

Working across cultures from the Scandinavian-Polish perspective SPCC & ExpatHouse Business Culture Survey 2013

Helsinki 4.4.2013

Executive coaching
Team building
Cross-cultural integration

'Change is inevitable but personal growth is your choice.'



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Business Culture Survey 2013

Background Information

- Target group: SPCC members
- Survey time: 19.11.2012 – 26.1.2013
- 54 SPCC-member respondents from Poland and the Scandinavian countries
- A similar survey was conducted in 2004. 64 respondents from SPCC with similar backgrounds.

Background information

Nationality	n	%
Polish	29	54 %
Swedish	9	17 %
Finnish	8	15 %
Danish	7	13 %
Norwegian *	1	2 %
Total	54	100 %

Position in the company	n	%
Management	13	68 %
Specialist	6	32 %
Assistant	0	0 %
Other	0	0 %
Total	19	100 %

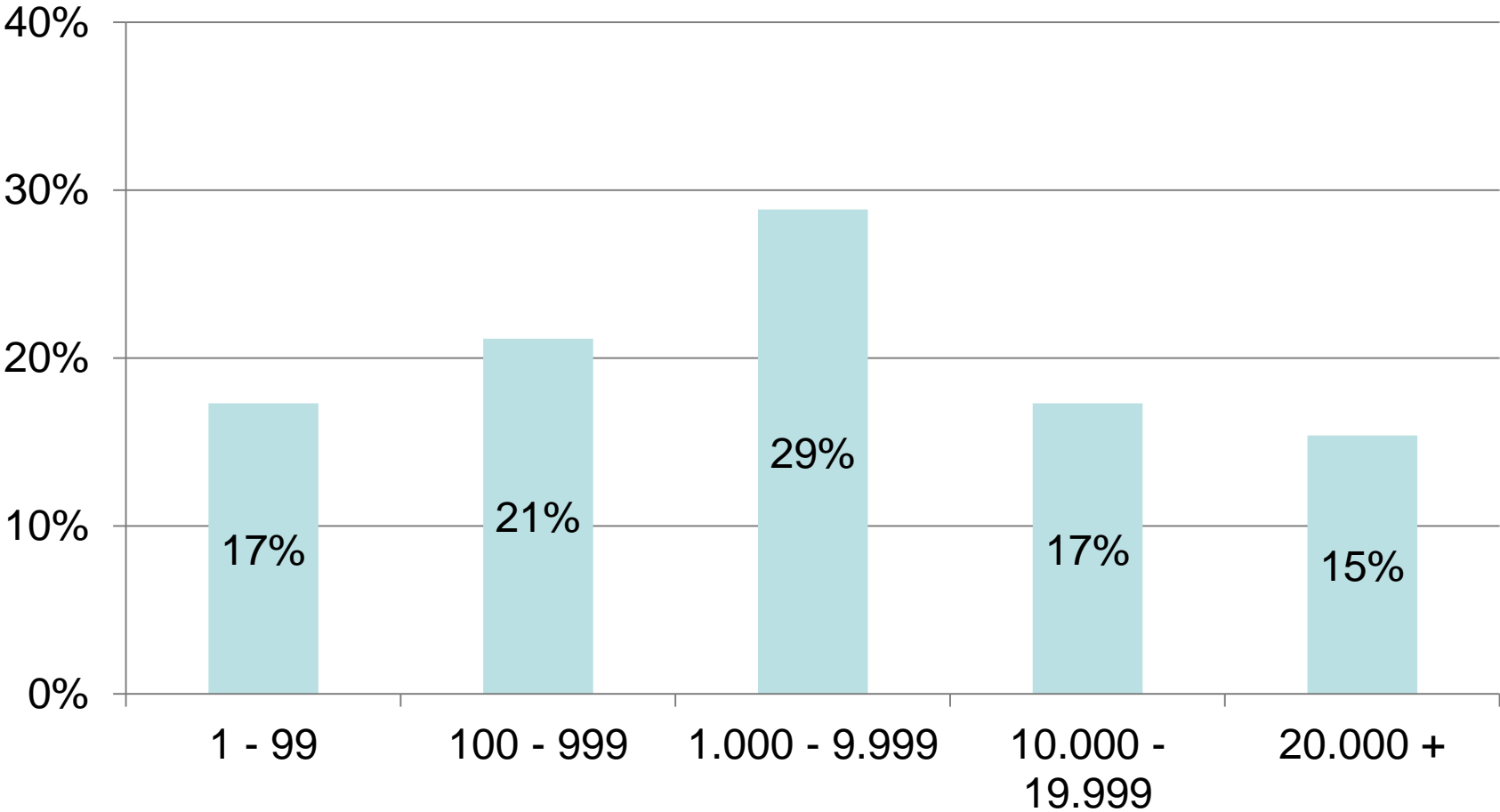
*Norwegians excluded in presentation because of only one response.

