla/faculty/jhamlin/4111/2111-home/CD/TheoryClass/Readings/AfterFoucault.pdf>
- http://www.sagepub.com/upm-data/9547_017533ch2.pdf
- <http://people.su.se/~guarr/Ideologi/Kumar%20on%20Analytical%20Marxism%20and%20Foucaults%20Theory%20of%20Disciplinary%20Power%20Jan%202008.pdf>

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Conflict

Conflict can be seen to arise out of a disagreement over ways of thinking and doing



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Conflict

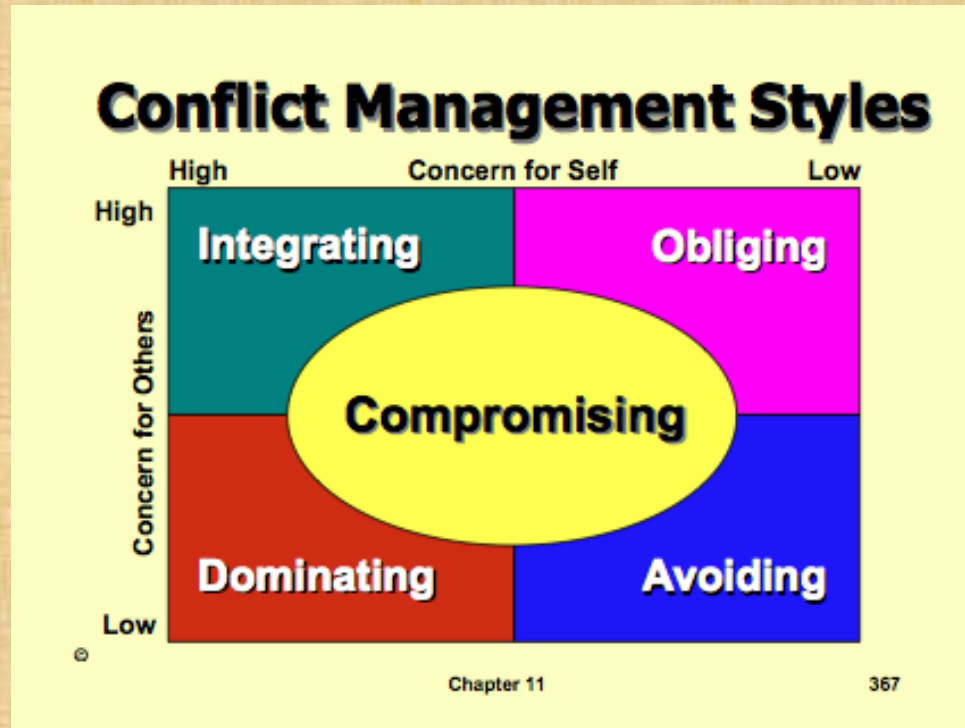
Model 1: Handling modes (Thomas & Kilmann)



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Conflict

Model 2: Conflict grid (Ting-Toomey & Oetzel)



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Conflict

Model 3: an integrative approach



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Conflict Readings

- <http://www.foundationcoalition.org/publications/brochures/conflict.pdf>
- http://www.dcsswift.com/military/classes/Mentoring/Conflict_Management.pdf
- <http://www.eolss.net/Sample-Chapters/C14/E1-40-01-01.pdf>
- http://www.griffith.edu.au/data/assets/pdf_file/0004/184855/Managing-Cross-Cultural-Conflict-Productively.pdf

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Knowledge

Considering the discursive aspect of power, power is enmeshed with knowledge; but what is knowledge? Two views:

- Knowledge is the sum of acquired/sedimented experience; it is increasing because experience makes additional objects familiar
- Knowledge is the average sum of acquired/sedimented experience; it is increasing because of novel additions while decreasing because of losses of memory

