

# The Making of a Future Leader

- **Cross Cultural understanding**
- **Generation Y**

**Tom Hulton**

**Cross – Cultural Understanding  
a ‘MUST’  
for effective business  
in the  
Meetings Industry**

# **HSBC**

## **The Worlds Local Bank**

**The more you look at the world, the more you recognise how people value things differently**

# What is culture?

**Culture is to human beings what water is to fish.**

**You don't notice it until you leave it!**



# Culture

- **200 recognised countries or nation states**
- **Nearly 300 different cultures.**
- **Simplifying to:**
  - Geography**
  - Religion**
  - Race**
  - Professional**

# Can Cultural Differences affect Business?



# **Cultural Differences CAN affect Business**

- **Most of the time, cultural differences will not be a problem in international business.**
- **Customers from other cultures know they will find cultural differences when they travel and are prepared to adjust.**
- **Many travelers would be extremely disappointed to find their destination the same as at home!**

# **Cultural Differences CAN Affect Business**

- **Cultural clashes do happen – people ‘read’ each other wrongly.**
- **A wrong word or look can undo goodwill.**
- **So, how do cultural misunderstandings happen?**



**Hari Kari**

**The decision making process!**

# Tokyo



**A lesson learned!**

# Abu Dhabi



# **Richard Lewis Communications**

**[www.crossculture.com](http://www.crossculture.com)**

# Cultural Categories

## LINEAR-ACTIVE

**Talks half the time**  
**Does one thing at a time**  
**Plans ahead step by step**  
**Polite but direct**  
**Partly conceals feelings**  
**Confronts with logic**  
**Dislikes losing face**  
**Rarely interrupts**  
**Job-oriented**  
**Sticks to facts**  
**Truth before diplomacy**

