setec IPMC

Alper SERT

1 Introduction

2 Existing cultural models & 3 cultural orientations

3 Project Management in multicultural context

4 Q&A session & IPMA competencies

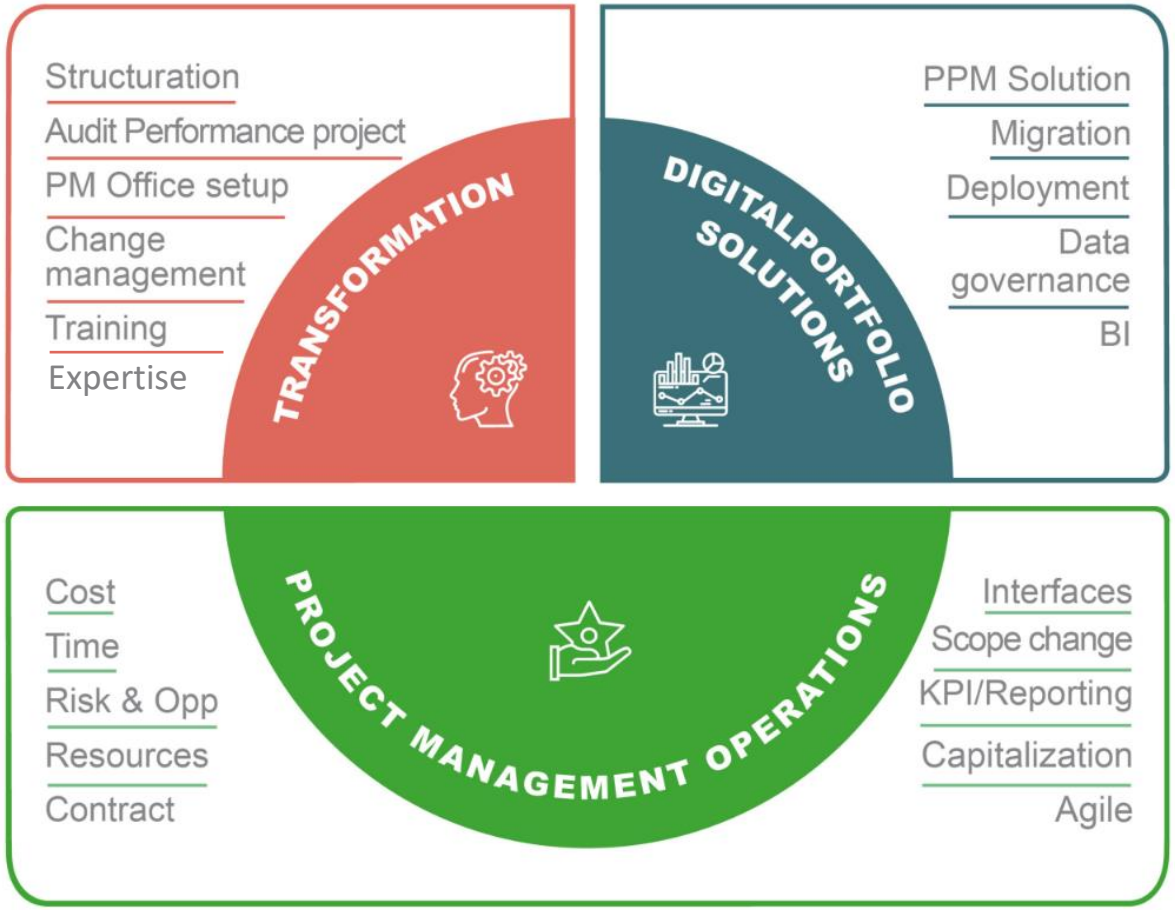
A strong support capacity for Complex Projects

400
Consultants

52 M€
2024 turnover

Solidity
Subsidiary of **setec**
(>4000 pers)

Covering all Project Management missions



1 | WHO WE ARE
Setec IPMC ID CARD

> 20 Years
of benchmarks in support of bids & projects

> 1200 collaborative workshops
Performed with complex project teams

> 15 000 PM & Engineers
Trained to product & services development best practices

> 10 Large scale transformations
Successfully achieved

We help our customers win bids and deliver projects with optimal sustainable value

Combine **Project Management and Systems Engineering** expertise to support the delivery of optimal solutions

Foster teamwork and **collective intelligence**

Achieve sustainable **transformations** dealing with both culture and process

A wide experience in competitive industries

Defence

- Analyze project complexity
- Define development strategies
- Deploy Systems Engineering
- Train project directors and

