



**etta**  
Consulting and Training for Business

Working across cultures

# Doing business with Scandinavians

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ETTA Consulting and Training for Business

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# Who we are

- People development company
- Consulting – training – diagnostics – coaching
- Leadership development
- Managing diversity:
  - Intercultural cooperation
  - Virtual teams
  - Age management
- PL – CZ – HU – AT – CH



Thesis

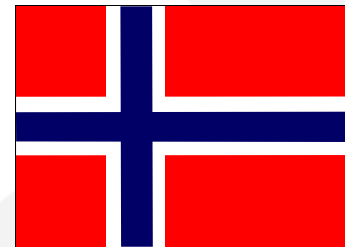
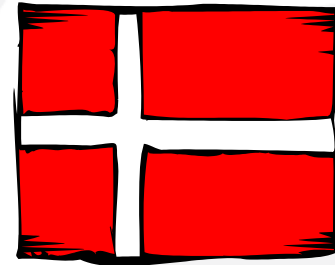
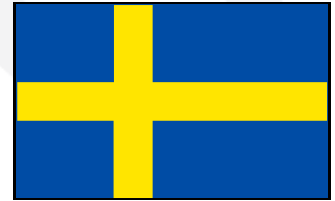
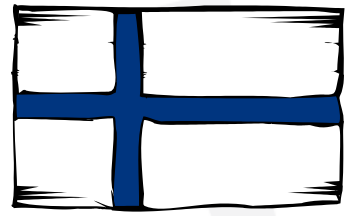
# **SCANDINAVIANS LIKE GOOD HUMOUR!**

Thesis 2

# **THERE IS A GRAIN OF TRUTH IN ANY JOKE!**

# SCANDINAVIA IS DIVERSIFIED

- What is an example of successful Nordic economic cooperation?
- The Finns invent a product, the Swedes manufacture it, the Danes sell it, and the Norwegians buy it.

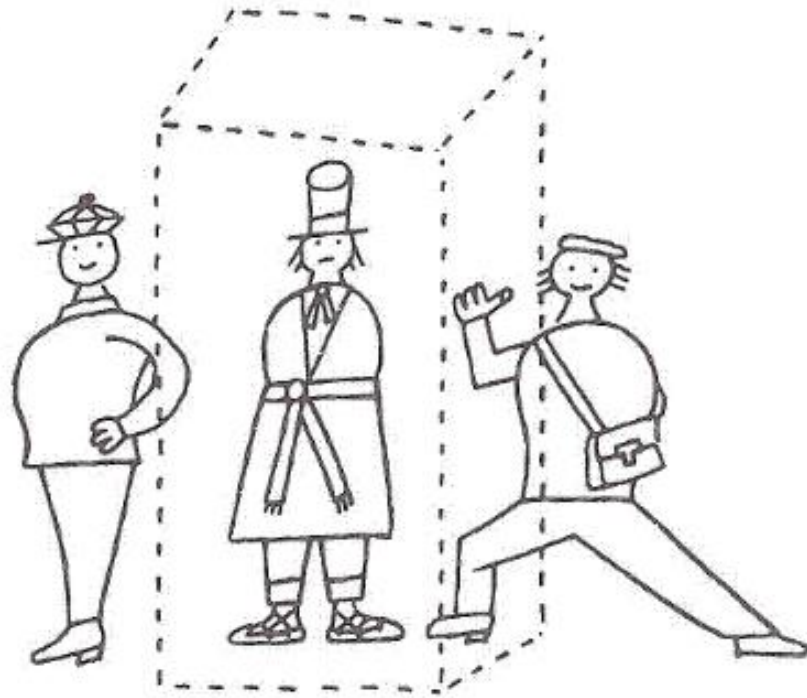
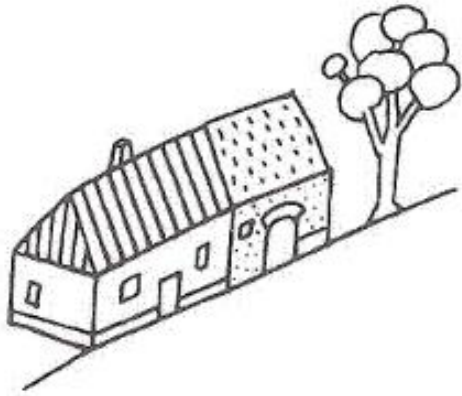


# FIRST CONTACT

- How would you tell a difference between an introvert and extravert Finn?
- In a conversation with you, the introvert Finn will watch the tips of his own shoes,

the extrovert Finn will watch the tips of your shoes!

