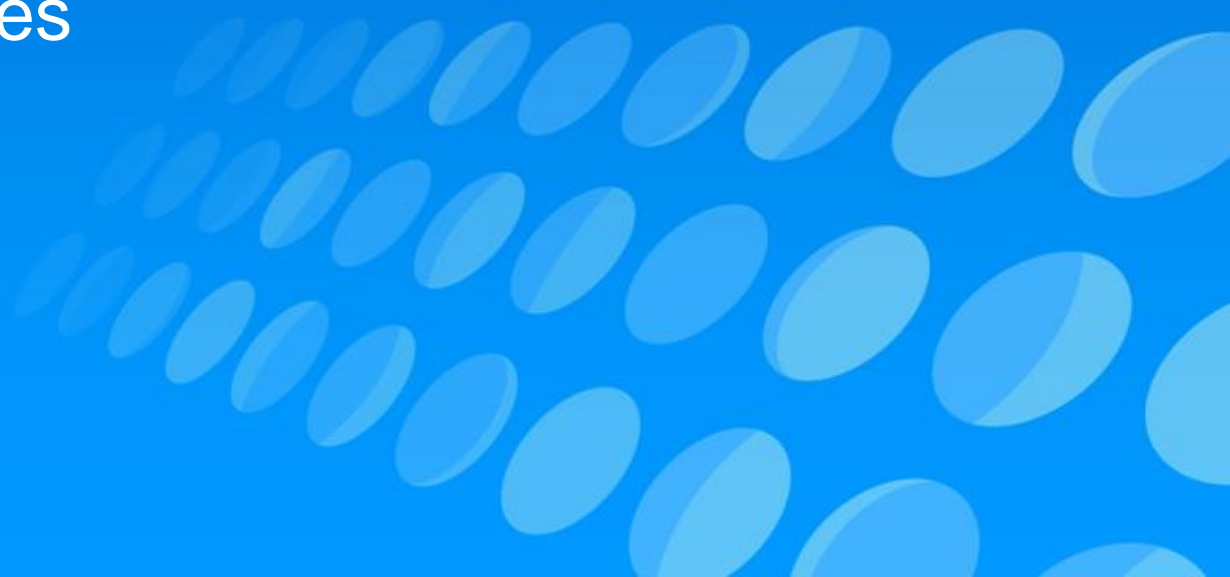


Les enjeux RH et manageriaux de la diversité culturelle pour une entreprise internationale en Suisse

Astrud Steuernagel & Blandine Dupray

15 septembre 2011

FOR DISCUSSION . . .

1. **P&G**
 2. Business case for Diversity & Inclusion
 3. What does D&I mean for our employees
 4. Two case studies
 5. Conclusion
- 

OUR BRANDS

- Among the Most Trusted in the World
- 23 Billion-Dollar Brands
- 20 Half-Billion-Dollar Brand

OUR PEOPLE

- #6 Top Global Diversity Companies, DiversityInc 2010
- In Top 5 for Best Companies for Multicultural Females, 2009 Working Mother



OUR PURPOSE

*Touching and Improving
Lives, now and for
generations to come.*



*“If we are to touch and improve
the lives of the world’s
consumers, we first have to
touch and improve lives of our
employees.*

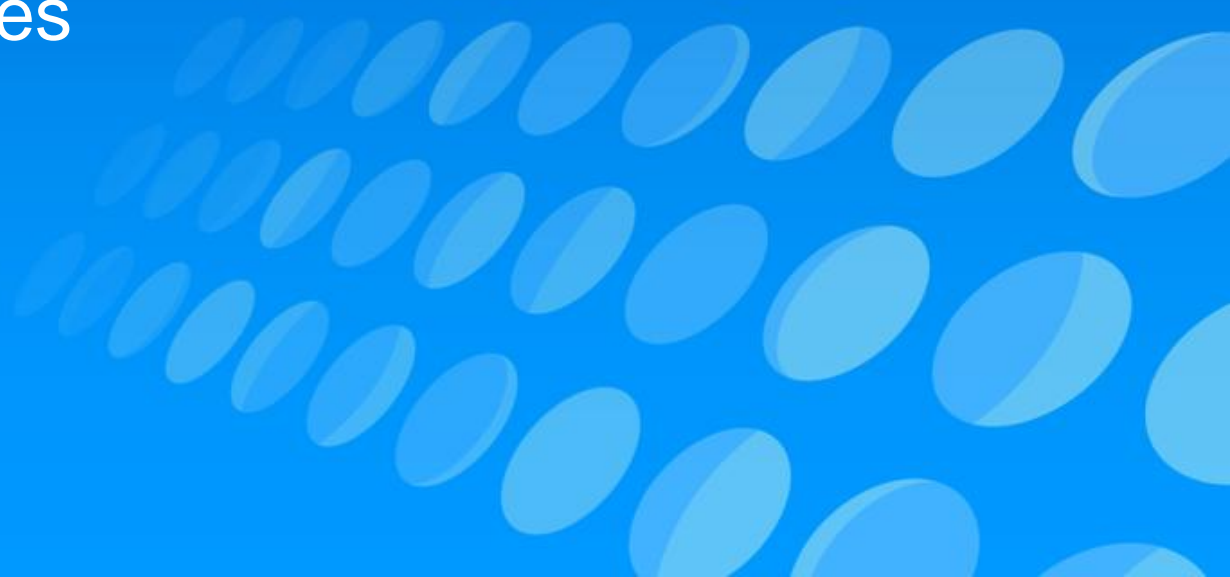
One leads to the other.

