



Managing Business Relationships In Germany

**Copyright © 1997 by
WDA/Culturebank
All Rights Reserved**

For information on arranging
internet/telephone delivery of the full
version of this seminar please contact
webservant@culturebank.com



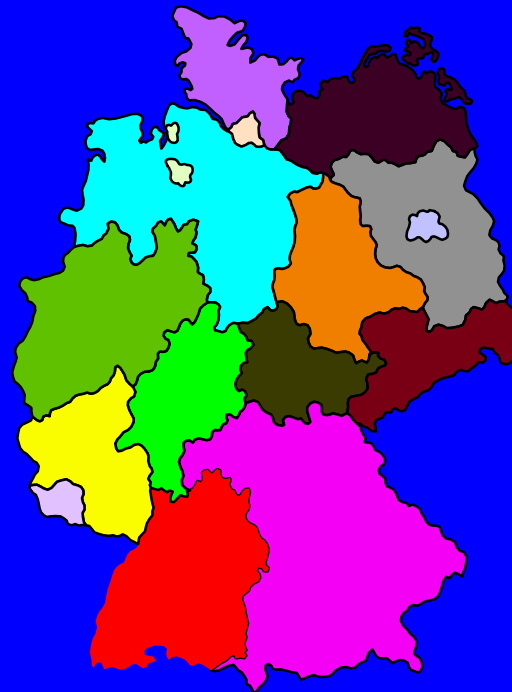
History & Worldview

- ❑ **Charlemagne & early glories**
- ❑ **Separate paths; mother language, no fatherland**
- ❑ **From Romans to Reformation**
- ❑ **Rise of Prussia & Nationalism**
- ❑ **The German sense of Volk**



Quick Sketches

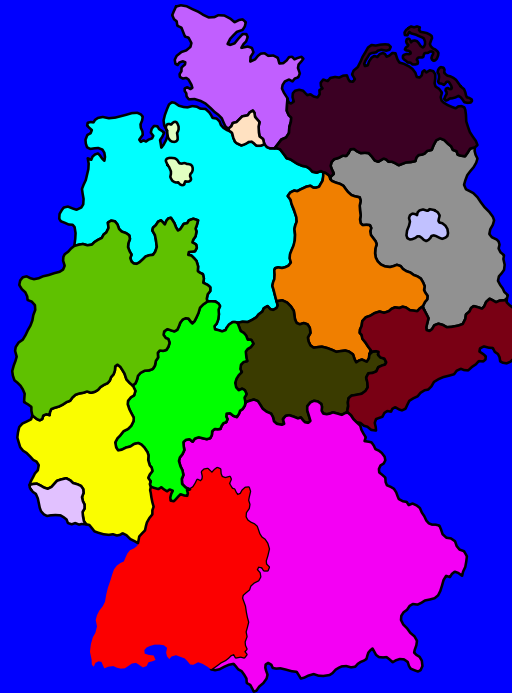
- **Sophisticated, cosmopolitan Rhinelanders**
- **Inventive, industrious Franconians**





Quick Sketches

- Cautious, businesslike Swabians
- Talented, independent Bavarians





German Economic Environment

- ❑ Historical factors & relationships
- ❑ Limited natural resources, great inventiveness & adaptability
- ❑ Import dependence & innovation,
- ❑ 4th strongest economy in the world
- ❑ Industrial & technology bases



Core Characteristics

- ❑ Reserve & Formality
- ❑ Law & Order
- ❑ Diverse Intellectual, Artistic, & Physical Pleasures
- ❑ Loyalty & Dedication
- ❑ Punctuality & Precision



Core German Values

- ❑ **Sense of belonging - 28%**
- ❑ **Zugehörigkeit; Gebörgenheit**
- ❑ **Family & other social units**
 - ❑ Work, fraternal, interest, occupational
- ❑ **Communities, Teams, Units**
- ❑ **Das Volk**



Core German Values

- ❑ **Security - 24%**
- ❑ **Sichere Lebensumstände**
- ❑ **Lessons of the past**
- ❑ **Information, Commitments, Process**
- ❑ **Background, Pedigree, References**



Core German Values

- ❑ **Self-Respect & Being Respected - 19%**
- ❑ **Selbstachtung (self-attention); Selbstvertrauen (being true to self)**
- ❑ **Anerkannt und respektiert werden**
- ❑ **Titles, Formalism, Ritual**
- ❑ **Position, Prerogatives, Authority**



Additional Core Values

- **Warm relationships with others**
 - Enge Beziehungen zu anderen Menschen
- **Fun & Enjoyment in life**
 - Die Welt und das Leben genießen
- **Accomplishment, Self- fulfillment, Exciting life.**
 - Leistungsfähig sein, Selbstentfaltung, Ein abwechslungsreiches Leben.