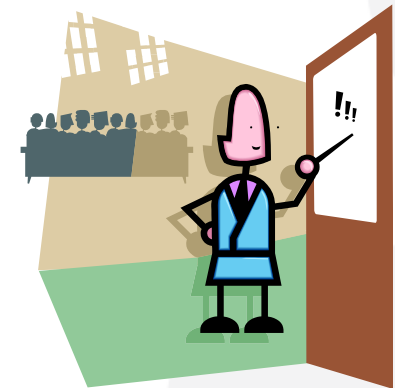






You surely want to present your offer

...and have them listen to you presenting it!



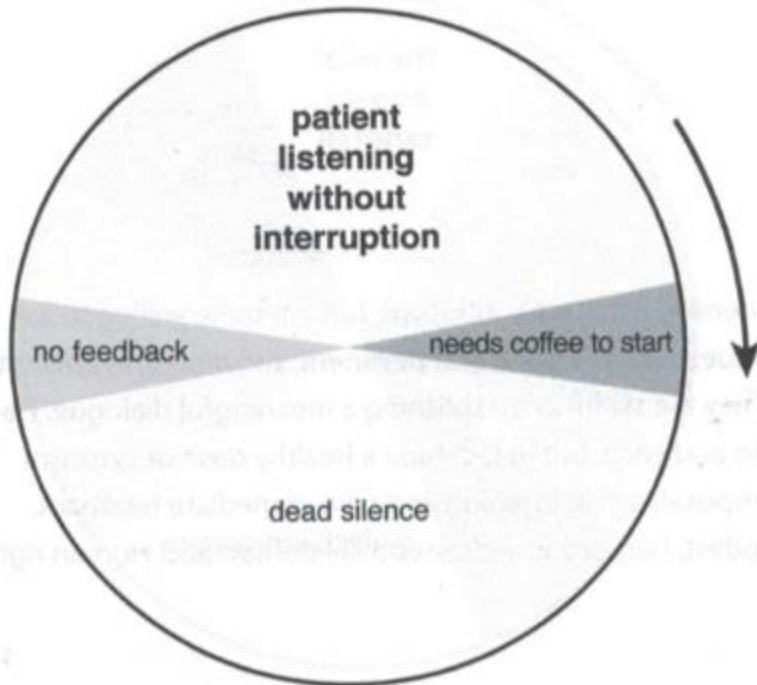
# Listening habits in Scandinavia

after Lewis, Cross-Cultural Communication



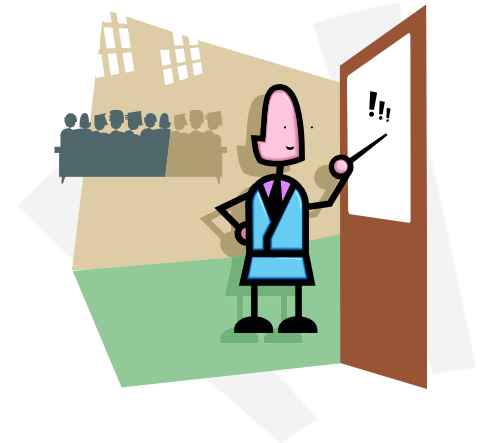
## FINNS

- good listeners
- never interrupt
- concentration levels are high
- give little or no feedback



# Listening habits in Scandinavia

after Lewis, Cross-Cultural Communication



## SWEDES

- cooperative listeners
- Give encouraging, whispered feedback
- Want facts and technical details – dislike speculation
- Need context
- Consensus obligatory



# APPROACH TO TIME

# You might want to plan some time...

- A UFO floated above Tallin for five hours: two Estonians

caught the moment and got some snaps.



# Planning is secure – you can rely on it

Sirkka: Markku! You never tell me that you love me...

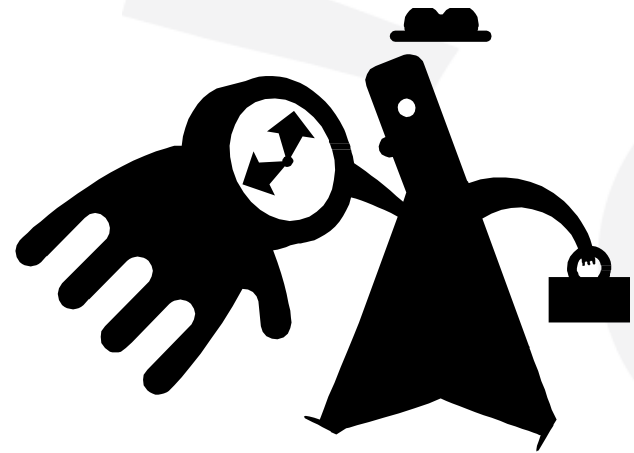
Markku: Listen, 25 years ago when we were about to get married, I told you that I love you. If there is any change in the situation, I will let you know.