Background information

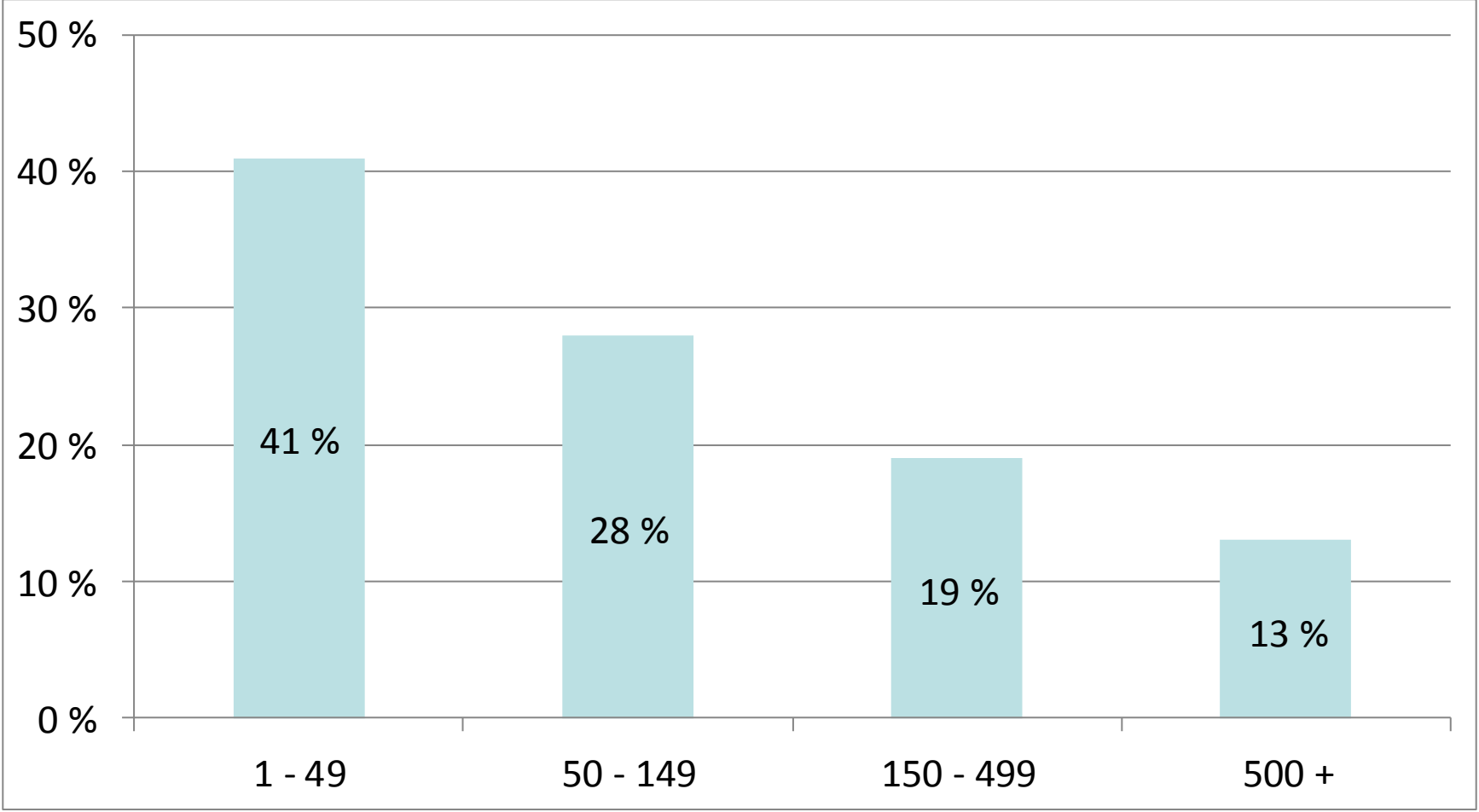
Do you currently live in Poland?	n	%
Yes	47	90 %
No	5	10 %
Total	52	100 %

