

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Bachelor Thesis

Managing a cross-cultural team

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Department of Management

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Vyacheslav Gatin

Economics and Management

Thesis title

Managing a cross-cultural team

Objectives of thesis

The aim of this thesis is:

- 1) to research and analyze different approaches in cross-cultural management and team management;
- 2) to analyze cross-cultural differences and similarities, with a focus on Czech and Russian cultures to define characteristics of good team leader in context of managing cross-cultural teams;
- 3) to identify the problems, that cross-cultural team can face;
- 4) to understand how cross-cultural team can be effectively managed

Methodology

The methods used will be:

- 1) application of various cultural theories and comparison techniques
- 2) consultation with professional international managers and teachers of cross-cultural management

The proposed extent of the thesis

Approximately 40 pages

Recommended information sources

Geert Hofstede, Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations. 2nd Edition, Thousand Oaks CA: Sage Publications, 2001
G.F Ostapenko, What should be known about foreign partners. "PSTU Publishers", 2006, Perm.
S.E. Pivovarov, I.L. Maksimcev, Comparative management. "Piter", 2008.
S.P. Myasoedov, Basics of cross-cultural management. "Deal", 2012, ISBN: 978-5-7749-0721-2



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Declaration

I declare that I have worked on my diploma thesis titled “Managing a Cross-cultural Team” by myself and I have used only the sources mentioned at the end of the thesis

In Prague on 16.3.2015

Vyacheslav Gatin

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Managing a Cross-cultural Team

Řízení Mezikulturního Týmu

Souhrn

Tato bakalářská práce byla připravena za účelem poskytnutí širšího chápání toho, co znamená mezikulturní tým a jak by měl být řízen. Důkladný průzkum byl proveden, aby mohl vytvořit teoretický základ pro takovou práci, shromažďující ty nejspolehlivější srovnávací metody Geerta Hofstedeho a Fonse Trompenaarse s Charlesem Hampden-Turnerem. Tento teoretický základ byl zrealizován v souvislosti s analýzou dvou kultur – českou a ruskou. Rozdíly a podobnosti těchto kultur byly interpretovány se zaměřením na řídicí procesy a fungování týmů. Výsledky této interpretace byly složeny k vytvoření metodologických nástrojů pro manažerské zaměry včetně soupisů možných konfliktů a návrhu k jejich vyřešení.

Klíčová slova:

Mezikulturní týmy, management, kulturní srovnání, česká a ruská kultury, Geert Hofstede, Fons Trompenaars, kulturní povědomí

Summary

This bachelor thesis was prepared in order to provide broader understanding of what is cross-cultural team and how it should be managed. An in-depth research was made to create a theoretical basis for such work, gathering the most reliable comparative techniques made by Geert Hofstede and Fons Trompenaars & Charles Hampden-Turner. This theoretical background was then applied in analysis of two cultures – Czech and Russian. Differences and similarities of these cultures were interpreted with a focus on management processes and functioning of a team. Outcomes of this interpretation were put together to create a methodological tool for managing purposes, including the list of possible conflicts and suggestions for their resolution.

Key words:

Cross-cultural teams, management, cultural comparison, Czech and Russian cultures, Geert Hofstede, Fons Trompenaars, cultural awareness.

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1. Introduction

Modern forms of economic activity led to the emergence of new forms of socio-economic groups - cross-cultural teams, which are a significant component of global human resources and intellectual capital of the organization in the context of globalization of the world economy. The use of teamwork was the reason for changes in trends of human resource management. Team - a modern form of group interaction that best meets the requirements of the new economy. The main criterion for the team, distinguishing it from the formal working group, is "a sense of collective responsibility" among its members for the performance of assigned tasks. To date, the main objective of many companies is the transformation of the working groups into these high-performing teams. But it requires much more time and effort than simply building a workforce. In the 15th century, at the beginning of the Renaissance, scientists worked alone, keeping their findings in secret. There were no specialized scientific journals, and all inventions and results were stored for the sake of potential profit and superiority. Marin Mersenne, French scientist was the first to break down these barriers, creating regular correspondence among the well-known scientists in Western Europe and organizing intellectual circles (Brockhaus and Efron, 1890-1907). Since then, scientists seek to cooperate for the beneficial use of their efforts. Today is rare to find a scholar or specialist who wants to work alone. On the contrary, there is a widespread perception that the team is a key tool for the solution of problem situations, especially in a very difficult international environment. Globalization processes that take place in the modern world began to impose new requirements on the activities of companies. And now, all organizations need to rebuild their work to achieve success, focusing on the interaction with the environment and adapting to external changes. Creation of cross-cultural teams was one of the consequences of those processes. A cross-cultural team has a much broader range of knowledge, skills, abilities and experiences as a result of different cultural frameworks, and is therefore better equipped to solve problems and make decisions (Gordon, 1999). By sharing various cultural views a team with diverse cultures has a wider set of alternatives before making a decision.

In this work we will examine what is cross cultural team, and how it should be successfully managed, considering the characteristics of two different cultures – Czech and Russian.

2. Objectives and methodology

2.1. Objectives

The main purposes of this study are:

- to research and analyze different approaches in cross-cultural management and team management
- to define characteristics of good team leader in context of managing cross-cultural teams
- to analyze cross-cultural differences and similarities, with a focus on Czech and Russian cultures
- to understand how such cross-cultural team can be effectively managed
- to identify the problems, that cross-cultural team can face

2.2. Methodology

The object of the research is the process of building an effective system of internal communications and management in international companies and teams.

Subject of research are methods and strategies for building a successful cross-cultural communication in today`s business environment and possible barriers that can emerge.

The study used comparative and analytical methods, as well as the study of monographic publications and articles.

The theoretical basis of this work was a study of researches in a field of building cross-cultural communication made by various scientists, putting an accent on researches made by Geert Hofstede and Fons Trompenaars. This analysis was then used to compare Czech and Russian cultures in order to create a proper strategy of managing cross-cultural team, which members belong to these cultures. Also, different textbooks, monographs, and articles in scientific periodicals were used.

3. Team

How can we describe a team? There are many definitions of this term. Team can be called a group of people or an association with a common purpose, to achieve which its members enter into a mutually beneficial relationship (Harris, Harris, 1996). We can say that a group of people is a team if these people have a commitment to a set of shared values and goals, as well as willing to accept the way, how these problems should be solved (Moore, 1999). These definitions have some common elements. Thus, the term “team” contains the following components:

- A limited number of people involved;
- A common goal;
- Additional skills;
- A common approach;
- Cooperation and coordination;
- Commitment (Gomez, 2011)

Summarizing all our knowledge, we can give a definition of this concept. The team - is an association of people with different skills and competencies that interact and coordinate their actions in order to achieve a certain goal. Most often, the team is no more than 15 people, the team members regularly interact with each their work is directed towards a specific purpose.

Two contradictory trends can be observed during a work of a team. One stems from the fact that the team spirit and competition raise productivity. The second is aimed at reducing productivity because in a team every employee tends to do less than individually.

One can gather a group, but not to create a team. Team members are committed to a common mission and collective responsibility. They teach each other, share knowledge and experiences.

3.1. Stages of team formation

There is a team's lifecycle, introduced by psychologist Bruce Tuckman in his 1965 article, "Developmental Sequence in Small Groups." He used it to describe the path that most teams follow on their way to high performance. Later, he added a fifth stage, "adjourning" (which is sometimes known as "mourning").

1. Forming, when the team is only a conglomeration of individuals. At this stage the creation of aim, name, the range of possible areas of work is happening. Leaders are identified or appointed, and people tend to show themselves as individuals and as a team.

2. Storming, when goals and methods of achieving them, norms of behavior, and ways of management are being challenged. This might be the end of a team. Storming often starts where there is a conflict between team members' natural working styles. At this stage hidden personal goals can be revealed, or team members may challenge your position as a leader. During this period, it is crucial to clearly define team goals and to set up good relationships among members. Also, a sense of unity and trust must be build, in order to continue to a next stage.

3. Norming, when standards and models of teamwork are being set and team's capabilities are determined. At this stage, the team members will learn the advantages and disadvantages of each other, forming in their minds the models of colleagues. People develop a stronger commitment to the team goal, and you start to see good progress towards it.

4. Performing, when team, passing the previous three phases, starts to solve real problems. This stage can last long enough. New people can start to come at this stage, and some members of the group can leave the team, but if the level and number of tasks remain unchanged, it is still a team. It is comfortable to be a part of a team at this period, and new members won't disrupt performance.