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Knowledge

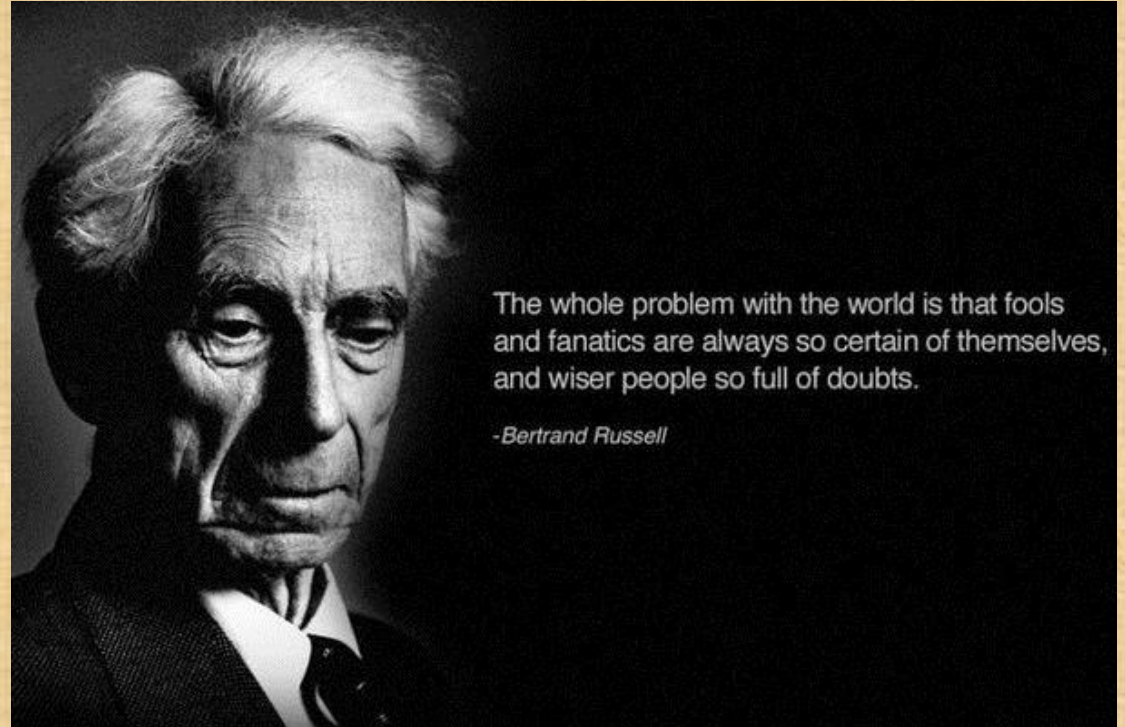
However, the very fact of forgetting attests to the *non-complete nature of knowledge*.

It is thus more appropriately viewed as action that is in the process of completion but never complete. Thus it makes little sense to ask “what is knowledge” (the onticity/being of knowledge); rather one should ask “how is knowledge constituted” (the ontology of knowledge)

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Knowledge

Means to acquire
knowledge (Russell)



- *Acquaintance*, in that one is directly aware of a thing as it is
- *Description*, whereby a thing is given by means of a description independently the presence of the thing

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Knowledge

Implications for businesses

Business organizations *learn* through:

- Knowledge by description, that is, reports, views, opinions and other data collected by carrying out analyses or formally put, audits
- Knowledge by acquaintance, that is, by experiencing organizational life and the various activities that characterize it

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Knowledge Readings

- [http://www.jcspender.com/uploads/Spender 3 concepts JOCM_96_o31.pdf](http://www.jcspender.com/uploads/Spender_3_concepts_JOCM_96_o31.pdf)
- <http://john.terminal.se/john/pdf/Dick/Leveraging%20Tacit%20Organisational%20Knowledge.%20Dick%20Stenmark.pdf>
- <http://choo.ischool.utoronto.ca/mgt/MGT1272kc.pdf>
- [http://www.uky.edu/~gmswan3/575/KM and OL.pdf](http://www.uky.edu/~gmswan3/575/KM_and_OL.pdf)

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Activities

Cases

17.1