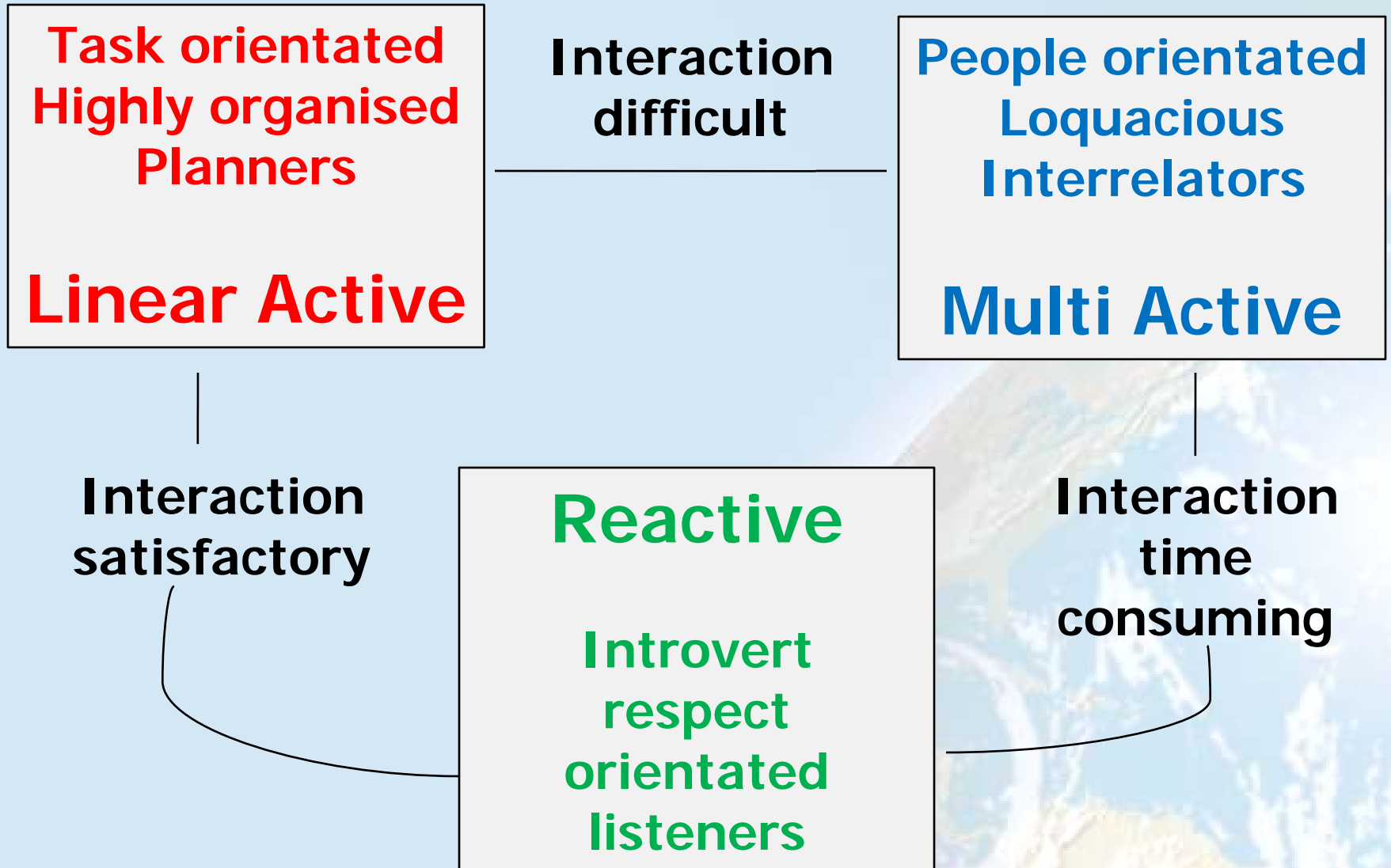
## MULTI-ACTIVE

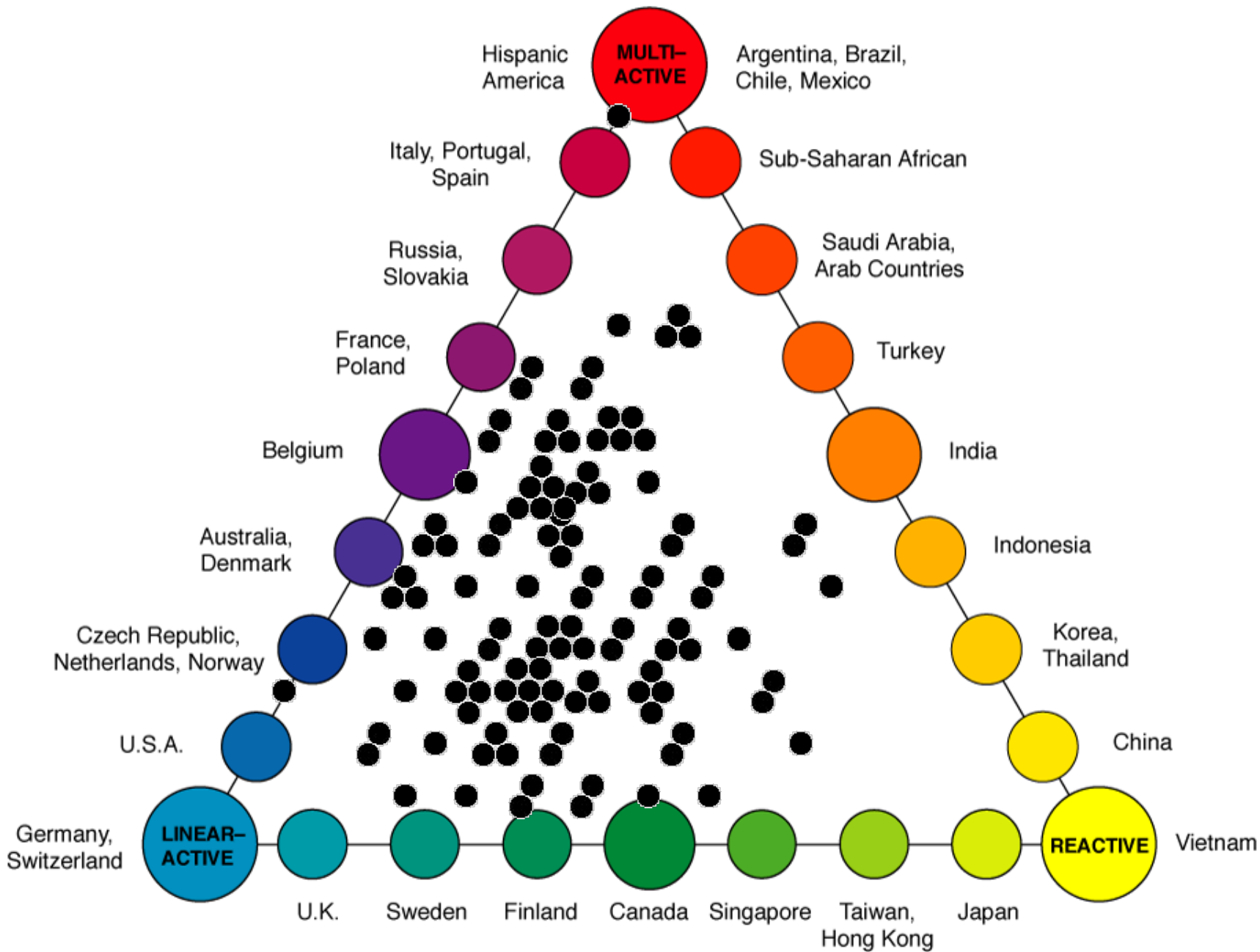
**Talks most of the time**  
**Does several things at once**  
**Plans grand outline only**  
**Emotional**  
**Displays feelings**  
**Confronts emotionally**  
**Has good excuses**  
**Often interrupts**  
**People-oriented**  
**Feelings before facts**  
**Flexible truth**