5. Adjourning, when team stops its functioning and new teams might start forming on a basis of a first team. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.

3.2. Types of team

In any organization can operate various types of teams, for example: formal teams. They are created as part of the formal organizational structure. In this case, there are three types of formal teams: with horizontal structure of relationship, with vertical relationships, and special (cross-functional) team.

Vertical team consists of a manager and his official subordinates. This team exists in a functional unit (division) and also called “functional”. It usually covers the entire department. Financial department, HR, accounting – these all are functional teams.

Horizontal team consists of professionals of approximately same level, but from different departments. They get a task and after its execution team members can return to the performing of their regular duties.

Special group or cross-functional team includes staff from different departments, to be responsible for the performance of certain actions (e.g., the creation and launch of a new product). After reaching this goal special group disbanded.

The Committee is a team structure combined with official representatives from departments, every one of which has the skills for specific tasks. Committee is much more durable formation; it often becomes a permanent part of the organizational structure. Committees are created to solve the vexing problems: Committee on complaints of employees, the committee on the organization of work, etc.

As part of the horizontal structure of the organization, cross-functional teams and committees have a number of advantages: 1) allow the members of the organization to share information, 2) generate ideas for the Coordination of work units, 3) finding new solutions to organizational problems, 4) contribute to the development of new methods of work.

The project team or specific-purpose team is created outside the formal organizational structure for the implementation of an important project. Such teams accelerate the production cycle and are designed to work on a projects, to which top management gives

the highest priority. They are given a certain freedom of action and the necessary resources to complete the project as quickly as possible.

Self-managing teams. They are created to involve employees in the decision-making process in order to improve performance. Firstly appears the team to address problems and challenges, and then the self-managing team.

Problem-solving team typically consists of 5-12 employees in one department. These people voluntarily meet together to discuss ways to improve the quality, efficiency and working conditions. The best-known form of such teams - quality circles.

As the "maturation" of the company gradually comes to the place, problem-solving teams can turn into self-managing teams, which represent a fundamentally new way of organizing in the workplace. **Self-managing** teams are responsible for the entire production cycle of a product or service. The team itself, without the direct involvement of managers or supervisors shall be responsible for their work, make decisions, monitor the performance and act as needed to solve problems and achieve goals. Some teams are working without formally designated leaders, their members are engaged in hiring and dismissal of employees, purchase of materials, preparation of work schedule and budget, quality control, the imposition of penalties. Other teams have an official leader, but he or she is elected from members of the team and may be periodically replaced.

Generally, fully self-managed teams perform better than teams with appointed leaders. Manager, to whom the team and its leaders are subordinated, sometimes called as an external manager, he plays the role of a link between the team and the company and provides his team with all that is necessary for it to work effectively.

In the 21st century in the age of information and innovative technologies fundamentally new types of teams appeared: virtual and global teams.

Virtual team consists of geographically or organizationally dispersed workers who communicate with each other primarily using information and telecommunication technologies. To get in touch with each other team members use e-mail, instant messaging, voice mail, video conferencing, Internet, software for collaboration, although personal meetings are not eliminated. Often virtual teams – are, in fact,

cross-functional teams, aimed to accomplish one or more organizational tasks or implementation of specific projects. Others have the form of permanent self-managing teams.

Virtual teams' composition can change very rapidly, depending on the currently managed tasks. The advantage of virtual teams is in the ability to quickly assemble group of people who are able to solve an unexpectedly occurred problem, or to leverage a newly appeared strategic opportunity. Leaders in virtual teams can be changed depending on the stage of the project, when the expert in the relevant field becomes the head of the team.

For managers, who are involved in the building of virtual teams, it is of crucial importance to carry out the correct selection of team members, understand and master new types of behaviors, form the necessary attitude, gain trust and manage communications efficiently.

Global team is an international team consisting of representatives of different nationalities and different countries, and these team members could live or just be on the different territories of several states. Some global teams with representatives from different countries and cultures have possibilities to meet each other in person. Others are scattered around the world and can only collaborate using electronic means of communication (virtual global teams). Problems in their work can be linked to the fact that the team members speak different languages, use different technologies, have different views on politics, on operational time, decision-making and working in team.

Global team succeeds when all of its members are willing to give up their own values and specific views, and they are ready to create and implement new mandatory standards for the whole team.

In this thesis we will focus on the building and managing a global team that we call - cross-cultural team.

3.3. Cross-cultural team

Due to the expansion of international cooperation and the formation of global and multinational companies operating in different socio-cultural environments, it is essential to take into consideration the cultural backgrounds of the team members, because unique feature of the team, working on the introduction of a new product or a service to the international market, is its multicultural composition of participants.

As a result it is becoming necessary to introduce a relatively new concept which is called "**cross-cultural team**".

Under the term "cross-cultural team", we understand the unique team consisting of people of different nationalities and different cultures, who have complementary competencies and who work together to achieve a common goals and success in the international market. For this new type of a team it is common to have the following features: high level of creativity and the ability to achieve synergistic effect in group work.

Potential of the cross-cultural team, which is the basis of the effective cooperation, depends on the correct use of the cultural component of its members.

Both elements of this concept (multiculturalism and team) are creating together a great combination which can be used in multi-cultural teams. Only few years ago researchers started to predict that more and more companies will have multicultural and multinational teams. And today multicultural organizational units such as numerous research teams, committees, commissions and entire corporations have become a reality. And managers have not only to manage them, but they have to achieve the best results while dealing with human resources from different cultures. Therefore, many companies are now working with cross-cultural teams, although it involves some serious risks. The enthusiasm of many managers who aim to work with cross-cultural teams is based on the willingness to achieve the best results by creating and implementing new knowledge, creativity and innovations, which can most likely to be achieved when working with people who have different cultural heritage and experience.

From there we will show concepts and relevance of addressing issues of working in teams, and in our case, in cross-cultural teams.

Today, scientific activity is gradually becoming multicultural. This is due to two main reasons: First, globalization increases the speed of technology transfer around the world, thus extending the knowledge flow and the exchange of human resources between countries. Second, corporations and research institutions paid their attention to the fact that multiculturalism can positively influence the process of growing of research and development (S.P. Myasoedov, 2012). On the other hand, it could happen that cultural diversity can cause conflicts and disputes, which can only worsen the whole situation. Therefore, the management of cross-cultural teams can be seen as a delicate task that requires competence in different areas, such as cross-cultural management and human resource management.

According to Pascal Zachary (2003), despite significant cultural and logistical obstacles, global teams with a diverse cultural heritage are the future of innovation. In this paper, we will explore the theoretical data and give practical advice on how to manage a cross-cultural team.

Deciding to keep up with new trends and processes of globalization and the development of strategies for managing cross-cultural team can help companies achieve organizational goals and competitiveness. Increase the effectiveness of a team becomes the next logical step.

As a rule, the main difficulties faced by managers of cross-cultural teams, are language barriers, religion, stereotypes, cultural clash caused by misunderstanding, conflicts related to work processes and scientific approaches, leadership issues, and so on. Thus, the manager of cross-cultural team is responsible not only for the creation of a team (i.e. selection of team members, creating a team structure, integration of new members, etc.), but also has an obligation to make sure that team members work together cohesively to create a harmonious environment, solve controversies, inspire communication and to maintain a balance, taking into account and respecting the cultures of all the people who are involved in the work. Let`s move on to definition of culture and its influence on working process.

4. Culture

Cultural phenomenon has no single definition. Definitions may vary depending on the field of study and personal opinion of researchers. Some scholars characterize the culture as "a compilation of hidden scripts that people use to guide their behavior» (Duarte & Snyder, 2001).

Others believe that it is thinking patterns, expression of feelings and reactions received and transmitted mainly by symbols that are specific achievements of groups of people; the essence of culture is traditional ideas, especially values (Hofstede, 2001). In his famous work "Culture's Consequences. Comparing Values, Behaviors, Institutions and Organizations Across Nations" Geert Hofstede gives the following definition of culture: "the collective programming of the mind which distinguishes the members of one group or category of people from the other."

However, as agreed by most researchers is that culture can be characterized by two components: the visible and hidden (Turner, 2003), (Duarte & Snyder, 2001). To visible component usually refers a set of experience and behaviors that are open to an external observer and which arise as a result of the hidden level of culture, which consists of values, symbols, heroes of a particular community. This model implies that culture can not be understood without a thorough study of the hidden component, that is, without studying the history, signs or heroes of specific community.