If no, how often do you go on business trips to Poland?	n	%
weekly	2	33 %
monthly	3	50 %
more seldom	1	17 %
Total	6	100 %

Number of personnel at your company worldwide? (n52)

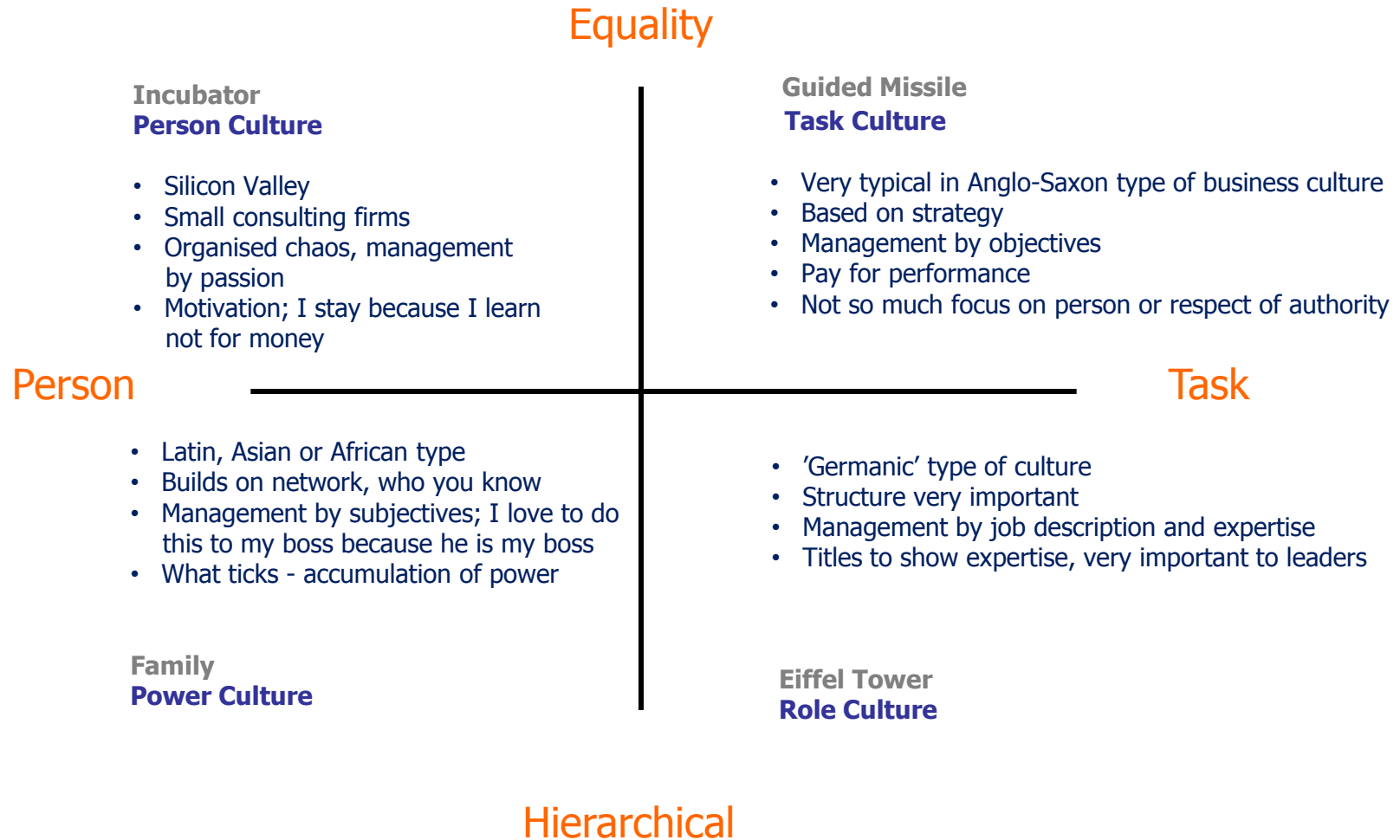


Number of personnel in Poland? (n54)

