



Managing Human Relations For Competitive Advantage In Italy And France For Americans

**Original materials developed in collaboration
with CIBS, Amstelveen, The Netherlands**

**Cultural Keys To Successfully Presenting
Your Proposal, Idea Or Project**

In Italy And France

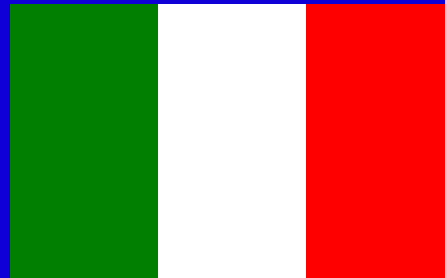
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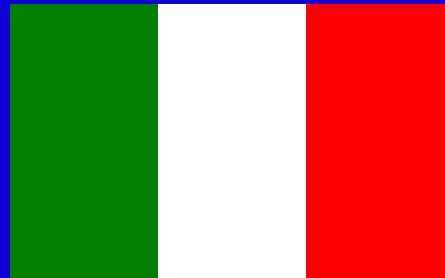
Italian Business Context

- Superiors & subordinates
- Relations between colleagues
- Relations between organizations
- Regionalism & Campanilismo



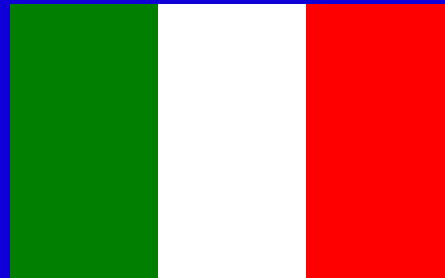
Italian Organizations

- Loyalty is a family matter
- The boss as patriarch
- Family comes first
- Doing whatever it takes



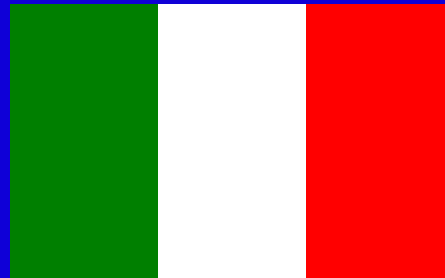
The Italian Hierarchy

- The Dirigenti
- The Quandri
- The Impedi
- Sons & Daughters



How Italy Works

- **Personal alliances sometimes persist over generations**
 - Trust & reciprocity that has proven itself
- **Effective leadership consists of**
 - Not so much in planning & decision making
 - More a matter of influence & control
- **Why 300 governments don't matter**



The Ideal Italian Leader

☐ Autorita, Autorvolezza,
& Autorianismo

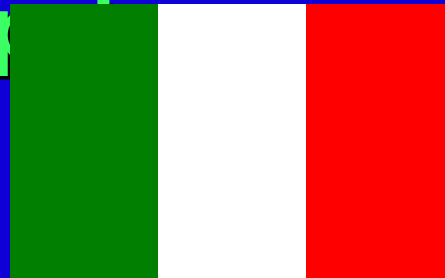
☐ Respect =
Autorvolezza

☐ Charisma

☐ Creativity

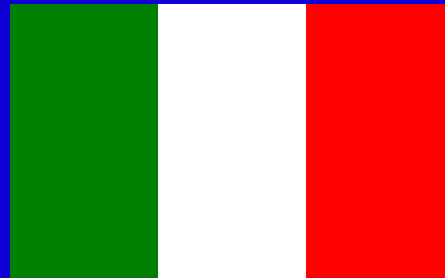
☐ Compassion

☐ Competence



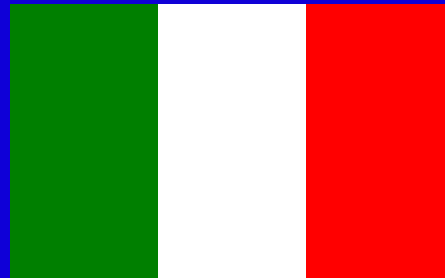
Relations Between Italian Colleagues

- Building and managing consensus is the key
- Respected leadership is essential for all process
- Directness & frank opinions not appreciated