Culture is formed as a result of various factors, such as history, geography, economics, technology, and so on. Being nurtured by various institutions and social norms of society, culture cannot be a subject of a rapid change. Changes that may affect the culture arise outside in the form of the forces of nature or power of people (economic change, scientific discoveries) (Hofstede, 2001).

The definition proposed by us and used during the study, describes culture as "an integrated system of human beliefs, values and behavior patterns, which belongs to a group of people and to some extent determines their actions and attitudes." Despite the generality, this definition is suitable for our study, since it can be used to describe the different types of culture - national, organizational and professional. In our work, we will concentrate our

attention on the impact of national culture on the interaction within the team, but the impact of organizational and professional cultures will also be considered.

Because culture is a set of specific characteristics that develop within the group of people within a certain period of time it means that any person throughout his life becomes part of different cultures: family, school, professional, national etc. Each time becoming part of a particular community, he brings his own ideas and values that have been formed during his lifetime. Bringing his own culture, a person contributes to the formation of a new culture and changes in his own.

In particular, in our study, we are interested in the types of cultures that are responsible for the impact on the behaviors of team members, ie, organizational, professional and national culture. We will apply a strong focus on analyzing national cultures of Czech Republic and Russia, due it`s good measurability and qualitative data available.

4.1. Organizational culture

During the implementation of many projects the team is comprised of members taken from different organizations. Thus, together with their personal qualities and cultural values they also bring with them cultural characteristics of the organization in which they have worked. If not taken seriously, the differences in organizational cultures can seriously hamper the work of the team. D. Duarte described the case when the team was formed from the industrial directors and university lecturers. Due to the differences in the perception of time (semesters in the scientific community and financial quarters in industrial) team members were not able to successfully coordinate their actions and therefore failed the task entrusted to them (Duarte & Snyder, 2001)

In addition to differences in respect to the time, organizational culture may also cover such important areas as the relation of the organization to the competitive environment (proactive or reactive) ways of managing people, organizational structure, and so on (Duarte & Snyder, 2001). A complete definition of organizational culture proposed by Edgar Schein describes culture as "the pattern of collective basic conceptions found by a group in resolving the problems of adaptation to changes in the external environment and internal integration, the efficiency of which is sufficient to consider it as a valuable and

transmit it to the new members of the group as a regular system of perception and consideration of these problems "(Schein, 2002).

Let`s take a brief introduction to organizational cultures. There have been several attempts to develop tools for assessing organizational culture. Geert Hofstede in his cross-organizational study examined six dimensions of organizational culture (Hofstede at al, 2010):

1. Process-oriented versus results-oriented

2. Job-oriented versus employee-oriented

3. Professional versus parochial

4. Open systems versus closed systems

5. Tight versus loose control

6. Pragmatic versus normative

Quite similar model was developed by K. Cameron and R. Quinn in 1999 and consisted of four main types of cultures:

- Clan
- Market
- Hierarchy
- Adhocracy (Cameron & Quinn, 1999)

Quinn's model is based on the idea that every company has the common and competing values and assumptions. Therefore, using the model of competing values, companies can position themselves and determine whether they have internal or external focus, and also whether they tend to flexibility and individuality or stability and control. Moreover, it is possible to estimate the general and competing values of two different organizations and determine what restrictions and values create tension in the group.

So, if a company's culture is closer to the hierarchy, it is likely to be less risky and require more stability and control than a company, which culture is characterized as adhocracy. In turn adhocracy culture is more spontaneous, risky and flexible.

Organizations, headed by progressive, charismatic and energetic leaders, have culture, realizing their ideas and assumptions about the environment in which the organization operates. Their interaction with the staff builds a system of relations and actions, which eventually produces a common psychology especially at the early stages of development of the organization (Schein, 1992).

Strong cultures can save the “family”-like nature of startups. Leaders-founders tend to reinforce the culture and ways of doing business, focusing their attention on changing the environment, rather than responding to it. However, the key element of the culture still remains a time. Changes in the industry, often resulting in a change of leadership, make durable and strong organizational cultures to be an exception, and environment – to be a shaper of culture (Power, 1998).

The traditional organizational structure usually implies a separation of the organization into functional subunits involved in, for example, marketing, engineering, sales, R & D, and so on. Usually people working in these subunits share common knowledge, skills, professional goals and educational experience. People of the same profession solve the same problems, share common experiences, values and terminology. Can all this be called a professional culture? According to Schein, any group can develop their own culture, assuming that its members have to deal with common problems and have sufficient experience in dealing with problem situations (Schein, 2002).

There are both positive and negative aspects of professional culture. On the one hand, professional culture can unite people with different cultural heritage, thus surpassing the cultural differences. For example, a programmer from India may have many common interests and values with programmer from Sweden than from the representative of India of other profession.

But on the other hand, the professional culture can cause problems if the members of one team came from different functional areas such as finance and technology. People from different functional sectors put forward their own suggestions and views on the solution of a problem that may in turn have an impact on the efficient cooperation of the team.

4.2. Analysis of national culture

In cross-cultural psychology and related disciplines, there are many studies indicating that the basic values of culture have a significant impact on the development of society (Harris & Harris, 1996), (Hofstede, 2001).

Also, being involved in the management processes in different countries many managers have concluded that national cultural values affect the success of a business in a particular country. These observations were supported by research showing that culture influences the structure and strategies of firms (Shane et al., 1995).

In our work, we will concentrate on analyzing probably main cultural theories, in order to understand how exactly particular culture influences work processes and therefore, management strategy.

4.2.1. Hofstede's Cultural Dimensions Theory

Dutch researcher Geert Hofstede carried out a large research project to study the differences in national cultures in the activities of the subsidiary companies of multinational corporation IBM in 64 countries. He interviewed more than 160,000 managers and employees of organizations about their satisfaction with their work, colleagues, management, about the perception of the problems arising in the process of work, about life goals, beliefs and professional preferences.

Hofstede found that there are significant differences in the behavior of managers and specialists from different countries. His research showed that most of the differences in job values and attitudes are explained by the national culture, and also depend on the position in the organization, profession, age and gender. Hofstede identified five dimensions that characterize managers, specialists and the organization as a whole. Later in 2010 Geert Hofstede and his son Gert Jan Hofstede in collaboration with Michael Minkov developed one more dimension (Hofstede G., Hofstede G. J. and Minkov M., 2010).

These dimensions are:

- 1) Individualism vs. collectivism
- 2) Power distance index
- 3) Masculinity vs. femininity
- 4) Uncertainty avoidance
- 5) Long-term orientation
- 6) Indulgence vs. restraint

Individualism, on the one hand, **and collectivism** – on the other – is the degree to which a person is integrated into a group. In the societies close to the pole “Individualism” we can find the weak interpersonal connections and little sharing of the responsibility, people in such societies are expected to stand up for themselves and their immediate family. At the pole "collectivism" we find societies in which people from their birth are integrated into strong, cohesive groups, often extended families (with uncles, aunts and grandparents) who continually protect them in exchange for unquestioning loyalty. The word 'collectivism' in this sense has no political context: it refers to the group rather than to the state system. Moreover, the question concerning this aspect is fundamental and applies to all societies in the world.

Table 1 shows differences in the workplace between collectivist and individualist cultures; most of the existing cultures occupy an intermediate position between these two extremes. Table 1 and following tables were constructed on a basis of works of G. Hofstede, S. Myasoedov, S.E. Pivovarov and I.L. Maksimcev.

1 - Table 1 Characteristics of individualistic and collectivist national cultures in the organization.

Characteristics of the culture	Individualistic culture in the organization	Collectivist culture in the organization
<i>Interference in private lives of employees</i>	Employees don't want management to interfere in their personal lives	Employees expect the organization to participate in solving

		their personal issues
<i>The impact of the organization on the mental health of employees</i>	Weak	Strong
<i>Protection of the employees' interests</i>	Employees believe they should rely only on themselves, and they should defend their interests	Employees expect that the company will protect their interests
<i>Performance of the organization</i>	Individual initiative of every member of the organization is considered	Sense of duty and loyalty of employees
<i>Career path</i>	Inside or outside the organization on the basis of competence	Only within the organization in accordance with the employee tenure
<i>Motivation</i>	Management uses new ideas and methods, stimulates the activity of individuals and groups	Management respects traditions and acts according to them
<i>Social interactions</i>	Keeping the distance	Cohesion
<i>Relation to tasks</i>	Task prevails over relationship	Relationship prevails over task
<i>Relation to others</i>	Others classified as individuals	Others classified as in-group or out-group

Power distance is the degree to which the least powerful members of organizations and social institutions believe that the power is distributed unequally. This reflects the idea of

inequality perceived from below, not from above. It is argued that the level of social inequality is confirmed equally by leaders and followers. Inequality is of course the fundamental phenomenon in any society, and people with experience of international communications are aware that "any society is unequal, but one can be more unequal than the other" (Hofstede G, 2011).