THALES DGA NAVAL GROUP

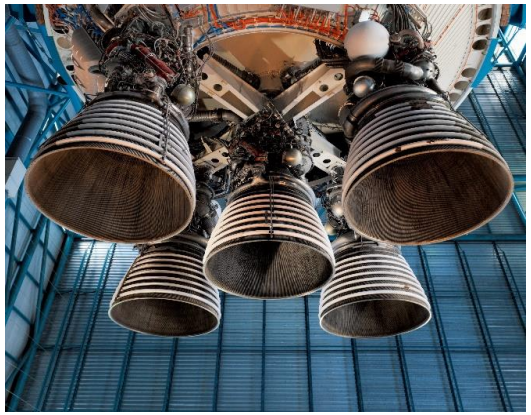
Transportation

- Implement the System Engineering and project management articulation
- Promote standardization and re-use

ALSTOM Valeo setec

Aerospace

- Align project teams in a common dynamic
- Deploy an efficient matrix operating mode



AIRBUS DEFENCE & SPACE ArianeGroup AIRBUS LIEBHERR

Energy

- Transform engineering team mindset serving overall performance
- Lead project and engineering audits and progress roadmap

ANDRA orano TEN TECHNIP ENERGIES EDF framatome

orange LA POSTE cdc habitat

2 | IPMA registered course

IPMA TRAINING COURSE REGISTERED

IPMA international project management association

SMaP

Letter of acceptance

This letter of acceptance into the IPMA REG System is presented to

SETEC IPMC

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Bid Management

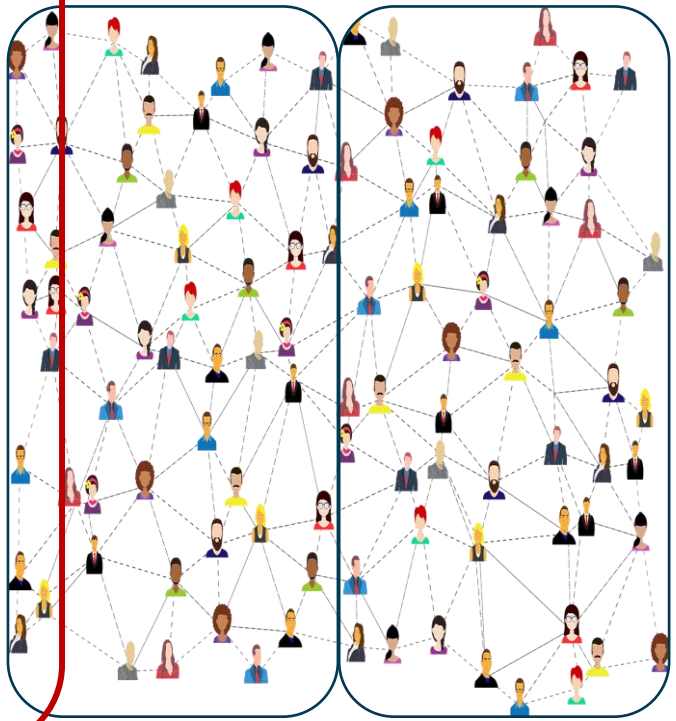
Bidding Process

Complex Project Management

Multicultural Management

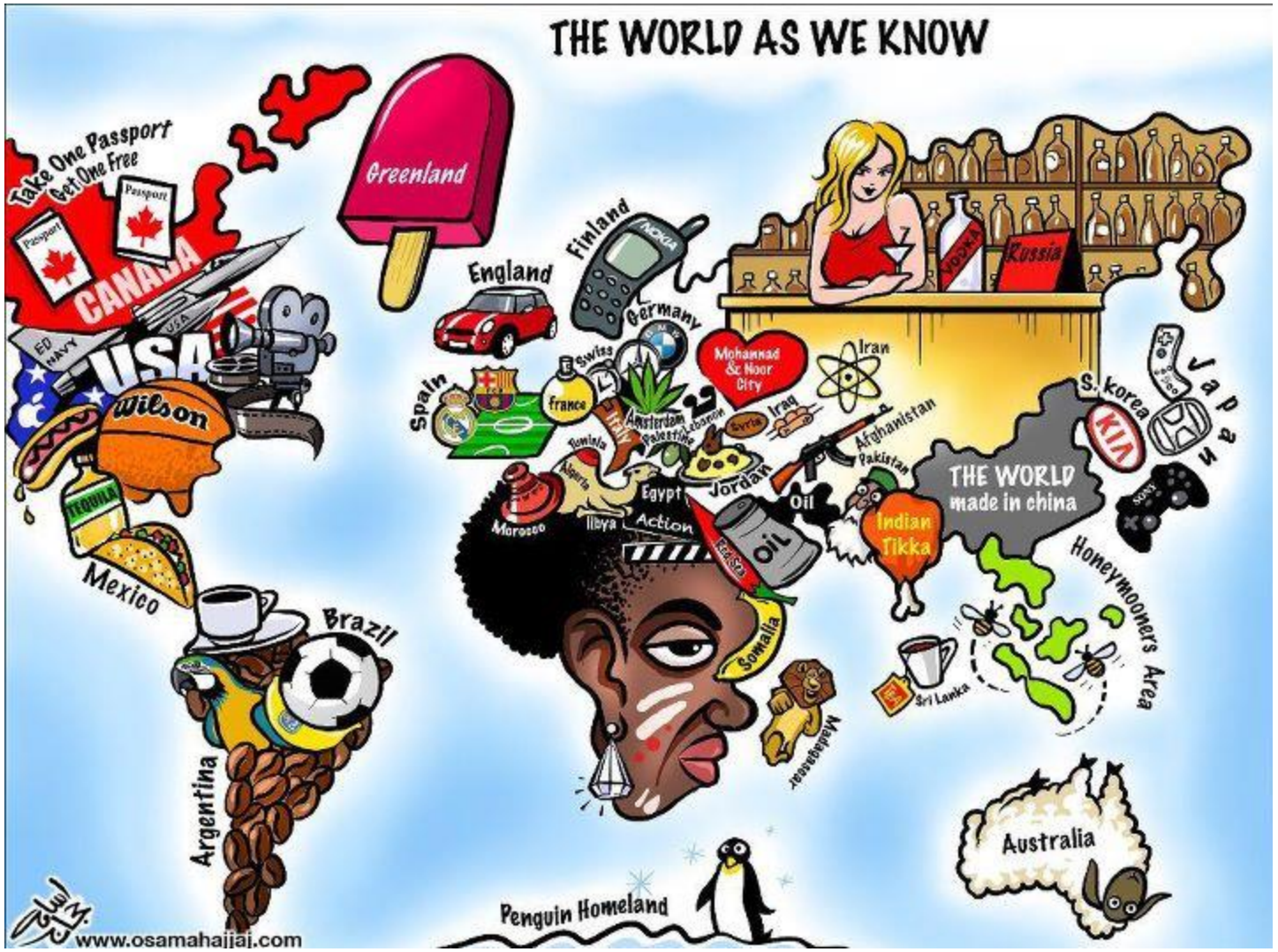
PROJECT STAKEHOLDER

Customer relations

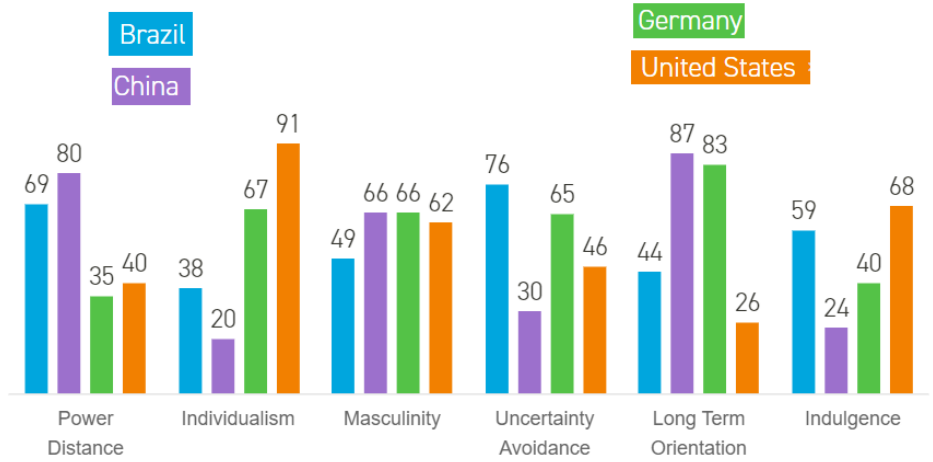