## REACTIVE

**Listens most of the time**  
**Reacts to partner's action**  
**Looks at general principles**  
**Polite, indirect**  
**Conceals feelings**  
**Never confronts**  
**Must not lose face**  
**Doesn't interrupt**  
**Very people-oriented**  
**Statements are promises**  
**Diplomacy over truth**

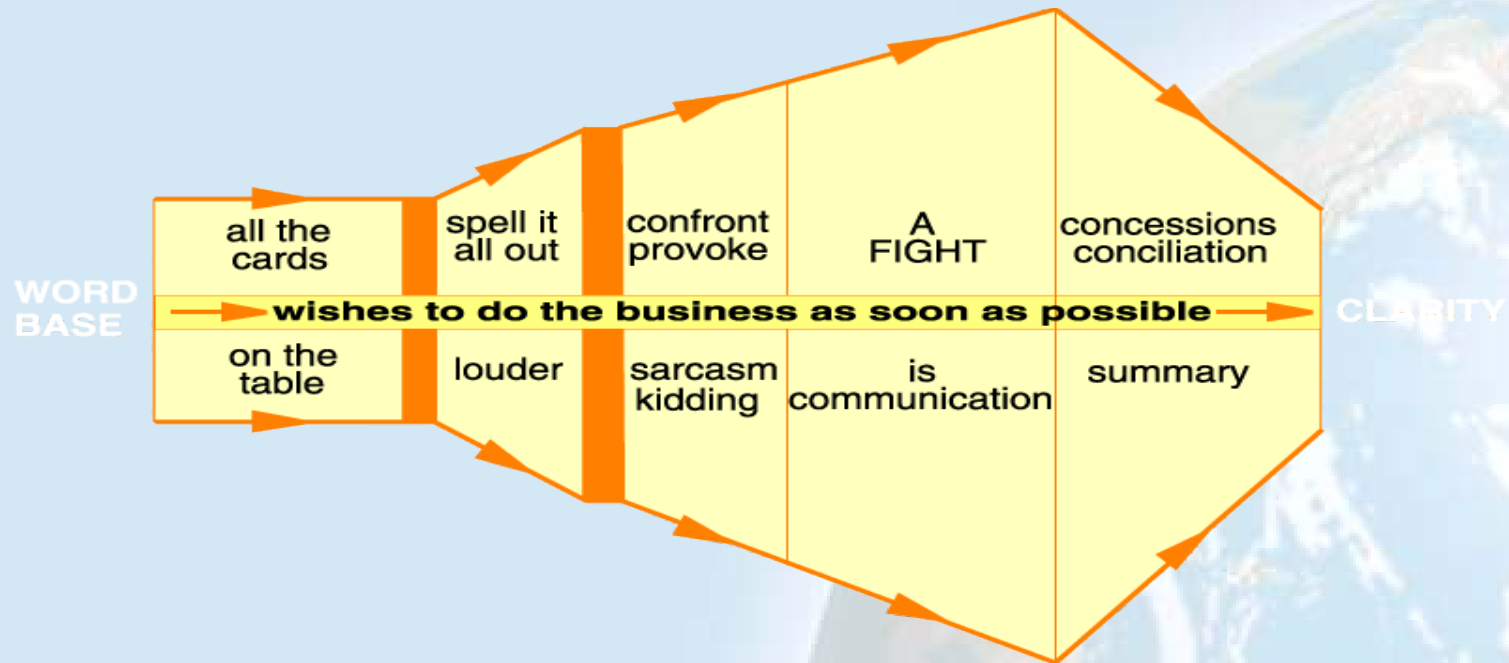
# Cultural Categories





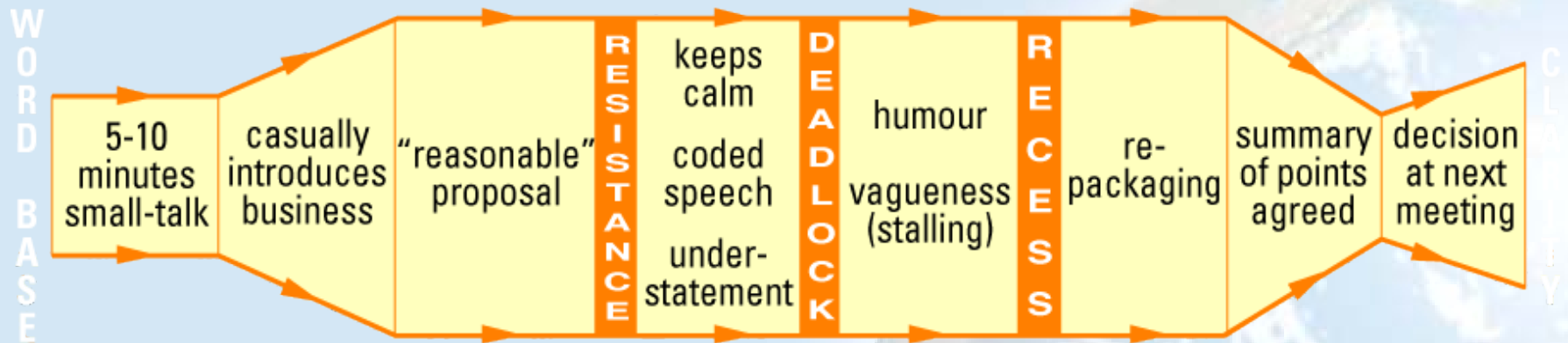
# National Communication Patterns

- – USA –



# National Communication Patterns

- – UK –



“ don't rock the boat ”