Table 2 lists the differences in the workplace between cultures, distinguishing one from another in power distance level. Extremes are considered in this formulation; in a real situation intermediate positions may occur.

2-Table 2 Characteristics of low and high power distance cultures in the organization

Characteristics of the culture	Culture with high power distance level	Culture with low power distance level
<i>How often employees can show their disagreement</i>	Rarely	Often
<i>Preferences in management style</i>	Directive	Democratic
<i>The perception of inequality</i>	Inequality of people	Inequality of roles given
<i>Attitude towards management</i>	Subordinates treat their leaders as "other" people, people of a different type	Subordinates consider their management the same as they are
<i>Attitude to the rights and duties</i>	Orders are not to be discussed: power prevail over rights	Rights prevail over power
<i>Structure of organization</i>	Hierarchical, centralized	Flatter, decentralized
<i>The size of the administrative apparatus</i>	Large number of managers and supervisors	Less managers and supervisors

<i>Differentiation of salary</i>	Income distribution is very uneven	Income distribution is rather even
<i>Expectations of employees</i>	Subordinates expect to be told what to do	Subordinates expect to be consulted

Uncertainty avoidance. The desire to avoid the uncertainty is determined by the degree of society's tolerance for uncertainty and ambiguity. It indicates the extent to which cultural programming allows members of the society to feel comfort or discomfort in an uncertain, precarious situation.

Uncertain situation is outside the box, unknown, unpredictable and different from the regular one. Cultures, seeking to avoid uncertainty, are trying to minimize the likelihood of such situations, creating strict laws and regulations, measures of safety and protection, and at the level of philosophy and religion - the belief in absolute truth: "There can be only one truth, and we have it." People in these countries are also more emotional and motivated by internal energy.

In the other type of culture, which calmly accepts uncertainty, people are more tolerant of views different from their own or those to which they are accustomed; they are trying to create as little as possible of the rules, and in terms of philosophy and religion act as "relativists" and allow many currents to coexist. People in this culture are more phlegmatic and immersed in thought; they are not expected to strongly express their emotions. Table 3 lists the differences in the workplace between cultures with low and high desire to avoid uncertainty.

3 - Table 3 Characteristics of cultures with high and low desire to avoid uncertainty in the context of organization

Characteristics of the culture	Culture with low level of uncertainty avoidance	Culture with high level of uncertainty avoidance
<i>Respect to time</i>	The willingness of staff to live the present day	Employees have great anxiety about the future
<i>The preferred size of the organization</i>	People prefer small or medium sized	People prefer large corporations

	organizations	
<i>Average age of middle management</i>	Young	Middle aged and older
<i>Motivation to achieve the goals</i>	Stable	Low
<i>Attitude to success</i>	Employees hope to succeed	Employees are afraid of failing
<i>Willingness to take risks</i>	Relatively big	No willingness
<i>Attitude towards conflicts</i>	The conflict in the organization is seen as a natural thing	Conflicts in the organization are strongly undesirable
<i>Competition among employees</i>	Normal, productive phenomenon	Competition is not welcome
<i>Willingness to compromise with opponents</i>	High	Low
<i>Readiness for uncertainty in methods of work</i>	High	Low
<i>Need for rules</i>	Dislike of rules - written or unwritten	Need for rules even when not obeyed

Masculinity in comparison with its opposite term **femininity** is another fundamental characteristic of society, as it refers to the distribution of roles between men and women to determine the range of problem-solving techniques. IBM's research showed that values of women in different societies are less different than the values of men, and that the values of men in different countries may contain absolutely opposite parameters varying from the overconfidence, the need in the competition and great distinction from women's values, on the one hand, and to modesty, care and similarity to the women's values - on the other. If a

tendency to self-esteem dominates in the society, it is called "masculine", and if there is a tendency to care and modesty, the society is called "feminine."

Women in feminine societies lean to demonstrate modesty and care, as well as men; in the masculine societies, women also show the following dispositions: self-confidence and competitiveness, but not to the same extent as men, and therefore in these countries there is a tendency to have differences in values between women and men. Table 4 shows differences at work between masculine and feminine cultures.

4 - Table 4 Characteristics of "masculine" and "feminine" cultures in the organization

Characteristics of the culture	Masculine culture in the organization	Feminine culture in the organization
<i>Gender roles</i>	The stereotype that only men should work, and women should just raise children	Men and women can equally work or raise children
<i>Dominance</i>	A man should dominate in every situation	The difference between genders does not affect the distribution of power
<i>The main value</i>	Success	Living standards
<i>Intention</i>	Always be the best	Commitment to equality, do not try to seem better than others
<i>Attitude to freedom</i>	Independence	Solidarity
<i>Feelings</i>	Respect those who achieved success	Sympathy for losers
<i>Decision-making</i>	Logic	Intuition

Long term orientation. Firstly this dimension was introduced by Michael Harris Bond in his survey among students in 23 countries around the world, using a questionnaire

designed by Chinese scholars (Chinese Culture Connection, 1987). He labeled this dimension “Confucian Work Dynamism”. But then Geert Hofstede got interested in it, because this dimension was strongly correlated to the level of economic growth. In their collaborative work, they renamed this dimension to “Long term orientation” (Hofstede & Bond, 1988). Long term oriented cultures were found to have specific values, also corresponding with philosophy of Confucius. These values are perseverance, thrift, ordering relationships by status, and having a sense of shame. On the other hand, the characteristics of short term oriented cultures are: reciprocating social obligations, respect for tradition, protecting one's 'face', and personal steadiness and stability. In table 5 we combined some differences between long and short term oriented cultures that might affect work.

5- Table 5 Characteristics of long term and short term oriented cultures in the organization

Characteristics of the culture	Long term oriented culture in the organization	Short term oriented culture in the organization
<i>Career expectations</i>	Employees look forward for promotions	Employees concentrate mainly on current job position
<i>Flexibility</i>	Traditions are adaptable to changed circumstances, high flexibility	Personal steadiness and stability, traditions are sacrosanct
<i>Relation to savings</i>	Thrift and perseverance are important goals	Service to others is an important goal

The 6th and last dimension is **Indulgence vs. Restraint**. This particular dimension is characterized by the extent to which people control their desires and impulses. Indulgent cultures are seemed to actively follow their needs in seeking happiness and having positive emotions. Restraint cultures on the opposite tend to regulate and restrict these needs through social norms and rules. In table 6 some of the differences between these two types of cultures, significant to work processes, are listed.

6 – Table 6 Characteristics of Indulgent and Restraint cultures in the organization

Characteristics of the culture	Restraint culture in the organization	Indulgent culture in the organization
<i>Freedom of speech</i>	Freedom of speech is not a primary concern	Freedom of speech seen as important
<i>Importance of leisure</i>	Lower importance of leisure	Higher importance of leisure
<i>What do people remember more likely</i>	Less likely to remember positive emotions	More likely to remember positive emotions

Then we summarized the most important culture consequences that influence work process and should be taken into consideration every manager of cross-cultural team.