2 | Introduction

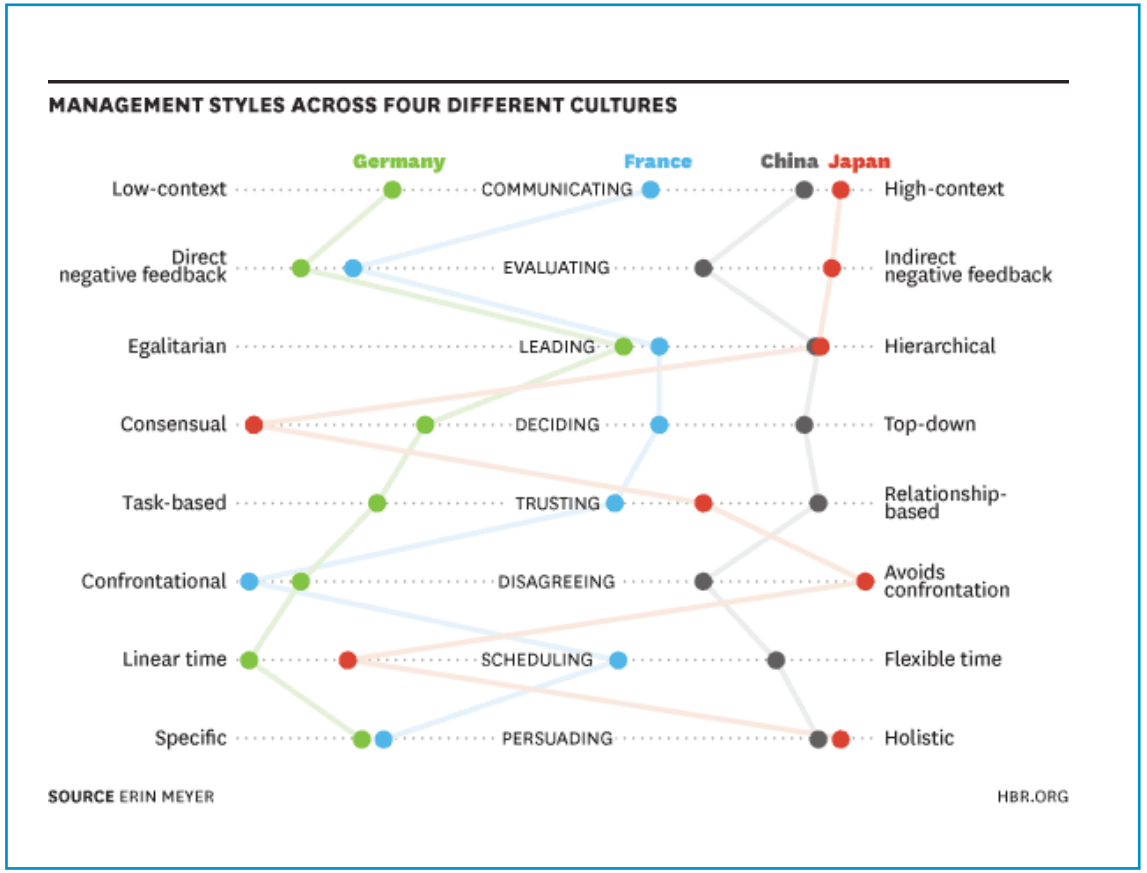
- **It's common to rely on clichés, stereotyping people from different cultures on just one or two dimensions**
  - Japanese are hierarchical, or
  - the French communicate in subtle ways!
- **This can lead to oversimplified and erroneous assumptions**
  - Japanese always make top-down decisions, or
  - the French are indirect when giving negative feedback.
- **This can lead managers to have faulty expectations about how people from other cultures operate!**



