Bridging the Global Generation Gap:

*How to awaken the new paradigm of communication*

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Overview

• Generational Analysis
• Regional/Cultural Analysis
• Technologies
• Communication
• Application
Generational Analysis
<table>
<thead>
<tr>
<th>Generation</th>
<th>Characteristic/Influences</th>
<th>Motivators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matures/Builders</td>
<td>Value Consistency, conformers, disciplined, respectful of the past</td>
<td>Want to be mentors, seek fulfillment through second career, need experience to be respected</td>
</tr>
<tr>
<td>(Veterans)</td>
<td></td>
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</tr>
<tr>
<td>Baby Boomers</td>
<td>Optimistic, team players, uncomfortable with conflict, self-centered</td>
<td>Need to work (career = identity), search for success, satisfied by full engagement</td>
</tr>
<tr>
<td>Generation X</td>
<td>Pragmatic, informal, easily frustrated, comfortable with technology</td>
<td>Expect recognition for ambition, work/life balance as valuable as cash, want to do it their way</td>
</tr>
<tr>
<td>Generation Y</td>
<td>High-tech, confident, independent, attached to home &amp; protective parents</td>
<td>Idealistic, hungry for frequent feedback, seek freedom as a sign of respect and trust</td>
</tr>
<tr>
<td>(Millennials)</td>
<td></td>
<td></td>
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<td>Characteristic/Influences</td>
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<tr>
<td>------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Baby Boomers (1943-1964)</td>
<td>Strong professional knowledge, some lack of business skills</td>
<td>More comfortable when not forced to share ideas – (communist rule)</td>
</tr>
<tr>
<td>Generation X- “Husak’s Children generation” (1965-1983)</td>
<td>Modern, self-taught skills, general uneasiness with structured organizations</td>
<td>Autonomy, generating wealth as quickly as possible</td>
</tr>
</tbody>
</table>
Latin America
### Brazil

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<tbody>
<tr>
<td>Baby Boomers (1946-1967)</td>
<td>Practical, traditional, elites are tech-savvy, lower class not</td>
<td>Larger class divisions, economic instability, dictatorship mentalities</td>
</tr>
<tr>
<td>Gen X (1965-1980)</td>
<td>Greater entrepreneurial mindset, traits</td>
<td>Value personal time, work/life balance, development opportunities</td>
</tr>
<tr>
<td>Gen Y (1981-2001)</td>
<td>Internationally minded, value mobility</td>
<td>Place premium on workplace offering maximum personal time</td>
</tr>
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*Deloitte Review – Talking About Whose Generation?*
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<tr>
<td>Post-60s generation (1960-1969)</td>
<td>Hard-working, perseverant</td>
<td>Larger family-orientations</td>
</tr>
<tr>
<td>Post-70s generation (1970-1979) (Gen X)</td>
<td>More assertive than 60’s, less than 80’s</td>
<td>More Western in outlook than preceding generations</td>
</tr>
<tr>
<td>Post-90s generation (1990-1999)</td>
<td>Larger world view, internet savvy</td>
<td>Technology, Opportunities for Advancement</td>
</tr>
</tbody>
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*Deloitte Review – Talking About Whose Generation?*
# India

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<tr>
<th>Generation</th>
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<tbody>
<tr>
<td>“Traditional” generation</td>
<td>Loyal, value stability &amp; tenure, Typically aspire to lifetime employment</td>
<td>Favor benefits over pure wage models</td>
</tr>
<tr>
<td>(1948-1968)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Non-Traditional” generation</td>
<td>More entrepreneurial, decreased loyalty to employers</td>
<td>Impact of market liberalization – career advancement based on merit</td>
</tr>
<tr>
<td>Gen Y (1981-onward)</td>
<td>Career model of employer rotation</td>
<td>Talent programs, development &amp; international opportunity</td>
</tr>
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*Deloitte Review – Talking About Whose Generation?*
Africa & The Middle East
## South Africa

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<td>Baby Boomers (1943-1970)</td>
<td>Traditional, Used to strict ‘command’ structure</td>
<td>Tumultuous economic &amp; social changes, impacts of Apartheid</td>
</tr>
<tr>
<td>Gen Y (1981-2000+)</td>
<td>Tech savvy, democracy-minded</td>
<td>Seeks a relaxed, informal work environment</td>
</tr>
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*Deloitte Review – Talking About Whose Generation?*
# The Middle East