Table – main differences summed up according to 6 dimensions

7- Table 7 – main differences summed up according to 6 dimensions

Culture with low power distance level	Culture with high power distance level
Hierarchy means inequality of roles, based on the utility and necessity. Subordinates expect to be consulted regarding the job situations. Perfect leader is seem as “open-minded democrat”	Hierarchy means preexisted inequality among people. Subordinates expect to be told what exactly to do. Perfect leader – “benevolent autocrat”
Collectivist culture	Individualistic culture
Values are different within and outside of the group; particularism Other people are considered as	Values are the same for everybody; universalism Other people are considered as potential resources

members of their group. Relationship prevails over task. Relationships between employees and employers are often based on moral principles	Task prevails over relationship. Relationships between employees and employers are mainly based on cold calculus
Masculine culture	Feminine culture
Overconfidence is much appreciated. Employees agree to work only for the higher rates of pay. Focus on career development. Determination and logic when problem solving	Overconfidence is ridiculed. Employees willing to work for lower pay rates. Focus on quality of life. Intuition and heuristics when problem solving
Culture with low level of uncertainty avoidance	Culture with high level of uncertainty avoidance
Dislike of any rules. Low level of standardization and formalization. Tolerance for people with unusual behavior and ideas	Emotional need in rules. High level of standardization and formalization. Intolerance towards people with unusual behavior and ideas.
Culture with long term orientation	Culture with short term orientation
Adaptability for changes, lower respect towards traditions and customs. Employees attribute success and failure to luck. What is good and what is bad depends upon the circumstances	Very high respect of traditions. Employees attribute success to effort and failure to lack of effort. There are universal guidelines about what is good and evil
Restraint culture	Indulgent culture
A perception of helplessness:	A perception of personal life

<p>what happens to me is not my own doing.</p> <p>Mainly pessimistic views of employees.</p> <p>Freedom of speech and leisure are not so important; control and order are expected to be maintained</p>	<p>control.</p> <p>Mainly optimistic approach to work.</p> <p>Importance of freedom of speech and leisure/holidays.</p> <p>Control over employees is not given a high priority</p>
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4.2.2. Fons Trompenaars and Charles Hampden-Turner

The Seven Dimensions of Culture were identified by management consultants Fons Trompenaars and Charles Hampden-Turner, and the model was published in their 1997 book "Riding the Waves of Culture."

Trompenaars and Hampden-Turner developed the model after spending 10 years researching the preferences and values of people in dozens of cultures around the world. As part of this, they sent questionnaires to more than 46,000 managers in 40 countries. As a result, they distinguished seven conceptual dimensions, the first five borrowed from Parsons and Shils (1951) and the last two from Kluckhohn and Strodtbeck (1961) which they applied to the level of nations.

Trompenaars assures that all cultures face the same dilemmas, but they are different in a ways they solve those dilemmas (2004. *Managing People Across Cultures* (Culture for Business Series) with Charles Hampden-Turner).

These 7 dilemmas are:

1. Universalism vs. Particularism
2. Individualism vs. Communitarianism
3. Specific vs. Diffuse
4. Affective vs. Neutral
5. Achievement vs. Ascription

- 6. Past, Present, Future
- 7. Internal vs. External

Universalism vs. Particularism. 1st dimension measures the extent to what people do believe in a set of rules/principles which should always be followed (universalist culture) or that different circumstances might affect what is appropriate to do.

Trompenaars uses an example of car accident with “your friend” driving it and one should decide to either protect his friend in a court or not. Following table lists some factors of these two types of cultures, and shows how they might be related to work. This and following tables were based on Trompenaars`s books and articles, and also on business presentations of THT Consulting (Trompenaars & Hampden-Turner, 1997, TSC12 – Transnational Security Cooperation course, Trompenaars, 2012)

8 – Table 8 - Characteristics of Universalist and Particularist cultures in the organization

Dimension	Universalist culture	Particularist culture
Characteristics	<ul style="list-style-type: none"> • Consistency. • People place a high importance on laws, rules, values, and obligations. • Uniform procedures exist. • Demanding of clarity. • Letter of the law - rules come before relationships. 	<ul style="list-style-type: none"> • Flexibility. • People believe that each circumstance, and each relationship, dictates the rules that they live by. • Pragmatic, make exceptions • Acceptance of ambiguity • Spirit of the law – relationships come before rules

Individualism vs. Communitarianism. Some cultures believe that individuals should look after themselves and achieve things on their own merit (individualist), others that the good of the society should be seen as more important than the individual (communitarian). There are some of the differences considering work related processes between Individualist and Communitarian cultures:

9-Table 9 – Characteristics of Individualist and Communitarian cultures in the organization

Dimension	Individualist culture	Communitarian culture
Characteristics	<ul style="list-style-type: none"> • Employees believe in personal freedom and achievement. • People tend to think that they behave and act according to their free will. • One can make his own decisions, and must take care of himself. • Individual knowledge and judgment is the most effective basis for making the best decisions. 	<ul style="list-style-type: none"> • Personal achievement is not given a high priority • Employees believe that the group is more important than the individual. • The group provides help and safety, in exchange for loyalty. • The group always comes before the individual. • Collective intelligence and distributed knowledge is the most effective basis for making the best decisions.

Specific vs. Diffuse. The specific end of the scale is that where, according to Trompenaars, work and home life are clearly separated whereas diffuse is where they might overlap. An example of a specific orientation would be where colleagues may have worked together for years and have good relationships but never have been invited to each other's homes, whereas in a diffuse cultures, work colleagues would spend time together outside of work too. Specifically oriented individuals engage others only in specific areas of life, affecting single levels of personality. Diffusely oriented individuals engage others diffusely in multiple areas of life, affecting several levels of personality at the same time. We combined characteristics of both cultural types in following table:

10 - Table 10 – Characteristics of Specific and Diffuse cultures in the organization

Dimension	Specific culture	Diffuse culture
Characteristics	<ul style="list-style-type: none"> • Analytical type of thinking - viewing the whole as the sum of its parts • Concentrate on hard facts • Employees keep work and personal lives separate. • They believe that relationships don't have much of an impact on work objectives. 	<ul style="list-style-type: none"> • Synthetical type of thinking – viewing the whole as more than just a sum of its parts • People see an overlap between their work and personal life. They believe that good relationships are vital to meeting business objectives. • People spend time outside work hours with colleagues and clients.

Affective vs. Neutral. This dimension measures how cultures display their emotions. If it is happening more obviously, in an open way – it means that culture belongs to Affective type. The other way is when it may be seen as a sign of weakness to express emotion is a characteristic of a Neutral culture. Underlying table displays factors affecting work in the organization or a team, which are caused by the differences in Affective or Neutral cultures.

11 - Table 11 – Characteristics of Affective and Neutral cultures in the organization

Dimension	Neutral	Emotional
Characteristics	<ul style="list-style-type: none"> • Team members make a great effort to control their emotions. • Reason influences their actions far more than their feelings. • Employees tend not to show what they're thinking or how they're feeling. • High respect given to professionalism. • Short and concrete ways of explanations are preferred 	<ul style="list-style-type: none"> • People want to find ways to express their emotions, even spontaneously, at work. • In these cultures, it's welcome and accepted to show emotion. • Employees tend to speak their minds and don't try to control emotions strongly • High respect given to sincerity • Discussions are often followed by loud explanations or arguments

Achievement vs. Ascription. This dimension is focused on how personal status is assigned. Some cultures believe that we have to earn respect by our own actions (achievement) and others that respect should be accorded to people on the basis of other attributes, such as age, gender, class, wisdom etc (ascription). While achieved status refers to action and what person does, ascribed status refers to being and who this person is. Trompenaars uses an example with question: “The most important thing in life is to act as really suits you, even if you don’t get things done”. People disagreeing with that statement belong to “Achievement” type of culture; others are members of “Ascription” society. Following table describes characteristics of these two cultural types in the organization.

12 - Table 12 Characteristics of Achievement and Ascription cultures in the organization

Dimension	Achievement	Ascription
Characteristics	<ul style="list-style-type: none"> • Low power distance. • Employees believe that you are what you do. • Big priority given to what you have achieved; people base your worth accordingly. • Performance is highly valued. 	<ul style="list-style-type: none"> • High power distance. • Employees put a value on you according to who you are. • Power, title, and position matter in these cultures, and these roles define behavior. • Status prevails over performance.

Past, Present, Future. Different cultures have different concepts of time. Some cultures may have a very stoic approach and may think it acceptable to achieve things over a very long time period. Their concept of “future” may be a long way off. Others might be very impatient and want to achieve everything quickly. The latter type of culture may consider the future in terms of next month or next year so have a much shorter time horizon. Culture which is oriented on a past sees future as just a repetition of past experiences. When culture is oriented on a present, everyday`s experience is directing people`s lives. On the other hand in future-oriented societies past is not considered to have great influence on future, and people`s activities are directed towards future. Trompenaars distinguishes cultures by different approach to time and uses concepts of Sequentialism and Synchronism, when first is related to the Past and second – to the Future. There is a table that shows how differently people manage time.

