**Article Outline**

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02/16/2022

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**Purpose Statement**: The aim of this article is to delve into the issue of understanding cultural differences in the workplace. It also looks at how such differences can be managed to create efficiency in operations and improve employee behavior. The information from this article can be used by executives of international businesses as they work in different companies.

1. **Problem:** Executives of international businesses underestimate the challenge posed by cultural differences
2. Culture is a complex aspect that cannot be measured using one or two dimensions.
3. Managers often fail due to oversimplification of this complex topic.
4. Managers must use a tool that accommodates this complexity. That will help address any challenges emerging when managing diverse employees.
5. Also, the manager's style of management will play a critical role in addressing cultural differences.
6. **Problem**: Managers have erroneous expectations about how employees are supposed to act.
7. Executives are biased in how they interact with employees.
8. They fail to accommodate differences.
9. Thus, they lack the ability to motivate and mobilize workers.
10. **Problem:** Managers fail to appreciate aspects of the other culture.
11. Executives do not see the positive aspects of other approaches.
12. It is essential to understand how people from other backgrounds behave.
13. There are strengths associated with other cultures.
14. **Original and creative solution to the problem**: Managers can use a culture map to understand the complexity associated with different cultures (Meyer, 2014). It will help to guide how managers interact with employees in the international setting.
15. The culture map is an effective tool to help the manager determine how culture affects routine operations in an organization. That will assist in making effective decisions on issues pertaining to culture.
16. It is composed of eight scales that are representative of employee behavior.
17. It will help determine areas where cultural gaps are common
18. It also shows different countries and the level of respect for authority figures.
19. The scales will measure the extent to which a culture is consensus-minded.
20. **Original and Creative solution to the problem:** Apply particular rules when managing people from diverse cultural backgrounds. That will help address cultural differences, which are much more challenging to manage.
21. Firstly, it is avoiding underestimation of the challenge posed by managing diverse cultures (Meyer, 2014). That entails taking time to learn about a new culture.
22. Secondly, utilizing multiple perspectives when managing cultures. That will encompass figuring out how a person from one culture perceives people from different cultures.
23. Thirdly, looking at the positive aspects of how people from other cultures work. For example, a positive aspect of Chinese culture is the principle of reciprocal obligation.
24. Fourthly, it is seeking to adjust and readjust one’s position when it comes to managing employees. The shifts will be as a response to accommodating the differences among employees.

**Conclusion.**

In summary, it is possible that executives in different companies will end up managing employees from different cultures. In some cases, they might underestimate the problems associated with managing people from diverse cultures. That will create problems given that culture is a complex subject. The culture map provides an effective way of managing employees from different cultures. It will help in simplifying complex aspects associated with culture. Additionally, it is essential to apply specific rules when managing people from diverse backgrounds. For example, seeing positive aspects of a culture and using multiple perspectives when assessing cultures. That will help get a detailed perspective of people from different backgrounds.

**Reference**

Meyer, E. (2014). Navigating the Cultural Minefield. *Harvard Business Review*, *92*(5), 119-123. <https://eds.s.ebscohost.com/eds/pdfviewer/pdfviewer?vid=0&sid=d9d28c09-720c-420a-bc96-fb0f444719e4%40redis>