This is just a simple reality.”

Bob McDonald
Chairman of the Board, President and CEO



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What is Diversity for us?

A multi-Dimensional View

- Gender
- Culture
- Ethnic
- Geographic
- Experiences
- Skills
- Styles
- Education
- Companies



Get in Touch with the Boss

What's in the center
of your world map?









The Whole World as 100 People

If we could shrink the earth's population to a village of precisely 100 people, with all the existing human ratios remaining the same, it would look like this:

There would be :

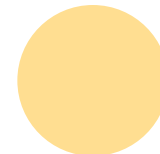
- ✓ 57 Asians (including India)
- ✓ 21 Europeans (including Russia & Australia)
- ✓ 12 from the Western Hemisphere (North and South America)
- ✓ 10 Africans
- ✓ 52 would be female
- ✓ 48 would be male
- ✓ 70 would be non-white, 30 white
- ✓ 75 would be non-Christian, 25 would be Christian
- ✓ 95 would be heterosexual, 5 gays/lesbians



The Whole World as 100 People:

There would be :

- ✓ 79% of the entire world's wealth (money, industry, products, resources, gold) would be in the hand of only 10 people and 7 would be citizens of the US.
- ✓ 80 would live in substandard housing
- ✓ 70 would be unable to read
- ✓ 50 would suffer from malnutrition
- ✓ 5 would be near death
- ✓ 5 would be near birth
- ✓ 1 would own a computer



We must know
“our boss,” her
needs, her culture,
how to communicate
with her in her
language.



Why We Drive Diversity

“Diverse organizations
will out-think, out-innovate,
and out-perform a homogeneous
organization every single time.”



A.G. Lafley

Chairman of the Board
and Former Chief Executive
Officer



We Will Be More Competitive

When our organization reflects the diversity of the markets and consumers we serve:

- We will be more capable of capturing consumer insights,
- developing better business building initiatives locally and globally,
- be a more preferred place to work, attracting top talent
- and so become more competitive.



DIVERSITY AND INCLUSION MISSION



- Hire, engage and retain best talent from around the world
- Foster culture of high inclusivity
- Employee population reflects diversity of our markets and consumers

DIVERSITY AND INCLUSION MISSION

*Everyone Valued,
Everyone Included,
Everyone Performing
at Their Peak.*



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The Golden Rule:
Treat others as you
would want to be
treated.

The Platinum Rule:
Treat others as
they want to be
treated.