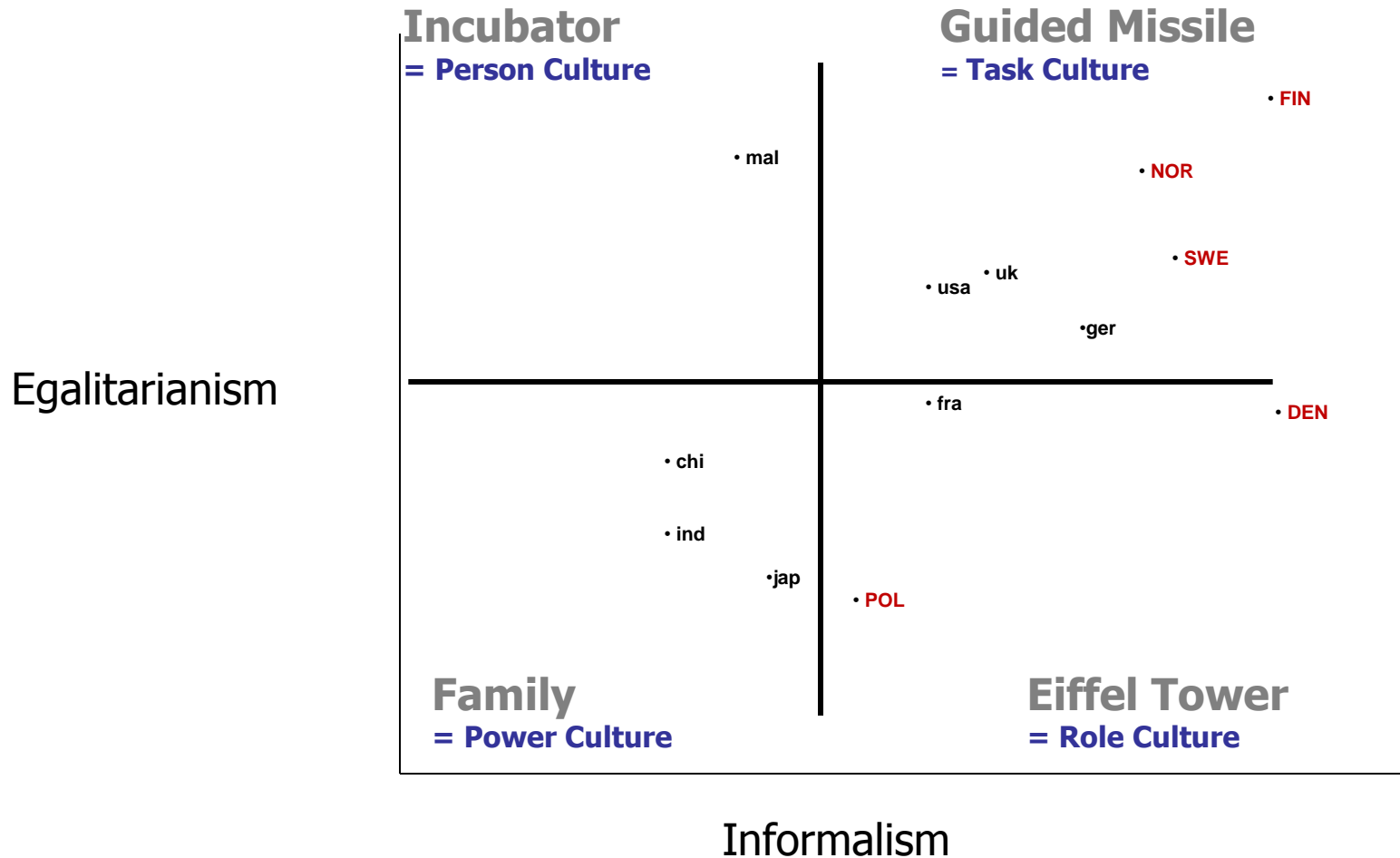


**What kind of corporate culture does your company have?
Does it override national cultures or support them?**

Corporate cultures



Corporate cultures



Interaction between Scandinavians and Poles

OPINIONS OF

	Danes	Finns	Poles	Swedes
Danes	<ul style="list-style-type: none"> - Result and future orientated - Open minded 	<ul style="list-style-type: none"> - Outgoing - Happy and friendly 	<ul style="list-style-type: none"> - Quick in making decisions - Hierarchical 	<ul style="list-style-type: none"> - Negotiators - Business orientated
Finns	<ul style="list-style-type: none"> - Quiet and introvert - Skilled and result focused 	<ul style="list-style-type: none"> - Promise keeping - Hard workers - Shy 	<ul style="list-style-type: none"> - Long-term orientated - Keep their promises 	<ul style="list-style-type: none"> - Honest - Tough in doing business
Poles	<ul style="list-style-type: none"> - Demanding - Short-term oriented 	<ul style="list-style-type: none"> - Last minute acting - Hard workers but irresponsible 	<ul style="list-style-type: none"> - Goal orientated - Disorganized 	<ul style="list-style-type: none"> - Quick decisions - Hard working
Swedes	<ul style="list-style-type: none"> - Organized - Slow decision making 	<ul style="list-style-type: none"> - Slow decision makers - Open minded 	<ul style="list-style-type: none"> - Meet and discuss, not willing to make decisions - Social 	<ul style="list-style-type: none"> - Structured and professional - Slow decision making