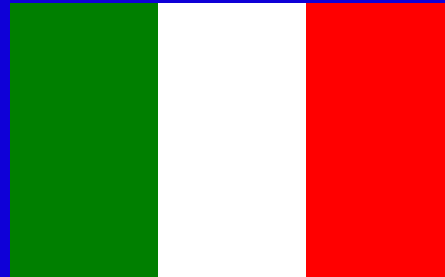
Building & Managing Consensus In Meetings

- ☐ Discuss key issues informally with each person
- ☐ Gain support from those who influence others
- ☐ Allow chaos to happen
- ☐ Don't create win-lose situations or you'll lose more often than not



Relations Between Italian Organizations

- Trust has always been an economic necessity
- Handshake & personal honor have always mattered
- The safest path is always to trust the person not the paper
- The answer is always “Yes”
 - Keep it that way



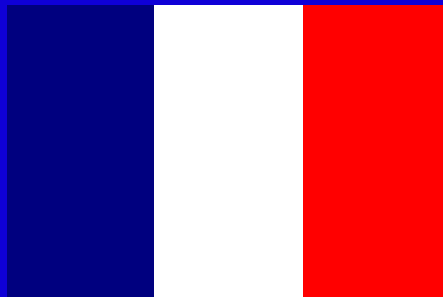
Summary Of Main Points

- Family = More Than A Model
- Authority = Personality
- Communication = Consensus

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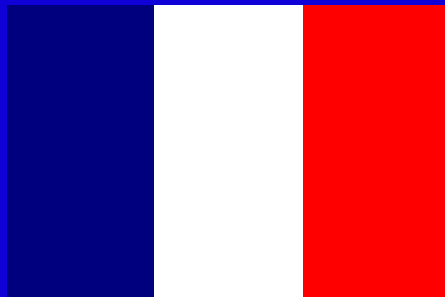
French Business Context

- ❑ Language matters - so does strategy
- ❑ The role of logic is critical
- ❑ Formality is important
- ❑ Authority is the core of leadership
- ❑ Education, family, personality are determining factors
- ❑ Self-presentation is an art form



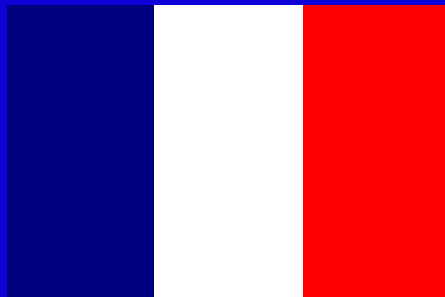
Language Matters

- The value of eloquence
- A measure of intelligence and value
- A tradition of brilliant expression
- You do have options - use them
- Silence = intellectual inferiority



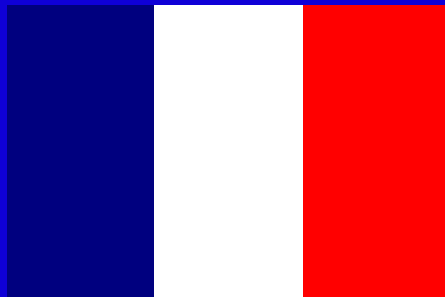
The Role Of Logic

- Begin with the rationale
- Deductive vs. Inductive
- Document extensively
- Do not offer your conclusions
- Assume everyone is brilliant
- “But, is he intelligent?”



The Importance Of Formality

- Business cards really matter
- Respect the hierarchy
- Everyone has a title & function
- Be cautious about putting it in writing



Presentation High Points

- **Salutation**

- Introduce yourself

- **Valorization**

- How pleased you are to be here

- **Presentation**

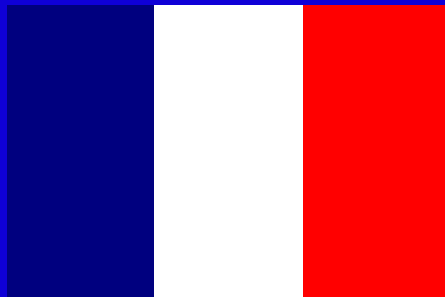
- Your proposed agenda

- **Magic phrases**

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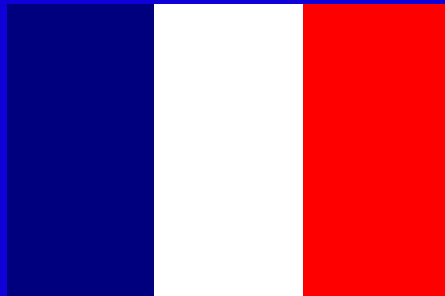
Standard Framework For Presentations