US - German Values

	US	GER
☐ Belonging	7.9	28.6
☐ Respect	29.9	19.0
☐ Security	20.6	24.1
☐ Warm relationships	16.2	7.9
☐ Accomplishment	11.4	5.4
☐ Self-fulfillment	9.6	4.8

**WHAT ARE THE IMPLICATIONS FOR PROJECT
PLANNING & MANAGEMENT STRATEGIES?**



German Business Style

- ❑ Matter-of-fact & to the point
- ❑ Subtle acknowledgment of status
- ❑ Attention to details & rules
- ❑ Future-oriented decision making

For information on arranging
internet/telephone delivery of the full
version of this seminar please contact
webservant@culturebank.com



Socializing With Germans

- ❑ Not overtly friendly**
- ❑ Formal manners**
- ❑ Handshakes & introductions**
- ❑ Developing relationships**



Proper Social Behavior

- ❑ Cultivated manners & presentation
- ❑ Important social calling rituals
- ❑ Queuing & other territorial matters



The German Family Unit

- Emerging role of women
- Place of the elderly
- Stability of the home



German Childraising

- Gender & role conditioning
- Exercise of authority
- Group vs. Family pressures
- Important life events



What a Child is Taught - Bertholt Brecht

- God sees everything**
- Save for a rainy day**
- Useless people amount to nothing**
- Don't serve yourself first**
- Keep quiet and be respectful**



Everyday German Life

- Housing & Dress
- “Setting a good table”
- German hospitality

For information on arranging
internet/telephone delivery of the full
version of this seminar please contact
webservant@culturebank.com



German class structure

- ❑ **Aristocracy alive, well, quiet**
- ❑ **Achievement & social status**
- ❑ **Three separate kinds of schools**
- ❑ **Identifiable upper class and jet-set**



Religion and cultural traditions

- ❑ Protestants dominate the North
- ❑ Catholics dominate some Rhineland and all the South
- ❑ North inclined to serious view of life
- ❑ South tends to stress enjoying life
- ❑ Highly institutionalized church



Strong Popular Culture

- ❑ Festivals, holidays
- ❑ Old fertility symbols
- ❑ Good luck rituals
- ❑ Fairytales, magic



The Arts in Germany

- Arts are highly esteemed
- Arts is a respected profession
- Popular love of music, theater, dance
- Strong regional popular cultures



Education In Germany

- ❑ Primary through secondary education
- ❑ Academic secondary track (Gymnasium)
- ❑ Universities for the few



The Dual System of Vocational Training

- Apprenticeship training program
- 80% of youth not university-bound
- On-the-job training a major feature
- Intermediate & final examinations



The German Sozialstaat (Social State)

- ❑ Wages, Working Conditions and Benefits**
- ❑ Collective Bargaining Agreements**

For information on arranging
internet/telephone delivery of the full
version of this seminar please contact
webservant@culturebank.com



The German Social Safety Net System

- A comprehensive social net
- Mandatory insurance plans
- Maternity, Family, Social Welfare Programs



German Management/Labor Relationship

- The unique German industrial relations system**
- The Empire (1871-1918)**
- The Weimar Republic (1919-33)**
- The Codetermination Act of 1976**



Codetermination and Industrial Democracy

- ❑ The Works Council
- ❑ Codetermination
- ❑ Labor Movement
- ❑ Employers Organizations



Basic Social Views

- ❑ Great sense of community
- ❑ Thrift and "enjoyment of the moment" not seen as opposites
- ❑ Work frequently seen as an end in itself
- ❑ Recognition of impersonal forces



Basic German Beliefs

- ❑ Man's destiny is controlled by man's actions
- ❑ Fact is more important than face
- ❑ Factual honesty is considered more important than politeness

For information on arranging
internet/telephone delivery of the full
version of this seminar please contact
webservant@culturebank.com



German Business Environment

- ❑ Competition & cooperation - in competition
- ❑ No substitutes for degrees, competence
- ❑ Navigating office bureaucracies
- ❑ A “Respect Culture”



Universal German Assumptions

- Ordnung müss sein
- Sauber funktioniert
- Bleiben auf dem boden der tatsachen



Making Presentations To Germans

- ❑ Obtain detailed background on participants
- ❑ Footnote & document everything
- ❑ Don't over-elaborate; be efficient
- ❑ Intelligent presentation appreciated
- ❑ Anticipate quiet “killer” questions



Making Proposals To Germans

- ❑ Germans respect numbers - use them carefully
- ❑ Demonstrate your homework
- ❑ Demonstrate capability to deliver
- ❑ Stick carefully to all schedules



Selling To Germans

- ❑ Stress meeting **UNIQUE** German needs
- ❑ Choose comparisons carefully
- ❑ Opening & intended final positions are typically very close
- ❑ Processes tend to rise to crescendo
- ❑ Don't worry about snickers & whispers



Self Presentation

- ❑ Don't be too modest; don't brag
- ❑ No irony or sarcasm - they backfire too easily
- ❑ Be very careful how you give & take criticism
- ❑ Avoid emotional arguments
- ❑ Avoid being too friendly



Interacting Effectively

- ❑ Study backgrounds carefully
- ❑ Prepare extensively for every interaction
- ❑ Brief subordinates/associates thoroughly
- ❑ Be informed about & use titles and functions
- ❑ Do not take unfriendliness personally

For information on arranging
internet/telephone delivery of the full
version of this seminar please contact
webservant@culturebank.com