“ Rather kind, but sometimes treating others with sarcasm or humor which is not understandable” (excerpt from study)”

- Result oriented
- Open minded & talkative
- Good negotiators
- Extrovert, but hard to get close to
- Casual, but can sometimes come out arrogant

Norwegians

“Relaxed, leave for home early 😊” (excerpt)

- Long term orientated
- Introvert & nationalistic
- Sometimes naive in doing business
- Good at separating business and private life
- Relaxed

“They think they are the best, but don’t think it’s ok to say it out loud” (excerpt)

- Social and open-minded
- Long decision making process
- Structured and detailed planning
- Sometimes overconfident; looking through own glasses, not local business reality
- Trustful and polite

“Trying to deal with issues instead of people” (excerpt)

- Analytical and long term oriented
- Honest and hard working
- Tough to read “between the lines”
- Direct, strict and task oriented
- Not so talkative

“Hard working, title and hierarchy focused” (excerpt)

- Short-term oriented, short-term profit focus
- Quick decisions, ambitious and dynamic
- Hierarchical
 - Directors know their position
 - Employees can be afraid of management
- **Scandinavians state**; “more skilled people have emerged in the Polish business environment in the recent 5 years” , “Young generation positive, educated and hard-working” , “language skills are good nowadays”;

Cultural interaction challenges between Scandinavians?