# British Coded Speech (1)

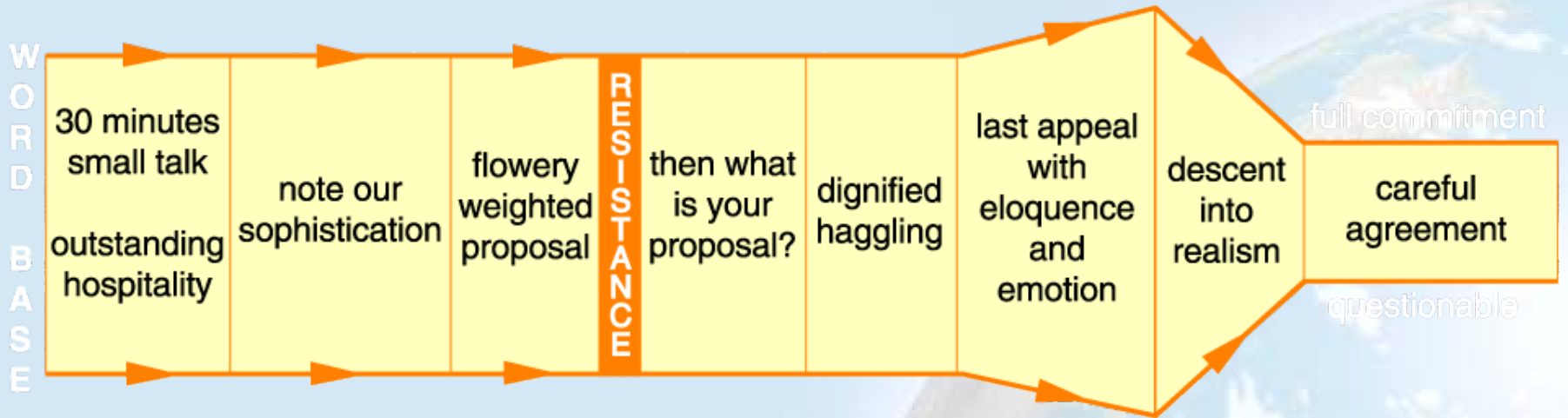
What is said	What is meant
Hm....interesting idea	What a stupid suggestion
You could say that	I wouldn't
We must have a meeting about your idea	Forget it
We shall certainly consider it	We won't do it
I'm not quite with you on that one	That is totally unacceptable
I agree, up to a point	I disagree

# British Coded Speech (2)

What is said	What is meant
Remind me once more of your strategy	I wasn't listening last time
We must wait for a politically correct time to introduce this	Forget it
It has lots of future potential	It's failed
He works intuitively	He's completely disorganised
He's our best golfer	We keep him out of the office
Let me make a suggestion	This is what I've decided to do