13 - Table 13 - Characteristics of Past, Present and Future cultures in the organizations

Dimension	Sequential Time	Synchronous Time
Characteristics	<ul style="list-style-type: none"> • Employees prefer events to happen in order. • High importance is given to punctuality and planning. • Schedules are very crucial as well as sticking to these schedules • Time is money • Time commitments are taken seriously • People prefer to do only one thing at once 	<ul style="list-style-type: none"> • People see the past, present, and future as interwoven periods. • Employees can and like to work on several projects at once • Schedules can be flexible • Plans and time commitments can be easily adopted or even changed

The 7th and the last cultural dilemma introduced by Trompenaars and Humpden-Turner is **Internal vs. External**. This dimension refers to the role that people give to natural environment. There are two basic orientations towards nature and world that surrounds us. First is defined as internally oriented and match with Rotter`s “internal locus of control” (Rotter, 1966). People of such culture view themselves capable in changing nature around them. In a contrast, externally controlled people (or with external locus of control) are mainly focused on surroundings and tend to adapt to nature rather than to change it. Underlying table emphasized some of the characteristics of Internal and External cultures in work-related context.

14 - Table 14 - Characteristics of Internal and External cultures in the organization

Dimension	Internal Direction	External Direction
Characteristics	<ul style="list-style-type: none"> • High level of self-esteem • Naturally more successful leaders • No fear to change things • People believe that they can control nature or their environment to achieve goals. • Harder to manage or manipulate in teams or within organizations. 	<ul style="list-style-type: none"> • Low level of self-esteem • Employees believe that nature, or their environment controls them. • People have to work with their environment to achieve goals. • At work or in relationships, they focus their actions on others. • Conflict avoiding. • Team members often need reassurance that they're doing right things. • Easier to manage.

5. Characteristics of a good cross-cultural manager

Cross-cultural competence

Probably one of the most important ability in cross-cultural management, cultural awareness is focused on understanding of cultural differences and similarities between the employees. Development of this skill is crucial when managing cross-cultural team. It provides the possibility to look at the behavior of culturally different employees/team members from a different angle and because of that get a deeper insight into their values and lifestyles. The goal of multicultural training is to increase the general awareness of the cultural aspect within the group, help the manager to discover differences and possible points of arguments and use this knowledge to avoid unnecessary misunderstandings, badly formed stereotypes and what is the most important, to prevent potential conflicts. The truly effective training shouldn't be perceived as a one-time activity but rather as a periodically repeated, continuous process. This work will provide managers of any position with clearer understanding of cultural aspects of two different cultures, and present a methodology of how to guide and manage such teams; therefore this work may be considered as a tool to build cultural awareness.

Ability to solve conflict situation

Representatives of different cultures react to the same situations in a different ways. Conflicts may take place on a background of cultural clash, when people of different cultures bring their own understanding of how things should be done. Managers should maintain and develop conflict management skills in order to avoid stressful situations and possible confrontations. Conflict might escalate and lead to nonproductive results, or conflict can be beneficially resolved and lead to quality final products. Comparison between Czech and Russian cultures will be done later in this work, providing managers with possible conflicts that may arise from cultural differences, and ways to solve it.

Emotional intelligence and personal integrity

We found the definition of emotional intelligence introduced by Goleman in his mixed model (Goleman, 1998) to meet all of the criteria that are required for successful multicultural management. He emphasized 5 factors of emotional intelligence:

- Self-awareness

Emotional self-awareness: an analysis of own emotions and awareness of the impact of those emotions;

Accurate self-assessment: understanding of own strengths and their limits. Self-confidence: self-esteem and an adequate assessment of own skills.

- Self-regulation

Restraint of emotions: the ability to control the destructive emotions and impulses.

Openness: the manifestation of honesty and integrity; reliability.

Adaptability: flexible adaptation to changing situations and overcoming obstacles.

The will to win: insistence to improve performance for the sake of compliance with internal quality standards.

Initiative: readiness to take action and the ability not to miss an opportunity.

Optimism: the ability to look at things positively.

- Social skill

Inspiring: the ability to lead, drawing a fascinating picture of the future.

Help in self-developing: promoting the development of abilities of other people with the help of reviews and manuals.

Promote change: the ability to initiate reforms to improve the management and lead employees in a new direction.

- Empathy

The ability to listen to other people's feelings, understand their positions and actively express sympathetic attitude to their problems.

Business awareness: understanding current events, the hierarchy of responsibility and policies at the organizational level.

Courtesy: the ability to recognize and meet the needs of subordinates, clients or customers.

- Motivation

The ability to stay motivated for achieving tasks even for the sake of achievement.

5.1. Cross-cultural competence as a factor of successful cross-cultural management

Numerous studies in the field of intercultural communications convincingly argue that difficulties in communication arise from different cultures on the basis of the national characteristics of their communicative behavior, which is defined as verbal and nonverbal behavior of people, person, groups of persons in the communication process and it is being regulated by norms and traditions of a given culture (Myasoedov, 2012). Communicating in their own language, people intuitively follow the standards and traditions of their national culture, which they learned in the process of socialization. They also evaluate actions of their companions from a position of their own culture. And in this case we can speak about the manifestation of ethnocentrism, which is the perception of one's own culture as the best and only true.

In addition, a serious challenge to the construction of effective intercultural communication is the language barrier. Even the use of English as the language of international communication cannot neutralize the impact of the barrier on the process of communication, as the interpretation of the message by the recipient is still going through the prism of his/her national and cultural features. In this situation, cross-cultural sensitivity and cultural awareness are becoming more important.

Cross-cultural competence refers to the ability to understand, appreciate and respect the factors caused by culture which are influencing perception, thinking and actions of others, and consider these factors when building relationships with representatives of different cultures (Pivovarov, 2008).

Cross-cultural competence involves:

- Knowledge of the culture of the partner country;
- Knowledge of a foreign language;
- Openness and willingness to cooperate;
- Tolerance and empathy;
- Implementation of existing knowledge on the general cultural level in the professional field as well as in the process of interpersonal communication.

The formation of cross-cultural competence is affected by a number of factors:

- Cultural distance;
- Context;

- Stereotypes;
- Experience of intercultural interaction.

Cultural distance is determined by the proximity or remoteness of cultures. The greater the similarity in basic attitudes, values and features of the behavior, the less cultural distance, hence, the easier to adapt in the interaction with a partner. Context includes historical, political and economic conditions that accompany intercultural interaction. The historical context is determined by the historical memory of the people, on the basis of which values of the present and future perspectives exist. Political context characterized by the position of the country`s government towards the development of cooperation with other countries. Economic relations determine the behavior of national cultures in the economy, such as the ability to choose their own business partners. The concept of national stereotypes reflects the trivial differences among cultures. This is a simplified way, absorbed in the finished form, and often taken for granted. Stereotypes become criterion for evaluating the communication partner. Reliance on stereotypes in the process of cross-cultural communication can lead to erroneous assessments and adversely affect the results of interpersonal communication. The experience of intercultural interaction affects the speed of adaptation in different cultural settings and involves the experience of interpersonal communication and experience of socialization in another culture.

Thus, cross-cultural understanding, which determines the success of interpersonal interaction, depends on the ability and willingness of a person who enters into cross-cultural communication, to accept objectively existing differences between the various cultures, to adapt to the communicative behavior of partners, as well as to overcome ethnocentrism. All this is the key to the formation of cross-cultural competence. In the following chapters we are going to provide a tool for building a correct cultural awareness and therefore, cross-cultural competence.

6. Comparison of Czech and Russian cultures

In this part of work we will compare Russian and Czech cultures using the models of Geert Hofstede and Fons Trompenaars. All 6 dimensions developed by G. Hofstede were considered to have impact on work processes and management styles (Hofstede, 2001, Hofstede, Minkov, 2010). On the other hand, it was discovered that two from seven Trompenaars` dimensions have significant correlation with two dimensions of Hofstede. Dimension Individualism vs. Communitarianism is positively correlated with Hofstede`s Individualism vs. Collectivism and the other one, Achievement vs. Ascription is correlated with Individualism vs. Collectivism and also with Power Distance (Smith, Dugan, & Trompenaars, 1996; Smith, Trompenaars, & Dugan, 1995). Also, 6th dimension of Trompenaars, which describes relation to time (Past, Present, Future) will not be represented and summarized in this work due to insufficient data regarding Czech Republic and Russia. Therefore in our cultural comparison we will concentrate only on 6 dimensions of Hofstede and 4 dimensions of Trompenaars and Hampden-Turner. As a theoretical basis we will use tables of comparison which were conducted in Chapters 4.2.1 and 4.2.2 as well as database obtained by Hofstede in his IBM research (<http://geert-hofstede.com/countries.html>) and the database gathered by Fons Trompenaars (1993) and following statistical analysis and reanalysis of this database (Smith et al., 1996, Smith, Dugan, & Trompenaars, 1996, Trompenaars, Prud'homme, 2005) and presentations of THT Consulting which have been showed during TVC12 Course.