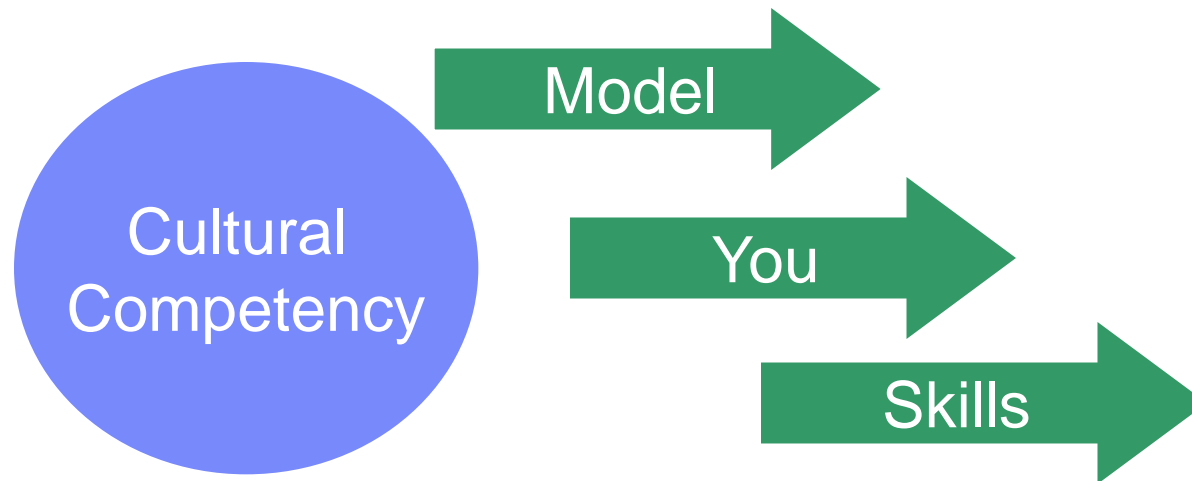


Objectives of our cross-cultural trainings

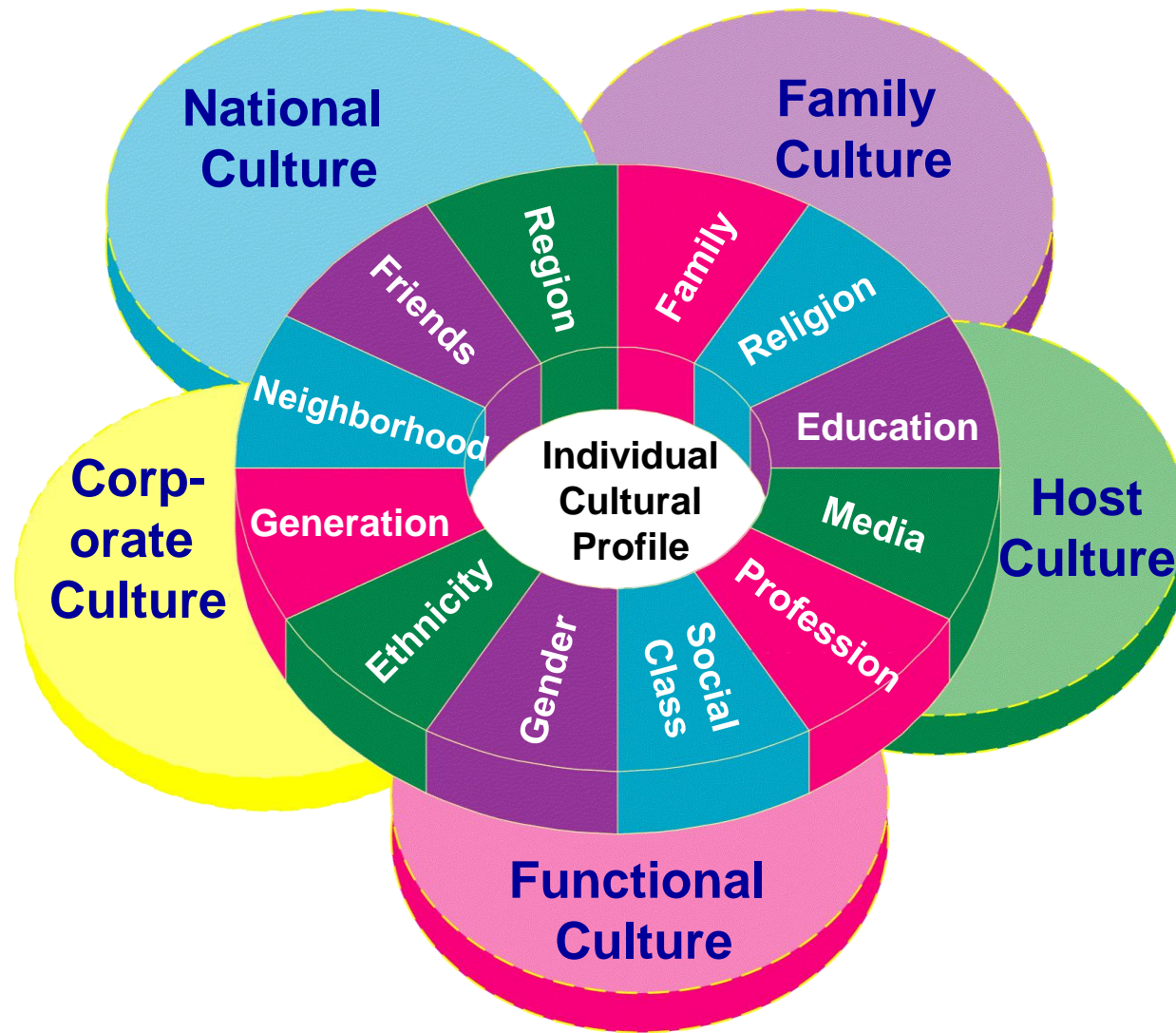
Define “cultural orientations” and how to use that understanding to interpret interactions and reactions.