Have you identified any challenges in cultural interaction between Scandinavians? (n51)	n	%
Yes	16	31 %
No	35	69 %

Yes: If yes; please give an example;

- Decision-making progress and time to decisions
- History influences the interaction between Scandinavians
- Tendency to stay within their own circles

Cultural clashes between Scandinavian and Polish business culture

Have you experienced cultural clashes between the Scandinavian and the Polish business culture? (n47)	n	%
Yes	25	53 %
No	22	47 %

Yes: If yes; please give an example;

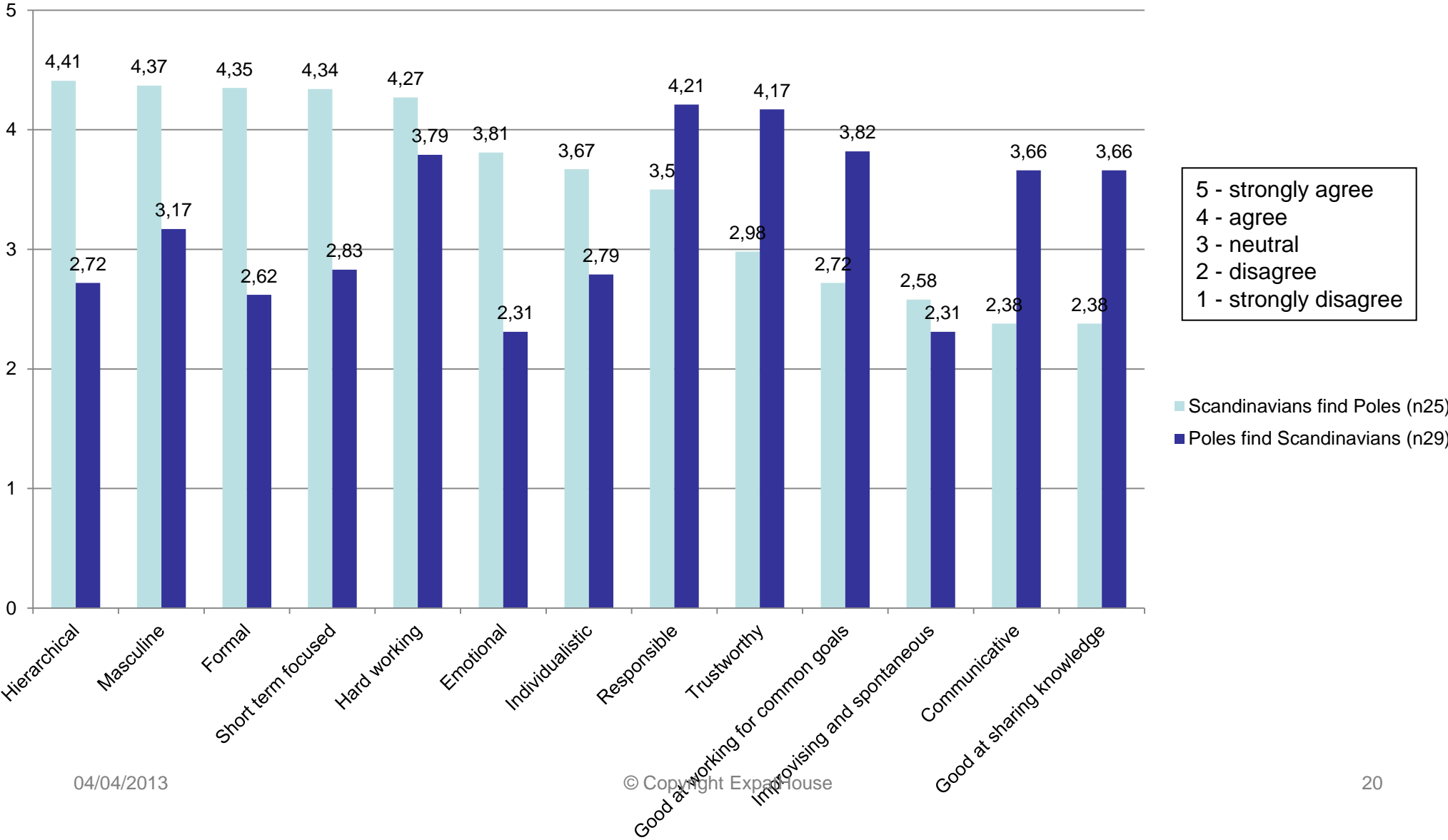
- Informal vs. formal business culture
- Hierarchy and perception of authority
- Degree of structure, organization and planning
- Masculine vs. feminine business culture
- Different perspective on quality – choosing accomplishing a task over quality
- (Polish think) Scandinavians should respect the Polish culture more when doing business in Poland