# Time is respect

9:00 meeting

- **Being on time:** be there 8:58
- Small talk 8:58-9:00
- 9:00 actual start of the meeting
- Move along the meeting agenda





# Time is respect



- You don't need to confirm what has once been planned.

but

- Please make sure you stick to the timeline yourself!

At work

# HIERARCHIES AND STRUCTURES

- What does your son-in-law do?



- Precisely what I tell him to!

# Who / what is the boss?

## Approach to hierarchy



### Equality

- being independent
- hierarchy for convenience only
- equal rights
- superiors accessible
- leader as a coach
- management facilitates and empowers

### Hierarchy

- people accept a hierarchical order in which everybody has a place
- centralization is popular
- subordinates expect to be told what to do
- the ideal boss is some of an autocrat

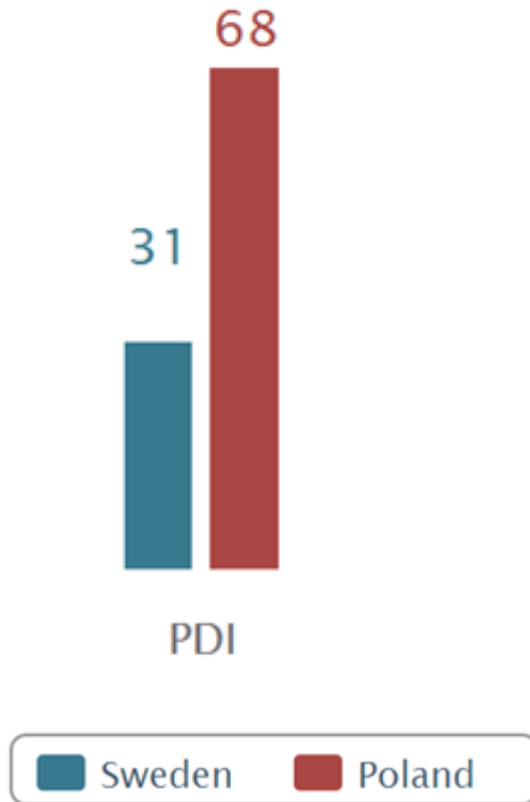
# Poland: equality or hierarchy?



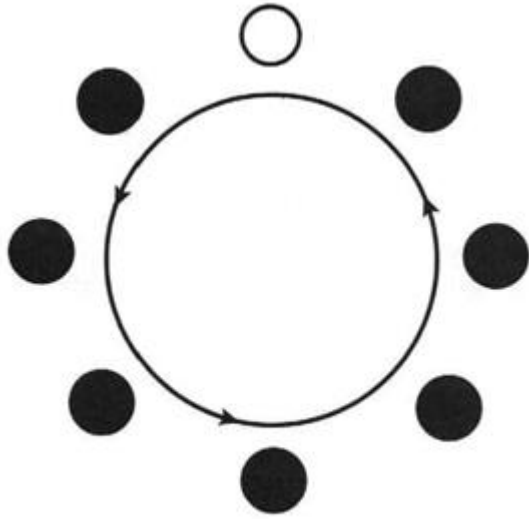
**Rektor GWSH  
prof. zw. dr hab.  
Zbigniew Machaliński**

# Sweden: equality at workplace

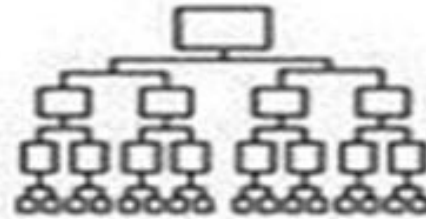
Hofstede's culture dimensions



- power is decentralized
- managers count on the experience of their team members
- employees expect to be consulted
- control is disliked
- communication is direct and participative
- A good leader... good employee...



first among equals



POLAND

# Hints and tips

Stay pragmatic

be on time

and use the common sense... the Scandinavian way!



- Excuse me, what time is it?
- You know what, I would also fancy a drink!





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# Thank you!

Monika Chutnik

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# Areas of specialization

development of managers' **competence**

HR management **virtual team leadership**

**LEADERSHIP** **Polish business culture** manager as a coach

*effective **cooperation and communication***

***in the international environment***

## etta Consulting and Training for Business

trainings for expatriates **intercultural training**

relocation training **intercultural coaching**

Diversity

Intergenerational

Age

Change

**Management**

**Business coaching**

**TRAIN THE TRAINER** – courses for trainers

**Performance Appraisal System**

**HR Strategies** motivation