Explore practices to improve teamwork and collaboration... global, cross-functional and interpersonal



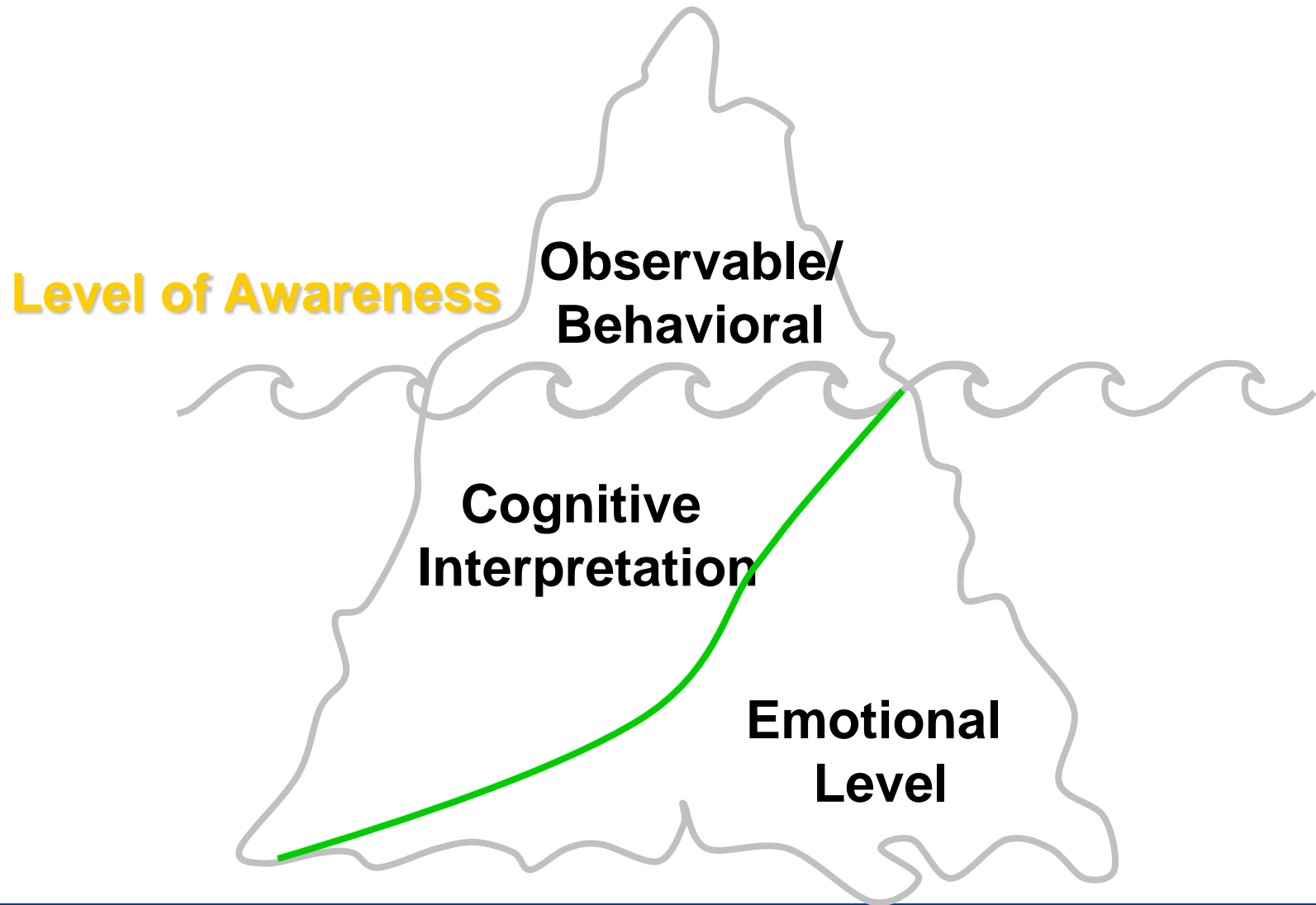
How Do We Acquire Our Frame of Reference?