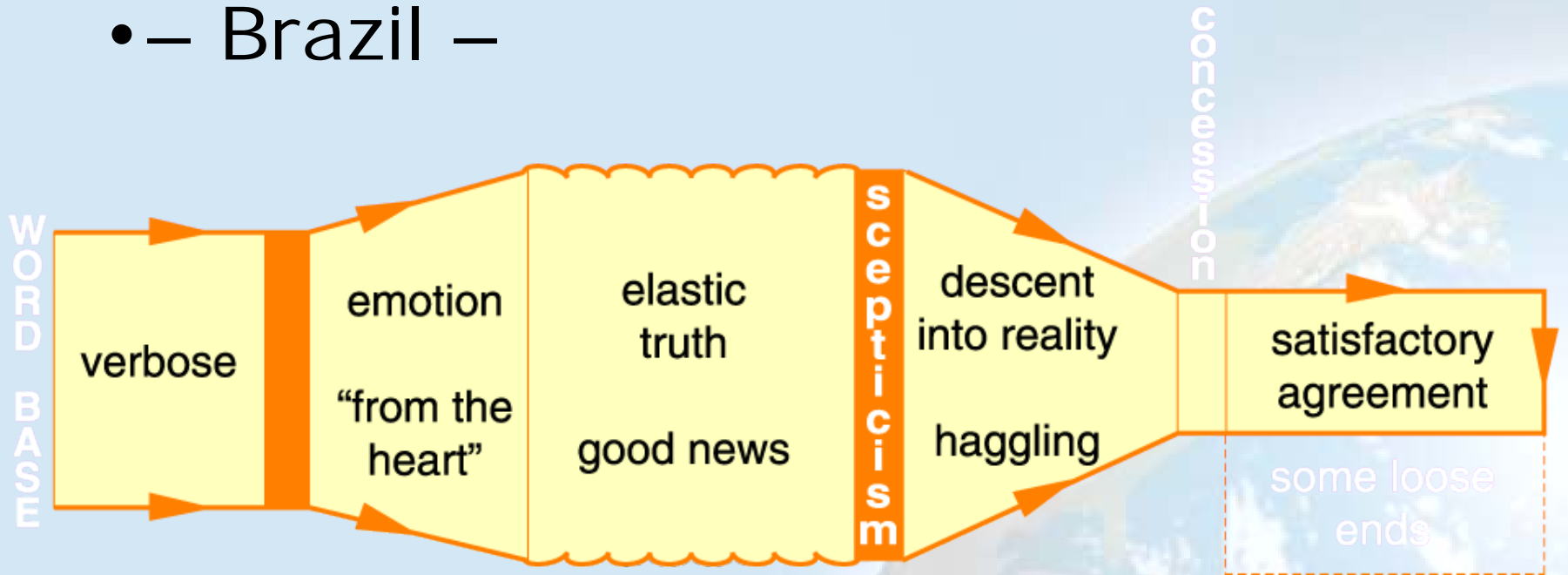
# National Communication Patterns

- – Argentina –



# National Communication Patterns

- – Brazil –



# Listening Habits

- – USA –



# Listening Habits

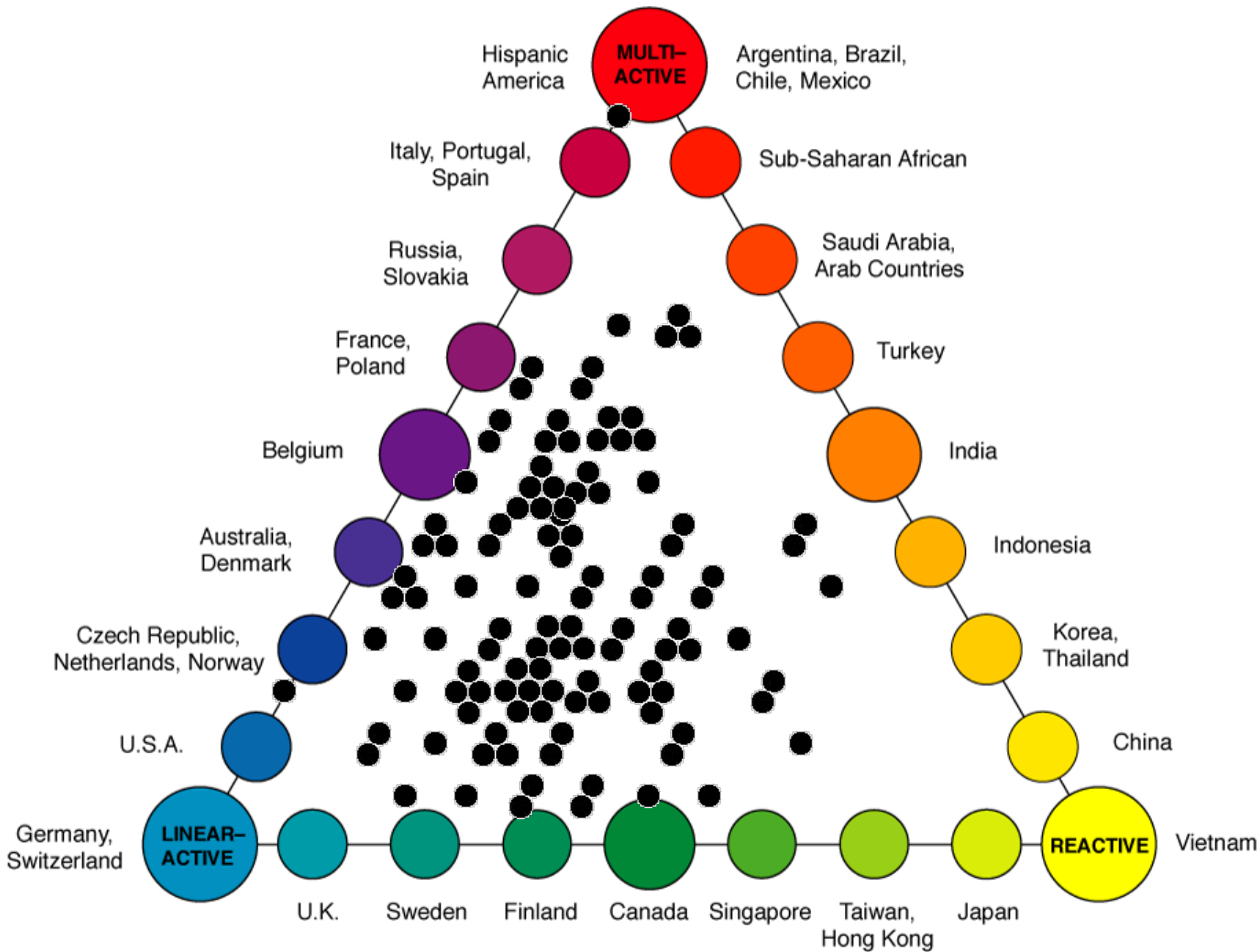
- – Brazil –




# Listening Habits

- – Chile –






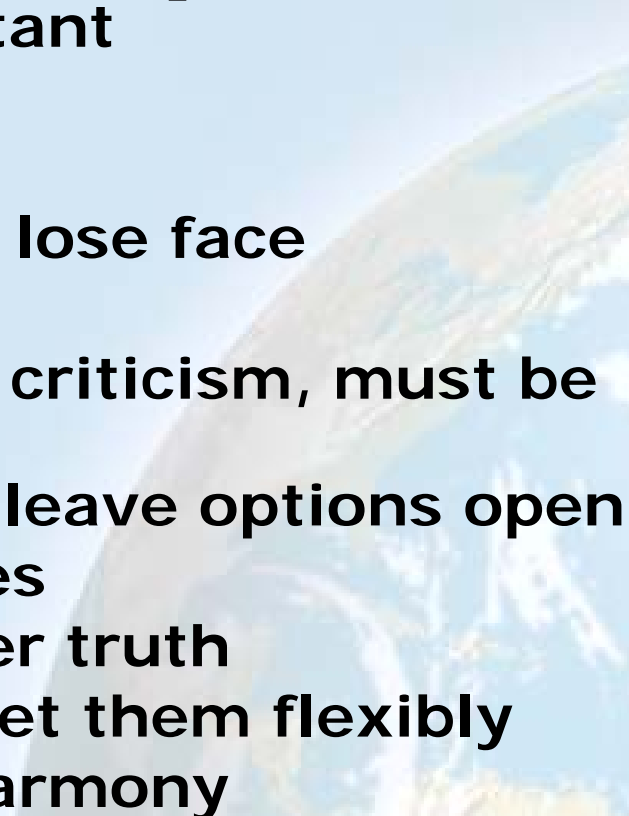
# **Golden Rules for Interacting with Linear- Active People (1)**

- **Talk and listen in equal proportions**
  - **Do one thing at a time**
  - **Be polite but direct**
  - **Partly conceal feelings**
  - **Use logic and rationality**
  - **Interrupt only rarely**
  - **Stick to facts**
  - **Concentrate on the deal**
  - **Prioritise truth over diplomacy**
  - **Follow rules, regulations, laws**
  - **Speech is for information**
- 

# **Golden Rules for Interacting with Multi-Active People (1)**

- **Let them talk at length**
  - **Reply fully**
  - **Be prepared to do several things at once**
  - **Be prepared for several people talking at once**
  - **Display feelings and emotion**
  - **People and feelings are more important than facts**
  - **Interrupt when you like**
  - **Truth is flexible and situational**
  - **Be diplomatic rather than direct**
  - **Speech is for opinions**
  - **Be gregarious and socialising**
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# Golden Rules for Interacting with Reactive People (1)