2 | Existing models on Cultures

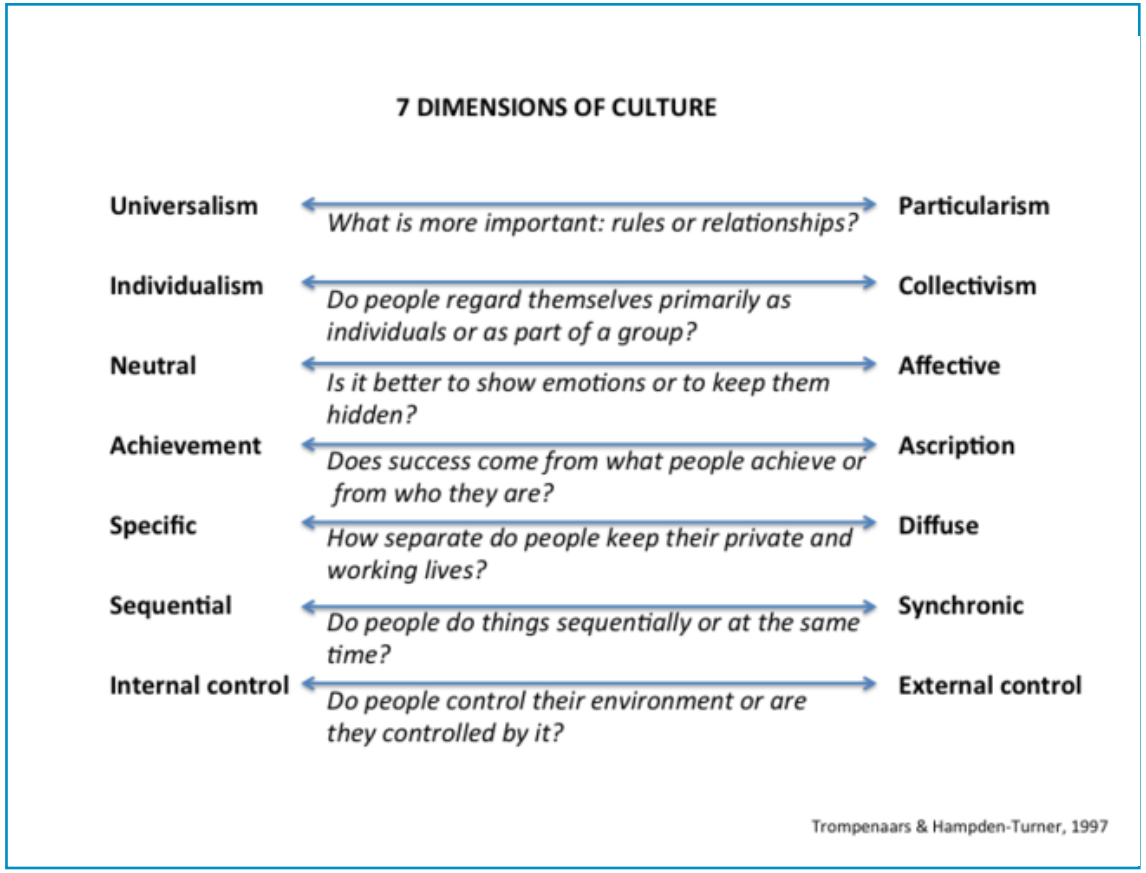


Hofstede's cultural dimensions theory

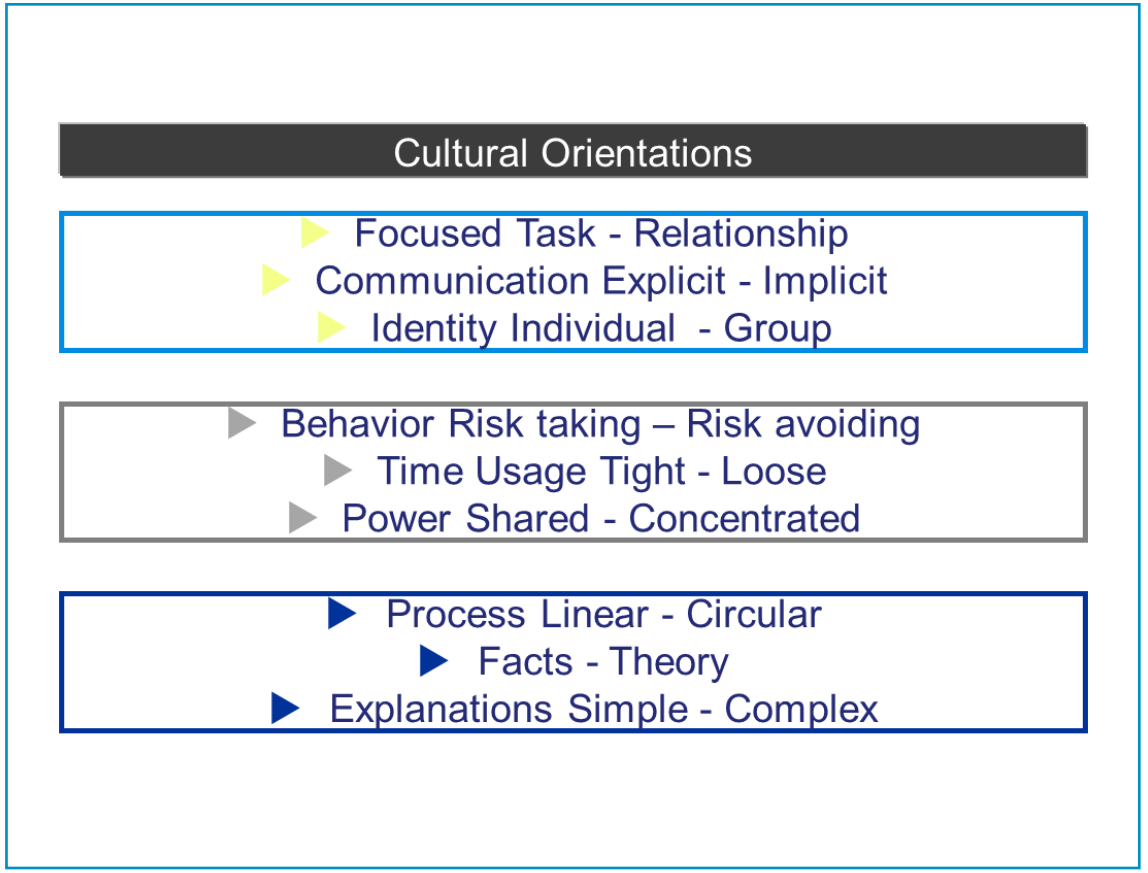


Mapping out Cultural Differences - Erin Meyer

2 | Existing models on Cultures



Trompenaars' 7 Cultural Dimensions



Country Navigator Model

2 | Multi-cultural values?