The Definition of Culture

Culture: The complex pattern of ideas, emotions and observable manifestations (behaviors and/or symbols) that tend to be expected, reinforced and rewarded by and within a particular group

Cultural Gap: Impacts



Cultural Orientations Model™ = COM



A Framework for Managing Across Cultures

Action: how individuals conceptualize actions & interactions



Being

- Emphasizes trust- and relationship-building as the foundation for task-oriented behavior
- Values reflection and analysis



Doing

- Engages in tasks swiftly; trust is more readily extended
- Values action over reflection

Communication: how individuals express themselves



Direct

- Provides feedback and opinions in a straightforward way
- Values honesty



Indirect

- Provides feedback and opinions through a variety of indirect ways
- Values politeness and “face” saving (honor)

Communication: how individuals express themselves



High Context

- Meaning is implicit; differentiation of meaning and words
- Emphasizes interpretation of contextual/situational elements



Low Context

- Meaning is explicit
- Words are interpreted literally

Communication

Low Context

High Context

Words
Facts
Importance

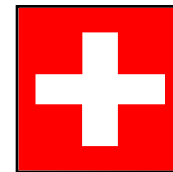
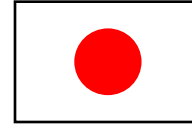
Facts
Importance
History
Class
Education
Social Setting
Social Status
Age
Tone of voice
Body Language
Appearance
Gender
Gestures



High and Low Context Countries

High Context

Japanese
Chinese
Indian
Arabian
Latin American
Russian
Hungarian
Spanish
Italian
English
French
Canadian
U.S. Nationals
Scandinavian
German
Swiss



Low Context

Intrinsically Suited For:

Email

Blackberry

Communicator

Voice Mail

Net Meeting/
Live Meeting

Telephone Conference

Video Conference

Face-to-Face Meetings



Communication mediums used for:

- sharing information
- exchanging factual data
- clarifying or summarizing meeting results

Communication mediums used for:

- discussing
- debating or reaching agreement
- discussing sensitive issues



Environment: how individuals relate to their sphere of influence



Control

Takes initiative/lead
Provides direction
Asserts his/her will/opinion
Challenges are opportunities



Harmony

Strives for compromise & consensus
Facilitates group processes
Adjusts behavior & expectations



Constraint

Obstacles as parameters for action

Time: How individuals perceive nature & use of time



Single-Focus

Focus on one thing at a time
Schedule-oriented
Compartmentalizing of tasks



Multi-Focus

**Focus on multiple things/
relations**
Simultaneity of tasks

Time: How individuals perceive nature & use of time



Fixed

Punctuality defined precisely



Fluid

Punctuality defined loosely

Structure: how individuals approach change, risk & ambiguity



Order

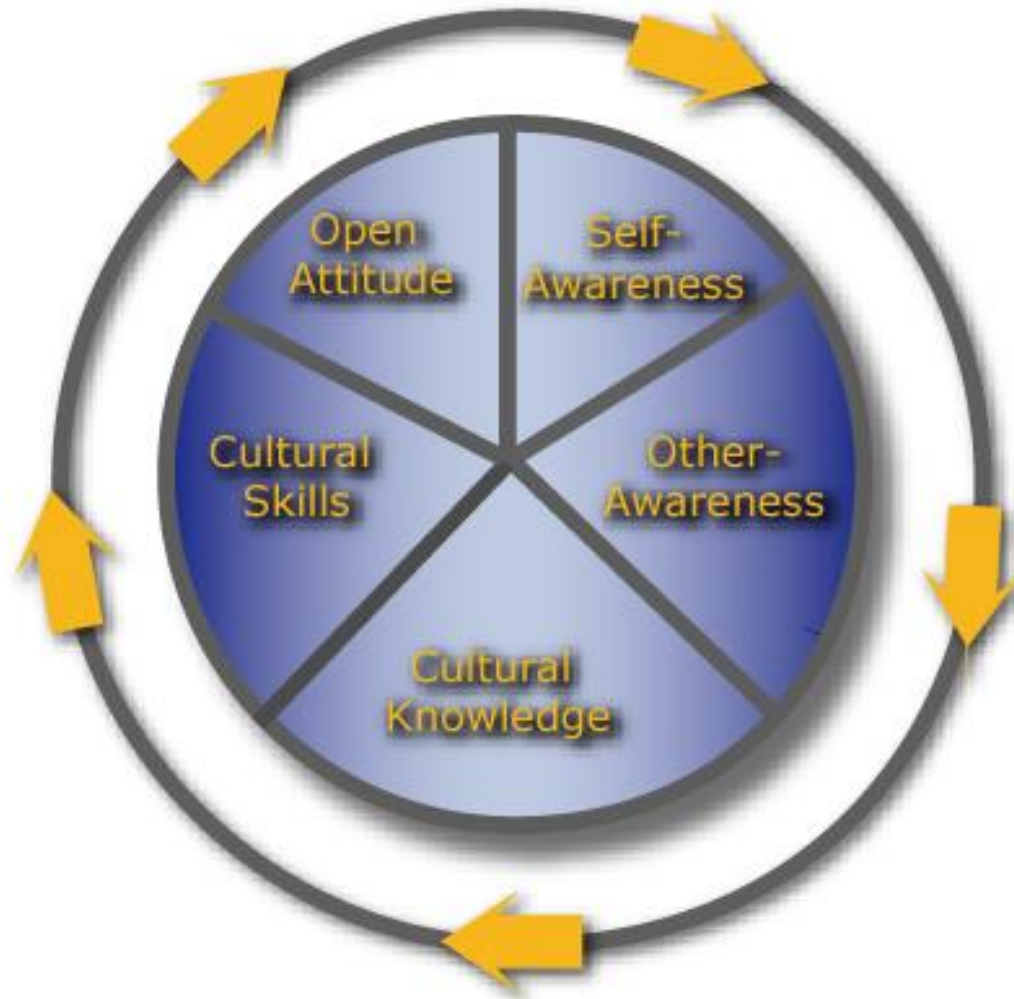
- Motivated by the reduction of risk, uncertainty, and ambiguity
- Emphasizes stability, rules, processes and procedures