- Good listening is important
  - Do not interrupt
  - Do not confront
  - Do not cause anyone to lose face
  - Do not disagree openly
  - Suggestions, especially criticism, must be indirect
  - Be ambiguous, so as to leave options open
  - Statements are promises
  - Prioritise diplomacy over truth
  - Follow rules but interpret them flexibly
  - Speech is to promote harmony
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# Meetings for Generation Y




***“The continuing success of the meetings industry will depend on achieving a firm understanding of what Generation Y really wants. The classic events programs will NOT motivate this generation ”***

***Rob Davidson, University of Westminster UK.***



# **Four Generations** in the active population:

- Traditionalists, born between 1925 and 1942
  - Baby Boomers, born between 1943 and 1960
  - Generation X, born between 1961 and 1976
  - Generation Y, born between 1977 and 1995
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# Bye bye, Baby Boomers!

**“We are moving away from the values, attitudes and lifestyles of the once influential Baby Boomers (born 1943 to 1960) toward the values, attitudes and lifestyles of the younger generations”.**

(Hira, 2007)

# Communicating with Generation Y about events

**“Generation Y depends on visual learning.  
All their lives, they were raised on  
graphics, games, the Internet and online  
games. This is a generation whose  
marketing has been pictorial and  
graphic ... to attract them, you need to  
be dynamic in your use of graphics and  
pictures”**

# More – and better – use of technology

**“The full capabilities of technology must be exploited before, during, and after a meeting. Blogs, mobile phones, YouTube, Facebook, MySpace, podcasts, virtual meeting environments, RSS feeds, videos, widgets, mashups, wikis, moblogs, and social networking sites”.**

Ramsborg and Tinnish, 2008


# More – and better – use of technology

- **Everything online**
- **Mobile telephone messages**
- **Better websites !**
- **Wi-fi everywhere**



And they are more mobile...



	01-2009	02-2010	Change
<b>facebook</b>	11.874	25.137	112%
 myspace.	12.338	11.439	-7%
<b>twitter</b>	1.051	4.400	347%

source: comScore MobiLens

# Designing events that will attract Generation Y

- They like to be asked for their opinions, suggestions
- They love interactivity
- They want involvement at the planning stage:
  - Choice of destination
  - Choice of topics, speakers
  - Choice of social activities

# Leaving a social legacy

- **The antidote to conspicuous consumption and elitism**
- **Generates positive PR**
- **Ethically sound**



# From speakers, they want -



- **Infotainment / Edutainment**
- **Shorter presentations**
- **Information they cannot get off the Internet or from a book.**

# Generation Y Characteristics

- **Seeking work-life balance**  
Blurring the lines between socialising and work
- **Global citizens**  
Socially and environmentally conscious
- **Life-long learners**  
Seek access to personal development



# Destinations for Generation Y

- **Funky**
- **Cool**
- **Hot**
- **Edgy**
- **Post-ironic**



# Venues for Generation Y

- **Chill-out zones**
- **Natural daylight**
- **Outdoor areas**
- **Green !**
- **Iconic design**



# Generation Y

**You are the FUTURE!**





# The Challenge!

- **Fictitious**
- **Task:**  
To present a bid for “The Meeting of the Future” organised and attended by Generation Y
- **To include:**
  - Venue
  - Concept
  - Marketing
  - Green and CRS principles
  - NO budget limitations!



# The Challenge!

## Judging Criteria

- **Presentation Skills**
- **Meeting the Brief**
- **Timing**
- **Creativity**



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# The Challenge!

## The Prizes

- **Membership of GMIC**
- **Winning team to attend COCAL**





**The Green Meeting Industry Council is the premier global community solely dedicated to sustainability in the meetings and events industry, not only through education but also by spearheading research, policy and standards.**

**[www.greenmeetings.info/](http://www.greenmeetings.info/)**