<table>
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<tr>
<th>Country</th>
<th>Younger Generation</th>
<th>Older Generation</th>
</tr>
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<tbody>
<tr>
<td><strong>Saudi Arabia</strong></td>
<td>Educated, mistrustful, backlash against cultural integration, rise of militants</td>
<td>Softened relations with Western countries, result of 70’s oil boom &amp; economic progress</td>
</tr>
<tr>
<td><strong>Iran</strong></td>
<td>‘Generational Awakening’, largely pro-Western, hungry for change &amp; opportunity</td>
<td>Hesitant to change &amp; traditional – impact of Islamic Revolution, Iran/Iraq war</td>
</tr>
<tr>
<td><strong>Pakistan</strong></td>
<td>Less favorable towards West, more traditional beliefs</td>
<td>More inclined to embrace Western concepts, business alliances</td>
</tr>
</tbody>
</table>

Gallup Poll of 9 Islamic Countries
Regional/Cultural Analysis
Interpreting Behaviors

DANGER:

Misreading behaviors leads to stereotypes: “A commonly-held, often accusatory assumptions about a group of people.”

Stereotyping reduces communication effectiveness.

Storti, Figuring Foreigners Out, 1999
Individualism vs. Collectivism
Communication Style

- Direct
- Indirect

United States | Japan | China | Latin America | Middle East

Courtesy: Dr. Sherry Dean - Storti, *Figuring Foreigners Out*, 1999
Importance of Face

United States

Middle East

Latin America

China

Japan

Face Less Important

Face More Important

Courtesy: Dr. Sherry Dean - Storti, *Figuring Foreigners Out*, 1999
Locus of Control

United States | Germany | Japan | Mexico | Middle East Africa

Internal | External

Courtesy: Dr. Sherry Dean - Storti, *Figuring Foreigners Out*, 1999
Concept of Time

Monochronism

Polychronism

United States
Japan
China
Latin America

Middle East

Courtesy: Dr. Sherry Dean - Storti, *Figuring Foreigners Out*, 1999
Protocol – True or False?

• **China** - Any meeting with Chinese business people is always relaxed and informal. Protocols serve only as loose guidelines, so you should always ensure you are the first to break the ice with good-humored anecdotes.

• **Japan** - It is common to celebrate agreeing a contract with your Japanese client by going to a karaoke club or sushi bar until very late in the evening. However, as you are not Japanese, you are not expected to join in or stay as late as your hosts.

• **Egypt** - Your Egyptian colleague will stand at a much closer distance to you than you might be used to, as well as display more physical contact. The best response is not to back away but act at ease with it.
Protocol – True or False?

• **Russia** - You must show respect for the boss in a Russian organization, and respect the corporate hierarchy. Going over the heads of others is certain to offend and reduce your chances of building profitable business relationships.

• **Brazil** - Appearances matter very little. Wearing jeans, flip-flops and other similar casual dress communicates your success in business, not needing to follow convention.

• **Saudi Arabia** - Appointments with Saudi businessmen are often interrupted by phone calls or visits from friends and family. The best response is to stay cool rather than show your frustration.

Costa, MaryLou – Beware the culture gap on global growth trail
Technology
Impact of Technology – Worldwide

• United States
• European Union
• Latin America
• Asia
• Africa
• Middle East
Impact of Technology on International Trade

• Marketing
• Negotiating
• Documentary Requirements
• Regulatory Compliance
• Communication Between Agencies
• Transportation and Logistics
Impact of Technology in the classroom

• ‘Smartrooms’, Webrooms, Skype™ etc.
• Broadening of reach due to web capabilities
• Popularity of foreign degrees & certifications
Communication
Gaining the Competitive Advantage

- Offer Attentive Management
- Show them the Money
- Emphasize Career Development
- Offer Challenging, Diverse Assignments
- Focus on the Work Environment
- Promote Balance
- Utilize Technology
Gaining the Competitive Advantage

• Listen First
• Accept the “Pay Your Dues” Mentality
• Dress the Part
• Reserve Judgment
• Show Rather Than Tell
• Help Them Manage You

Internal Auditor October 2008 – The Multigenerational Workforce
Gaining the Educational Advantage

• Positive Interdependence
• Individual Accountability
• Group Processing
• Interpersonal and Small Group Skills
• Face-to-Face Promotive Interaction
• Technology
Case Study
Contact Us!

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