Flexibility

- Tolerance for risk, uncertainty and ambiguity
- Emphasis on change and improvisation

Developing Cross-Cultural Competence





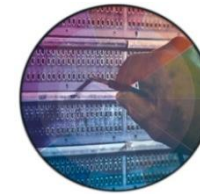
Cultural Mentoring

Helping others with cultural adaptation and integration



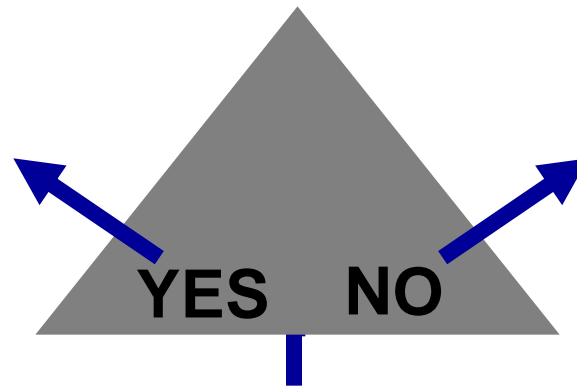
Cultural Dialogue

Exploring cultural differences and negotiating mutual adaptations



Style Switching

Using a different behavioral approach to accomplish one's goals



Is the burden of adaptation shared by all?



Cultural Due Diligence

Assessing and preparing for the possible impact of culture and cultural differences



my.pg.com

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P&G Message
A [message](#) from Jorge S. Mesquita, President, Global Home Care.

Did You Know?
Global project managers meld creative ideas and solutions with management and leadership skills directed at a multicultural team

Holidays This Week

Ashura	02/09	Bahrain
Ashura	02/09	Jordan
National Foundation Day	02/11	Japan

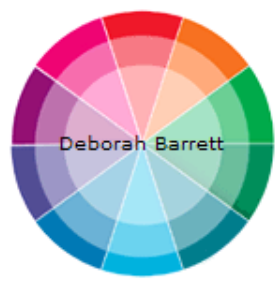
1 2

This Week in History
February 9, 1950.
US Senator Joseph McCarthy accused more than 200 staff in the State Department of being Communists.

- Research Zone
- Holiday Reminder
- Exchange Forum

Welcome Deborah

Cultural Orientation



View your Cultural Orientation.

CountryScope



Learn more about:

Cultural Simulator

The Cultural Simulator allows you to test your cultural knowledge in a variety of business and social situations.

Learning Zone

The Learning Zone provides premium services on the Cultural Navigator, including the Virtual Classroom, the Coaching Zone and Face to Face Learning.

Web Learning

You can access the Cultural Orientations at Work Online Course and Globalization: Looking Toward A Global Future in the Web Learning channel.

ToolBox

This channel provides users with access to a variety of InfoPacks that contain concise, resolution-oriented information, tips and tools that address key global management issues.