- 10-15 minutes *d'expose*
- 5-10 minutes *minidebat*
- 10-15 minutes *d'expose*
- *La cloture - c'est tout*



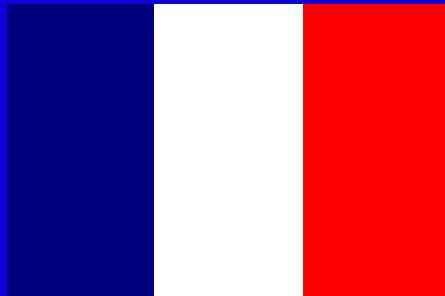
Keys To Successful Selling

- Remember always - the French customer has all the ideas
- Appeal to their curiosity - create a challenge they can't resist
- Use rhetorical questions - let them provide the answers



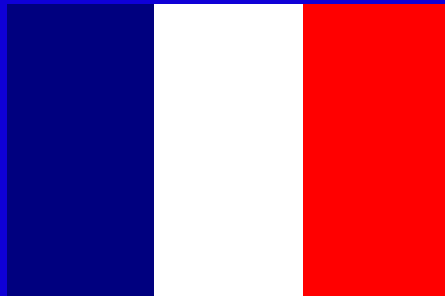
Keys To Successful Selling

- Always ask for their solutions - never for their needs
- Practice *silence actif* - you will appear *tres intelligent*
- Verbal assent is important, but meaningless by itself



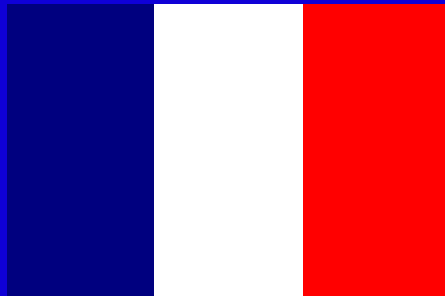
Participating Effectively In Meetings

- ☐ **Prepare to be witty and interesting**
 - ☐ Otherwise you'll be boring - the worst sin
- ☐ **Treat others as brilliant**
 - ☐ Be careful not to condescend!
- ☐ **Don't wait for an opening**
 - ☐ Think of Parisian traffic circles
- ☐ **One problem - many solutions**
 - ☐ Everyone has a different one



Relations Between Colleagues

- ☐ **Information sharing is critical**
 - ☐ What you know/don't know matters
- ☐ **Status derives from association**
 - ☐ Are you worth knowing?
- ☐ **The three basic rules**
 - ☐ Ladies before gentlemen
 - ☐ Age before youth
 - ☐ Superiors before subordinates
- ☐ **Loyalty is everything**
 - ☐ All for one, and one for all



Authority & Leadership

- *Le vrais patron*

- Decisive, fearless, frank

- Formal, polite, well-mannered

- Caring, involved, concerned

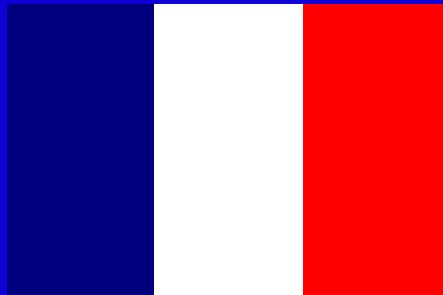
- **But ... NEVER go around him**

- **He may delegate his authority**

- Usually to act in his name

- But never his control

- *L'état - c'est lui*



Education, Family, Personality

- *Les grandes ecoles*
- The meanings of *Etranger*
- Professions have rank and status
- Appearances matter
 - Conservative, well-accessorized dress
 - Excellent personal grooming
- Be alert & interesting

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