

Answering questions on keystone corporation

[Business](#), [Company](#)



Based on the Geert Hofstede Cultural Dimensions Study, there is an uneven distribution of power and wealth in the Indian society, which is generally accepted by the Indians as a cultural norm (Geert Hofstede™ Cultural Dimensions India). Indians are persevering, and are more receptive to unstructured ideas or occurrences, having less regulations and standards with which to control unexpected events (Geert Hofstede™ Cultural Dimensions India).

Australians are generally individualists who have a penchant for privacy (Geert Hofstede™ Cultural Dimensions Australia). There is a higher level of equality between Australia's tiers of society, ranging between families, organizations and even the government (Geert Hofstede™ Cultural Dimensions Australia).

North Americans, belonging to the category of United States, have one of the highest individualism traits yet have greater equality between social levels, and hold the highest regard for cultural differences (Geert Hofstede™ Cultural Dimensions United States). Americans appreciate fewer rules and do not try to control all events and outcomes (Geert Hofstede™ Cultural Dimensions United States).

Friction in the Keystone set-up is predictable, made up of the easy-going Indians, the individualistic Americans, and the private Australians.

2. In any global company that is planning to consolidate its workforce, there are four global drivers for engagement:

(a) The nature of the job itself and the opportunities for growth.

Keystone has to ensure that the work environment is healthy with lots of team work, respect and camaraderie. Employees are well compensated and motivated.

(b) Confidence in the company's leadership.

To obtain the confidence of its workforce, a company must have leaders that act and work in accordance with established company goals and visions, and earmark resources that support those values.

(c) Recognition and rewards

Even though just compensation and regular, earned bonuses are not exactly drivers, they should be conceptualized to motivate the workforce and enhance a healthy competition within the organization. Non-monetary rewards such as recognition is effective in morale-boosting within a company.

(d) Organizational communication

There should be consistent open channels of communication, wherein information is released from top management in an organized and systematic way. Communication should be enhanced by dialogues, giving and taking of feedback and an open-door policy for management. Leaders should take the initiative in this particular driver.

3. Within this Global Project are two of the most contrasting personalities: the German and the Indian. Nevertheless, to prevent conflict in the organization, I will closely study the personas of the different races. I will focus on the similarities, and work on managing the cultural differences.

The Americans and the Germans have high levels of individuality, thus I can use them for the marketing side of my Project. The Indians will be best for customer service, because of their easy-going nature and lower tolerance for rules and regulations.

I can also employ the Germans to spearhead the financesector of the business, where strictness is appreciated. The Americans and Indians will make up the largest part of the organization, which is operations. Both have perseverance in their natures, and would easier adapt to new work environments and adjust to each other as well. The Americans and Indians would be more receptive to occasional changes in the organization, and will work well with less friction.

The Indians will be on my Public Relations team, and if I could get a female for the part, the better. She will have a good disposition, perfect for dealing with clients, and would be more competitive than her male countryman. In the world we live in - especially if one is operating a business -- fully understanding the cultural peculiarities, quirks and traits of the workforce can spell the difference between success and failure. To foster harmony in a multi-cultural organization, one must realize that even minor considerations like time may be perceived in different ways by different cultures. In most Eastern and Africanculture, friendship and relationships are more important than time. Hence, one does not run away from a friend to make it on time for work. It is different in the West.

It would be best to integrate into the organization, team-building activities wherein employees who work in close proximity are encouraged to know each other on a more personal level. Thus, friction is minimized and mutual

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respect is fostered. Thus, to have an effective organization, top management must study the cultural traits of the employees, in particular, with respect to politics and diplomacy, religion, social values and cultural traditions. Though this, management can determine which areas of the business a person is best suited, and top management can also devise ways of keeping their people happy, motivated and productive.

Works Cited

Hofstede, Geert. Geert Hofstede™ Cultural Dimensions. The Netherlands: 1967 - 2003.