Recent Country Updates

- Ecuador
- Dominican Republic
- Hungary
- Norway
- China

Link this page

myNavigator

Right-Click on items below to access more features

- my Cultural Orientation
 - COI Assessment
 - COI Tutorial
 - Cultural Gap Analysis: U
- my CountryScope
 - Country Information: Ba
 - Country Information: Ma
 - Influence and Persuadin
- my Learning Zone
 - Face to Face Learning: I
 - Virtual Classroom : Unde

APPLICATIONS of CULTURAL COMPETENCY

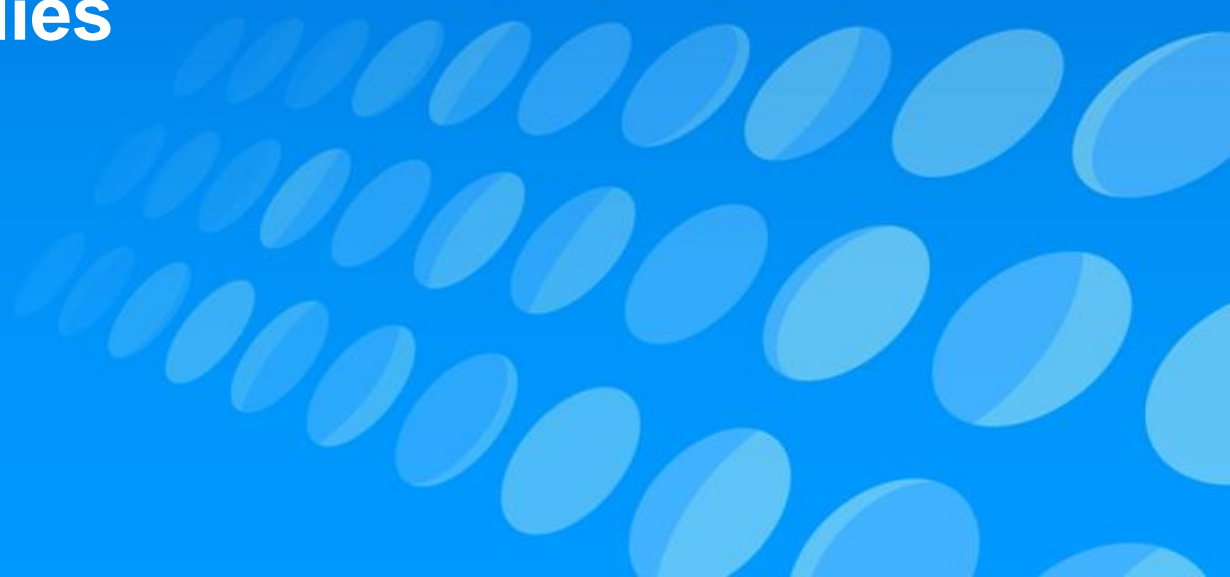
Team Effectiveness

1:1 Conflicts

Mergers

Expatriation

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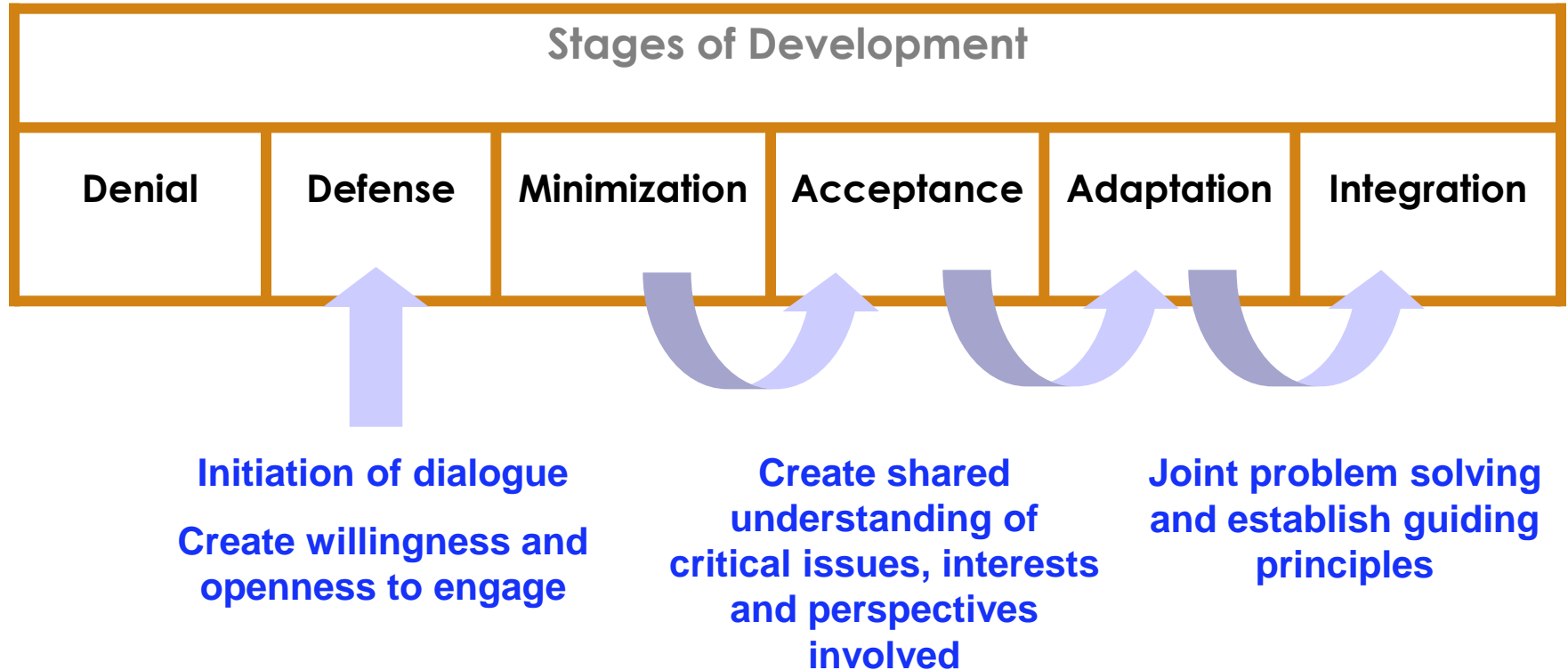
Case Study 1: Team Effectiveness