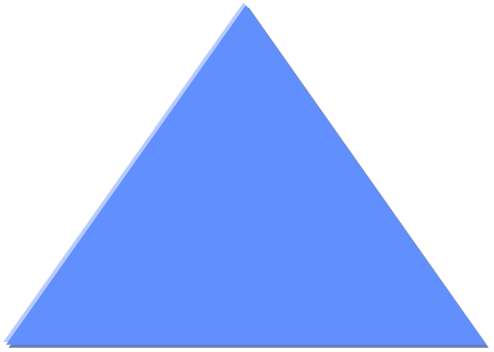
What could be the useful attitudes to succeed in multicultural context ?

- Cultural Tendencies - each individual is different

- **Open-mind - no judgment**
- **Modesty - no culture is better than others**
- **Curiosity - all cultures represent originalities**
- **Listening - to really understand our counterpart**

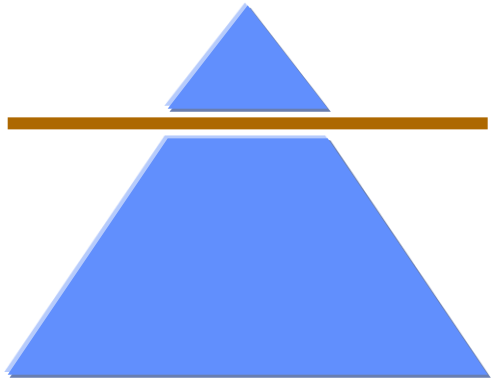
3 | RELATING: Communication Explicit – Implicit

EXPLICIT



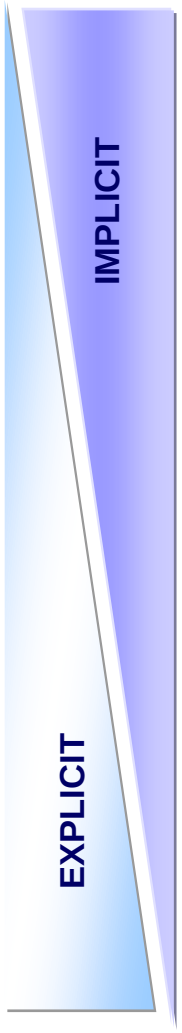
"The thought is on the surface. We mean what we say and say what we think. "

IMPLICIT



"The thought is under the surface. We imply that we think and do not say it directly. "

3 | And you, what is your tendency?



Implicit Cultures

Chinese
South Korean
Brazilian
Arabic
Qatari
English
India / French
Italian
Spanish

Sweden
Hungary
U.S.
Scandinavian
German
Swiss German

Explicit Cultures

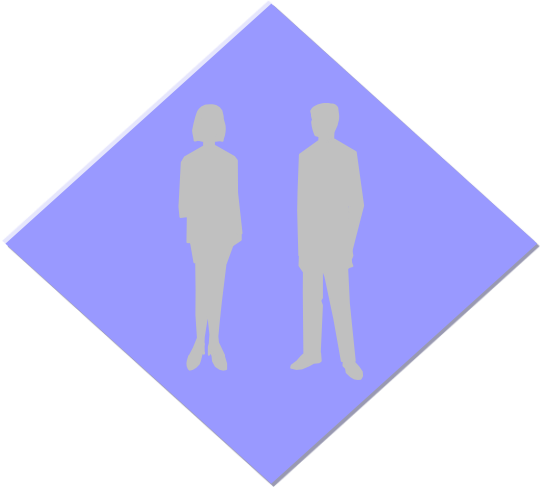
Source : Country navigator

3 | RELATING: Focus on Task - Relation

TASK

RELATION

A. B. C. D. E. =



"Things happen when planned processes are in place."

"Things happen when relationships are in place."

Learn How the Other Cultures Builds "Trust"

Cognitive : Competence

Cognitive trust is based on the confidence you feel in someone's accomplishments, skills, and reliability. This trust comes from the **head**.

American culture has a long tradition of separating the emotional from the practical. Mixing the two risks conflict of interest and is viewed as **unprofessional**.

Affective : Relationship

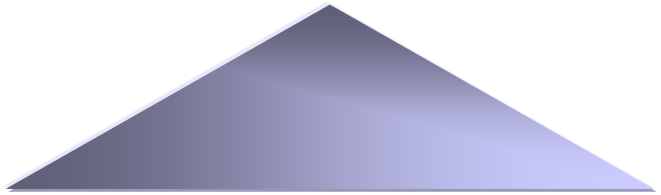
Affective trust arises from feelings of emotional closeness, empathy, or friendship. It comes from the **heart**.