Co-operation between headquarters and local Polish unit

n(52)	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Average
Company headquarters understand the Polish business environment?	4 %	33 %	33 %	29 %	2 %	3,1
The local Polish business unit have sufficient decision making power?	12 %	58 %	12 %	15 %	4 %	3,6
Cooperation between headquarters and the Polish local unit is productive	12 %	58 %	21 %	8 %	2 %	3,7

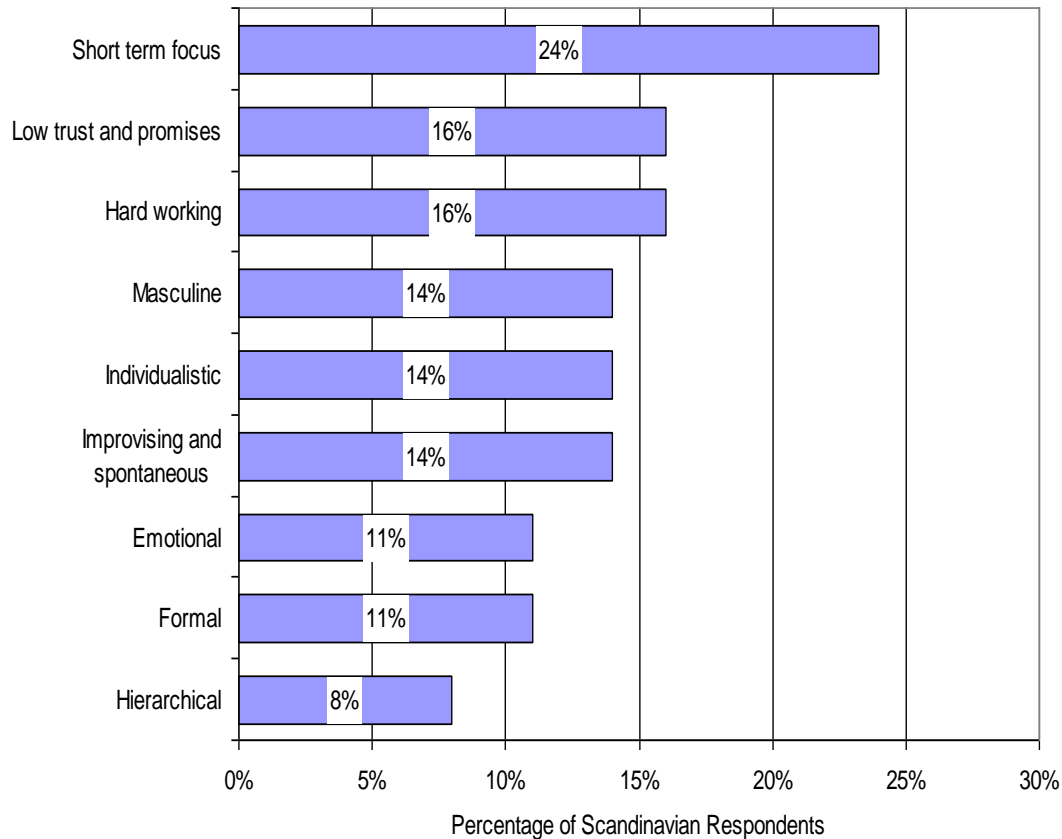
5 - strongly agree
4 - agree
3 - neutral
2 - disagree
1 - strongly disagree