These 10 dimensions of comparison are:

- 1) Individualism vs. collectivism
- 2) Power distance index
- 3) Masculinity vs. femininity
- 4) Uncertainty avoidance
- 5) Long-term orientation
- 6) Indulgence vs. restraint
- 7) Universalism vs. Particularism
- 8) Specific vs. Diffuse
- 9) Affective vs. Neutral
- 10) Internal vs. External

Individualism vs. Collectivism

15 - 1 comparison table

	Russia	Czech Republic
	Where 100 = very individualistic, 0 = very collectivistic	
Score	39	58
Meaning	Collectivistic	Individualistic

Power distance

16 - 2 comparison table

	Russia	Czech Republic
	Where 100 = very power distant, 0 = no power distant	
Score	93	57
Meaning	Very high power distance	Power distance

Masculinity vs. Femininity

17 - 3 comparison table

	Russia	Czech Republic
	Where 100 = very masculine, 0 = very feminine	
Score	36	57
Meaning	More feminine	More masculine

Uncertainty Avoidance

18 - 4 comparison table

	Russia	Czech Republic
	Where 100 = high uncertainty, 0 = low uncertainty	
Score	95	74
Meaning	Very high UA	High UA

Long term orientation

19 - 5 comparison table

	Russia	Czech Republic
	Where 100 = long term, 0 = short term	
Score	81	70
Meaning	Long term oriented	Long term oriented

Indulgence vs. Restraint

20 - 6 comparison table

	Russia	Czech Republic
	Where 100 = indulgent, 0 = very restraint	
Score	20	29
Meaning	Restraint	Restraint

Universalism vs. Particularism

21 - 7 comparison table

	Russia	Czech Republic
	Where 31 st = very particularistic, 1 st = very universalist	
Ranking	28 th from 31	12 th from 31
Meaning	Particularism	Universalism

Specific vs. Diffuse

22 - 8 comparison table

	Russia	Czech Republic
	Where 52 nd = very diffuse, 1 st = very specific	
Ranking	12 th from 52	5 th from 52
Meaning	Specific	Specific

Affective vs. Neutral

23 - 9 comparison table

	Russia	Czech Republic
	Where 49 th = very affective, 1 st = very neutral	
Ranking	40 th from 49	22 nd from 49
Meaning	Affective	More neutral than affective

Internal vs. External

24 - 10 comparison table

	Russia	Czech Republic
	Where 48 th = very internal, 1 st = very external	
Ranking	4 th from 48	11 th from 48
Meaning	External	External

7. Interpretation of results

Before any evaluation of results we should mention the fact, that every team member must be managed and treated individually. When team members are treated equally, despite their cultural background, the productivity decreases, because management is not taking an advantage of cultural diversity (Hofstede, 2010, Myasoedov, 2012). Interpretation of results is constructed in a way, that in cases when cultures have shown to be relatively equal, the overall strategy of management shall be advised. On the opposite, when interpreting dimensions that showed a difference in cultures, an individualistic approach will be suggested and explained.

1) Individualism vs. Collectivism

There is a first dimension according to which Russian and Czech cultures are different in a way they behave. Russians are more collectivistic and therefore, they are more loyal to the group or team, can show better teamwork skills and their performance in that team will be higher than if they do something by themselves without any cooperation. Czechs, on the

other hand are more individualistic, they perform better on their own and they are used to do it. They could probably be worse team workers, but show high results on individual tasks. **Course of action:**

25 Czech vs. Russian 1st

With Czechs	With Russians
<ul style="list-style-type: none"> • Bear in mind that they put tasks over relationships • Acknowledge achievements • Don't ask for too much personal information • Encourage the expression of personal ideas and opinions • Possible to delegate specific individual tasks 	<ul style="list-style-type: none"> • Building a good relationship with Russian employees will help to increase their productivity – people will respect you more and therefore will try to show their best • Show respect for older workers • Encourage teamwork

Possible conflicts:

- When making a competition, you should split people in groups so that Russians would not be upset by it, because collectivist culture isn't used to competition but widely accepts teamwork. Even better way would be combining groups in a way that Czechs and Russians are mixed together.

2) Power distance

Both Russia and Czech Republic showed the existence of diversity in the society. The huge discrepancy between the less and the more powerful people leads to a great importance of status symbols. Behavior has to reflect and represent the status roles in all areas of business interactions, including working in a multinational company or team. People of both countries are used to centralized power - hierarchy for them means preexisted inequality among people. **Course of action:**

- Subordinates expect to be told what exactly to do – don't hesitate making orders and show your power

- Provide clear mandates and instructions when delegating a tasks
- When building teams among initial group, put a leader for each team, it would help people to work more efficiently

3) Masculinity vs. Femininity

It is a second dimension according to which Russia and Czech Republic differs from each other. A low score on the dimension means that the dominant values in Russian society are caring for others and quality of life. A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable. On the other hand, Czechs want to be the best and put an emphasis on competition, performance and “living in order to work”. **Course of action:**

26 Czech vs. Russian 2nd

With Czechs	With Russians
<ul style="list-style-type: none"> • Overconfidence is appreciated • Ensure the possibility of career development – also in terms of pay rates • Employees may expect male and female roles to be distinct. • Don` t hesitate to be strict and rigorous – Czechs will accept and respect it 	<ul style="list-style-type: none"> • Ensure job design and practices are not discriminatory to either gender • Ensure the possibility of career development – also in terms of self realization • Treat men and women equally • Take into a consideration a fact, that successful woman can be admired and highly respected • Don` t be to rigorous when dealing with Russians – if noticing a mistake – tell about it in a gentle way

Possible conflicts:

- Czechs can resolve conflicts fighting them out - keep the atmosphere in a work place to be as friendly as possible. When building a project team – make sure that it's leader would be placed according to his skills, not gender. But when deciding between two relatively skill-equal employees – pick male. Russians would accept that choice because of a strong status appreciation, even though they more feminine than masculine.
- Ensure that employees are satisfied: in terms of pay rates when speaking about Czechs, and in terms of self-realization in terms of Russians

4) Uncertainty avoidance

Both Czech Republic and Russia scored high on this dimension and thus have a high preference for avoiding uncertainty. Countries exhibiting high uncertainty avoidance maintain rigid codes of belief and behavior and are intolerant of unorthodox behavior and ideas. **Course of action:**

- People have an emotional need for rules
- Plan and prepare, provide detailed plans, and focus on the tactical aspects of a job or project.
- Time is money - be proactive, not reactive - communicate often and early, be punctual and consistence in your expectations
- Ensure the security of employees – means any health and social insurance benefits, that you can afford can really help you in gaining respectful and loyal people

5) Long term orientation

Czech and Russian cultures are shown to be long term oriented and therefore - pragmatic. In societies with a pragmatic orientation, people believe that truth depends very much on situation, context and time. **Course of action:**

- Czechs and Russian are change-adoptable – it is acceptable to make a necessary change, but be ready to follow this changes
- People need to be assured that company or team has sufficient and good strategy

- Czechs and Russians maintain perseverance, but have a propensity to save – ensure that you provide them with a good retirement plan

6) Indulgent vs. Restraint

The 6th dimension of Hofstede has provided and evidence that Czech and Russian cultures are pretty much the same in a context of Indulgence vs. Restraint. Both countries showed low index and therefore are restricted societies. It means that people are mainly pessimistic and cynic; they feel that their lives are controlled by the society and even country they live in. **Course of action:**

- Czechs and Russians don't put much of an emphasis on leisure activities – so manager can avoid providing employees with very long vacations

7) Universalism vs. Particularism

Difference among cultures arises according to that dimension. Russia is shown to be mostly particularistic culture. On the other hand, Czech Republic has universalistic culture. This basically means that Russians follow their internal rules that could be changed according to particular situation while Czechs place a high importance on laws and regulations, and believe that these laws are for everyone in every situation.