Chinese managers, however, connect the two, and the interplay between cognitive and affective trust is much stronger. They are quite likely to develop **personal bonds** where they have financial or business ties

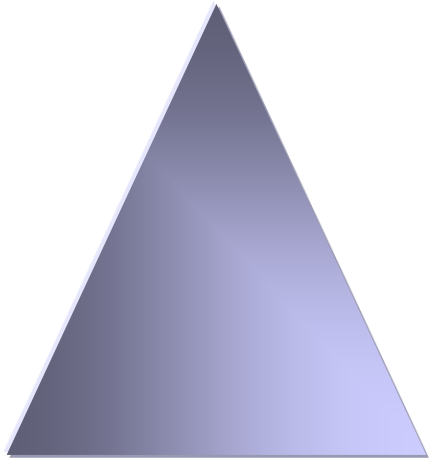
Source : Country navigator

3 | REGULATING: Power Shared - Concentrated

SHARED ⟷ **CONCENTRATED**



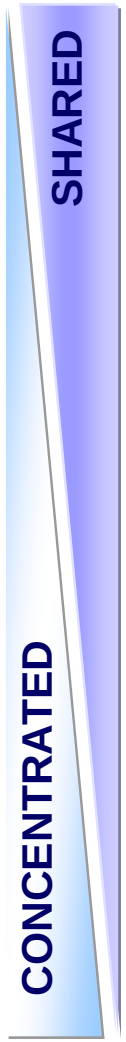
"People seek consensus to make their own decisions."



"People decide according to their power."

Source : Country navigator

3 | REGULATING: Power Shared - Concentrated



Shared

Israel
Scandinavia, Netherlands
Ireland, UK , Australia
North America
Switzerland

Germany

Qatari, South Africa, Italy
Spain
Portugal
India
France, South Korea
Brazilian
China, Japan
Arab countries
Malaysia

Concentrated

Source : Country navigator

3 | Big Picture of profiles

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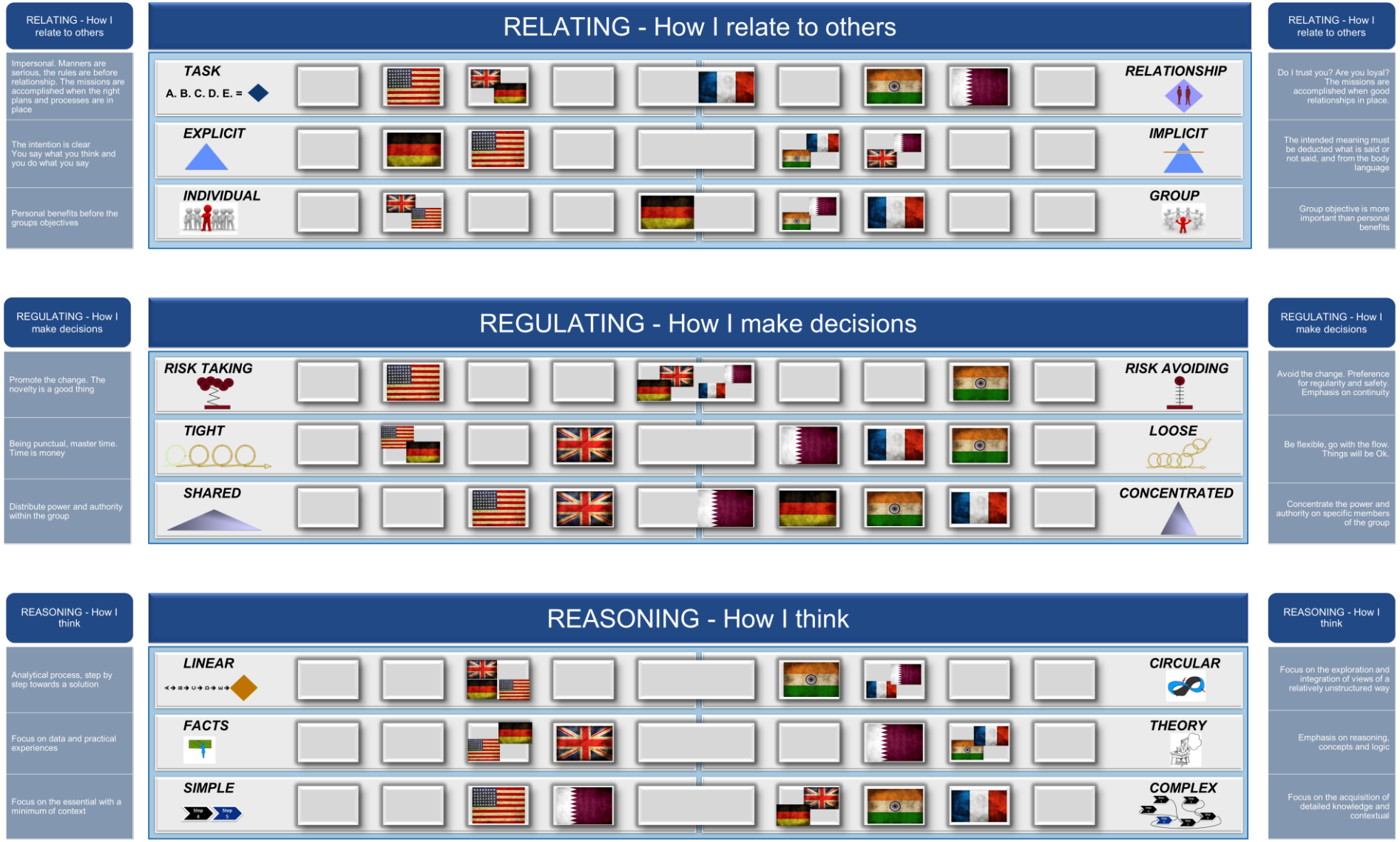