Scandinavians find Poles / Poles find Scandinavians



Scandinavians find Poles 2004

Scandinavians find Poles

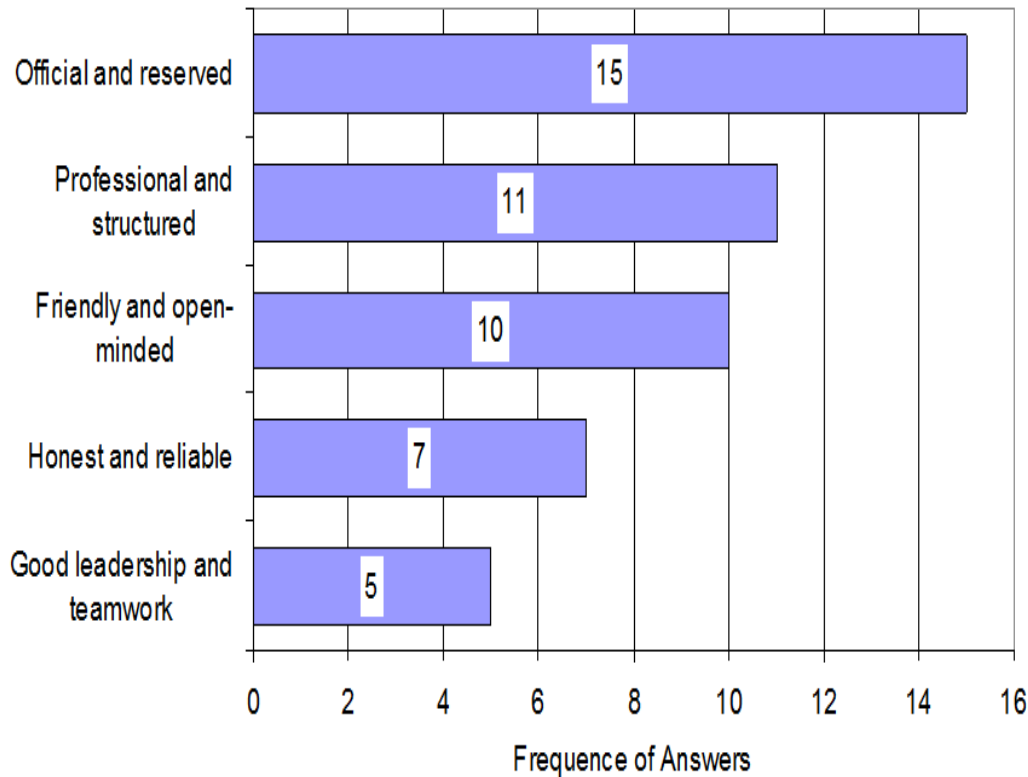


Conclusions 2004 vs. 2013 survey

- The same themes emerge; Short term focused, masculine and hard working
- The perception of Polish hierarchy and degree of formality has risen since 2004
- Trust is not as big an issue in 2013 as 2004, Scandinavians trust Poles a bit more.

Poles find Scandinavians 2004

Poles find Scandinavians



Conclusions 2004 vs. 2013 survey

- Poles do not find Scandinavians as formal, official and reserved in the 2013 survey, as they did in 2004.
- Poles find Scandinavians trustworthy, structured and good at sharing knowledge in teamwork as they did in 2004.
- Poles still find Scandinavians professional and structured with detailed long-term planning.

Overall conclusions

- Scandinavians think the Polish business environment and Polish business people have developed a lot during the past 9 years.
- Scandinavian business culture and Scandinavians' perception of one another is stable and deeply rooted in culture and history.
- Awareness of cultural issues affecting business has increased