Course of action:

27 Czech vs. Russian 3rd

With Czechs	With Russians
<ul style="list-style-type: none"> • Bear in mind that Czechs put laws over relationships • Be objective when making a decision • Be very consistent and follow your promises • Don't try to create a precedent, 	<ul style="list-style-type: none"> • Highlight most important rules and make sure that these rules are followed • Don't be afraid to make little exceptions, of course when these exceptions will not affect working process

<p>putting someone above the law or internal rules in your company/team</p> <ul style="list-style-type: none"> • Connect people`s values and beliefs with their work 	<ul style="list-style-type: none"> • Russians are more flexible in tough situations – use it • Again, building a good relationship with Russian employees will help to increase their productivity – people will respect you more and therefore will try to show their best
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Possible conflicts:

- When a mistake was done, you should not expect Russians to tell who exactly did this mistake, especially when it was another Russian. Better ask a Czech employee about it – this will significantly increase a chance that you will hear a total true.

8) Specific vs. Diffuse

Both Czech Republic and Russia are specific cultures, according to that dimension. It implies the analytical thinking and strong accent on hard facts. Also, both cultures tend to keep work and personal lives separated. **Course of action:**

- Avoid intruding in personal lives of team members or asking them to help you with something not related to work (don`t ask them to help with painting your house (Trompenaars, 1993))
- Focus on people's objectives, operate strictly with facts when discussing something
- Provide clear instructions, processes, and procedures.
- Allow employees to keep their work and home lives separate.

9) Affective vs. Neutral

Difference emerged from this dimension: Russia is found to be affective culture, while Czech Republic is more neutral. Even though the difference is not too big, we should mention the specific characteristics of both types. Czechs tend to hide their emotions and

to not express them at work. On the other hand, Russians are not afraid of showing their emotions and attempt to find immediate outlet of their feelings. **Course of action:**

28 Czech vs. Russian 4th

With Czechs	With Russians
<ul style="list-style-type: none"> • Avoid showing emotions, maintain professionalism • Make sure that your nonverbal language does not contain any negative emotions • Watch people's reactions carefully, as they may be reluctant to show their true emotions. 	<ul style="list-style-type: none"> • Don't hesitate to show emotions, Russians appreciate sincerity very much • Use positive body language • Don't try to suppress expression of emotions of employees • Physical contacts are acceptable and even can ensure understanding and successful communication

Possible conflicts:

- Make sure that Russians and Czechs have adequate working space: Czechs as representatives of neutral culture need their working places to be big enough, but private at the same time. Due to their big comfort zone, it is not accepted to place tables too close to each other.
- It is crucial to keep balance between being emotionally affective or neutral; manager has to show professionalism and sincerity at the same time.

10) External vs. Internal

Both Czech Republic and Russia are found to be externally oriented countries. People of these cultures are oriented towards nature, environment and other people. They see their lives to be dependent on external factors. Czechs and Russians are less determined when making a decision and they are affected by environment (work, family, conditions, weather, nature etc). **Course of action:**

- Ensure that people are provided with regular feedback, and keep negative and positive feedbacks balanced
- Provide people with sufficient resources so that they can do their jobs effectively
- Czechs and Russians tend to have lower level of self-esteem: try to keep them up and increase their confidence. For this reason – make them sure that they are working in a right direction or encourage people to take responsibility for their work.
- Even though external cultures are mainly conflict avoiding cultures, manager should deal with any conflicts fast and professionally: environmental effects have strong influence on both cultures.

7.1 Summarization of results

29 Summarization of results

Management strategies	
Applicable for Czech representatives	Applicable for Russia representatives
<p>Bear in mind that they put tasks and rules over relationships. Acknowledge achievements and encourage the expression of ideas and opinions, but don't ask for too much personal information. Encourage competition. Be extremely objective when making a decision, and be aware of expressing emotions too much. Be strict and rigorous, follow your promises consistently. Ensure the possibility of career development – especially in terms of pay rates. Maintain professionalism. Delegate individual tasks to Czechs.</p>	<p>Building a good relationship with Russian employees will help to increase their productivity – people will respect you more and therefore will try to show their best. Encourage teamwork. Ensure job design and practices are not discriminatory to either gender. Ensure the possibility of career development – especially in terms of self realization. Don't be too rigorous when dealing with Russians. Highlight most important rules and make sure that these rules are followed. Russians are more flexible in tough situations – use it. Don't hesitate to show emotions, Russians appreciate sincerity very much.</p>
Applicable for both cultures	

Table 29 continued

- Subordinates expect to be told what exactly to do – don't hesitate making orders and show your power
- Provide clear mandates and instructions when delegating a tasks
- When building teams among initial group, put a leader for each team, it would help people to work more efficiently
- Don't be afraid of existing hierarchy – people need rules and obligations on emotional level
- Plan and prepare, provide detailed plans, and focus on the tactical aspects of a job or project.
- Time is money - be proactive, not reactive - communicate often and early, be punctual and consistence in your expectations
- Ensure the security of employees – means any health and social insurance benefits, that you can afford can really help you in gaining a respectful and loyal team
- Avoid intruding in personal lives of team members or asking them to help you with something not related to work
- Focus on people's objectives, not your objectives; operate strictly with facts when discussing something
- Allow employees to keep their work and home lives separate.
- Ensure that people are provided with regular feedback, and keep negative and positive feedbacks balanced
- Czechs and Russians tend to have lower level of self-esteem: try to keep them up and increase their confidence. For this reason – make them sure that they are working in a right direction or encourage people to take responsibility for their work.

Possible conflicts and their solutions:

30 Summarization of possible conflicts

- When making a competition, you should split people in groups so that Russians would not be upset by it, because collectivist culture isn't used to competition but widely accepts teamwork. Even better way would be combining groups in a way that Czechs and Russians are mixed together.
- Czechs can resolve conflicts fighting them out - keep the atmosphere in a work place to be as friendly as possible. When building a project team – make sure that it's leader would be placed according to his skills, not gender. But when deciding between two relatively skill-equal employees – pick male. Russians would accept that choice because of a strong status appreciation, even though they more feminine than masculine.
- When a mistake was done, you should not expect Russians to tell who exactly did this mistake, especially when it was another Russian. Better ask a Czech employee about it – this will significantly increase a chance that you will hear a total true.
- Make sure that Russians and Czechs have adequate working space: Czechs as representatives of neutral culture need their working places to be big enough, but private at the same time. Due to their big comfort zone, it is not accepted to place tables too close to each other.
- It is crucial to keep balance between being emotionally affective or neutral; manager has to show professionalism and sincerity at the same time.

8. Conclusion and suggestions for future studies

8.1. Conclusion

Cultural awareness and sensitivity are the main elements of cross-cultural competence. These characteristics are needed to make cross-cultural diversity work for the benefit of the team or company. The desire to establish long-term interpersonal relationships based on objective cultural characteristics of different nationalities is also a necessity.

The objectives of this work were:

- to research and analyze different approaches in cross-cultural management and team management
- to define characteristics of good team leader in context of managing cross-cultural teams
- to analyze cross-cultural differences and similarities, with a focus on Czech and Russian cultures
- to understand how such cross-cultural team can be effectively managed
- to identify the problems, that cross-cultural team can face

We made a careful research and defined a concept of cross-cultural team from different perspectives. The profile of successful international manager was constructed on a basis of specific requirements and possibilities that our definition of cross-cultural team implies. Then we carried out an analysis of differences and similarities between Czech and Russian cultures, using dimensions of Geert Hofstede and Fons Trompenaars. We accomplished that analysis in way that it will reflect those cultural characteristics towards work processes. In turn, this extended analysis was used to ensure the creating of cultural awareness when dealing with Czech and Russian cultures. In addition, we clearly identified potential conflicts that may arise from the diversity of these two cultures.

The conclusions drawn on the basis of the analysis can be used by managers of international companies to build a communication and management strategy to ensure the successful functioning of the organization in today's business environment.

8.2. Suggestions for future studies

Firstly, we might suggest future researches to analyze and implement other cultural theories when comparing countries. For example, works of Edward T. Hall or Richard Lewis could also be taken into consideration. Secondly, when using model of Fons Trompenaars it should be noticed that availability of data resources is restricted very carefully due to the business orientation of this model. Thereby, we have found lack of data regarding one dimension – Time Orientation (Past, Present and Future). Future studies could try to make a deeper research or even contact THT Consulting in order to obtain necessary data. Finally, when using both models of Trompenaars and Hofstede, we would recommend making Multidimensional Scaling (MDS) in order to reveal correlations between dimensions, if any exist.

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