- What are the Team Profile Similarities?
- What are the Team Profile Differences?

Case Study 2: Cultural Integration during a merger

- What are the Similarities?
- What are the Differences and Challenges?
- What would you suggest to do?

Leading Cultural Integration

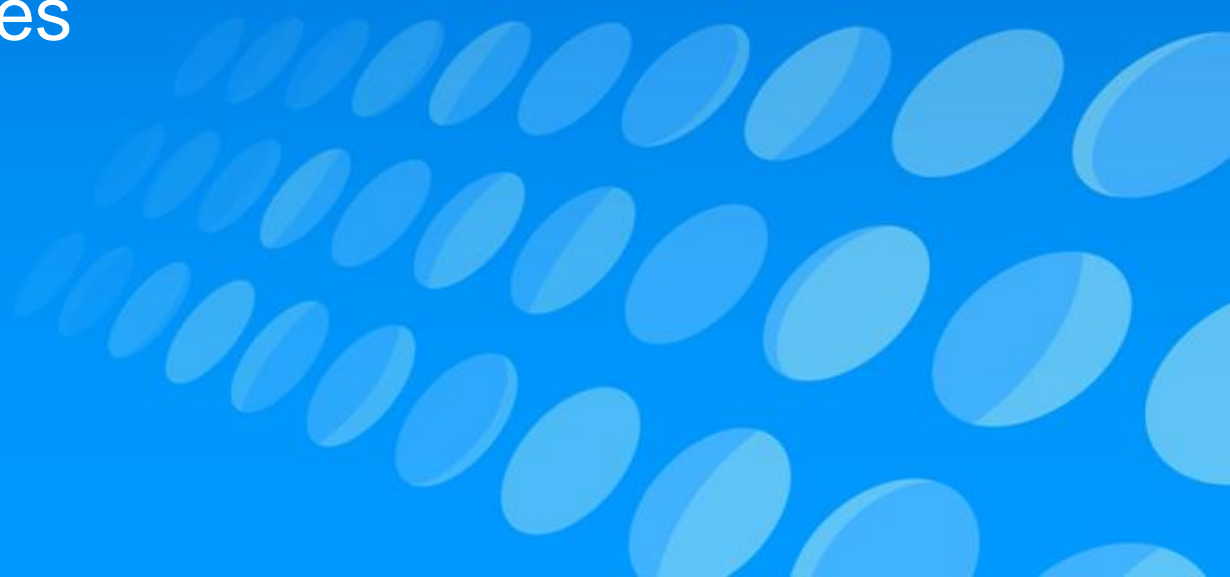


Some Ground Rules to foster success

- Assume positive intent by all
- Listen non-judgmentally: Be open and listen to others even when you disagree
- Treat everyone as an equal: leave aside role, status and stereotypes
- Search for hidden assumptions
- Recognize commonalities

I don't know what I don't know

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- 

Our Greatest Challenge:

To continue to create a P&G culture where everyone is **valued**, **included** and **performing at their peak** every day



Global Diversity at P&G:

EVERYONE...

Valued. Included. Performing at their Peak.





Touching lives, improving life. *P&G*™