Source : Country navigator

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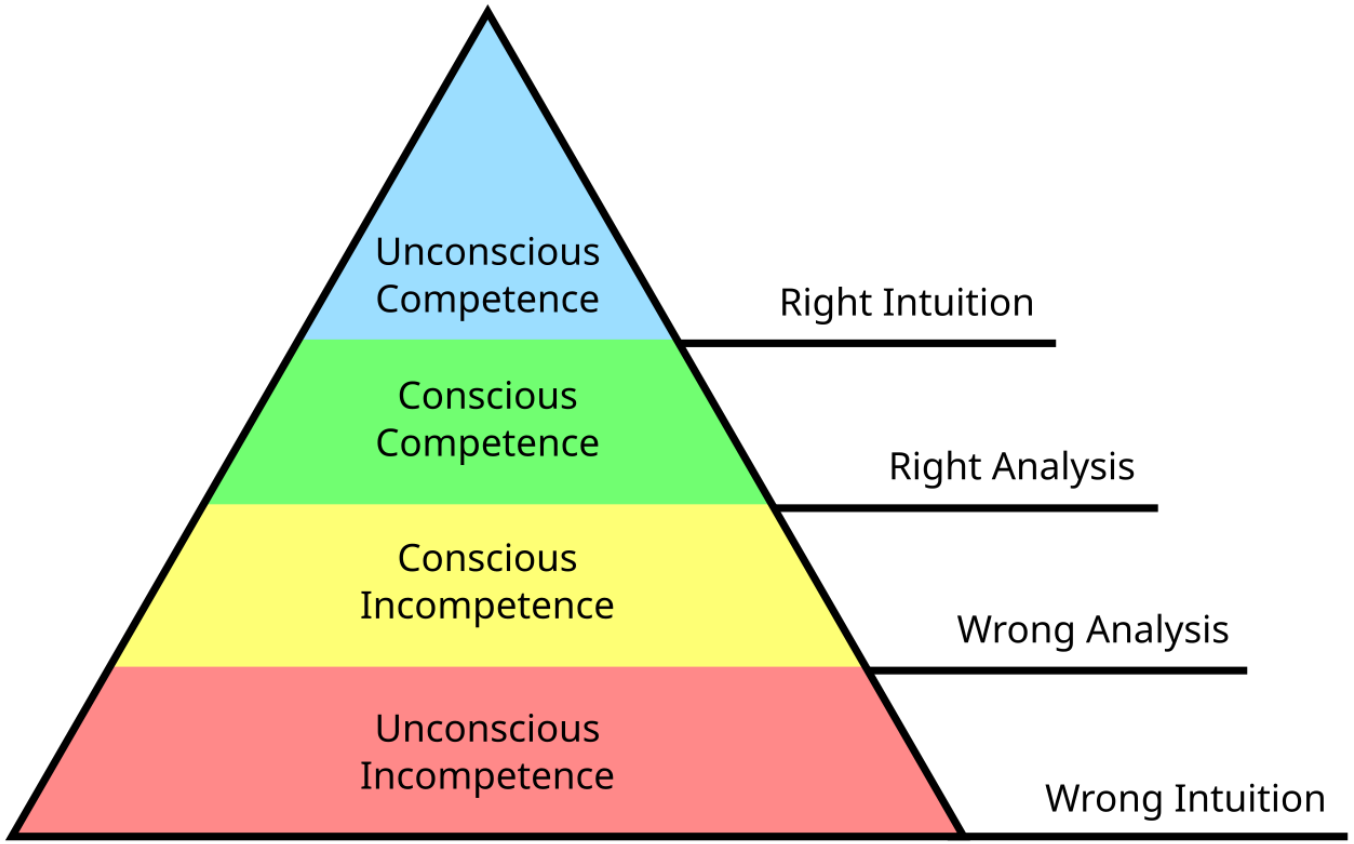
3 **Team / Project Management in multicultural context**

4 Q&A session & IPMA competencies

3 | Hierarchy of Competence

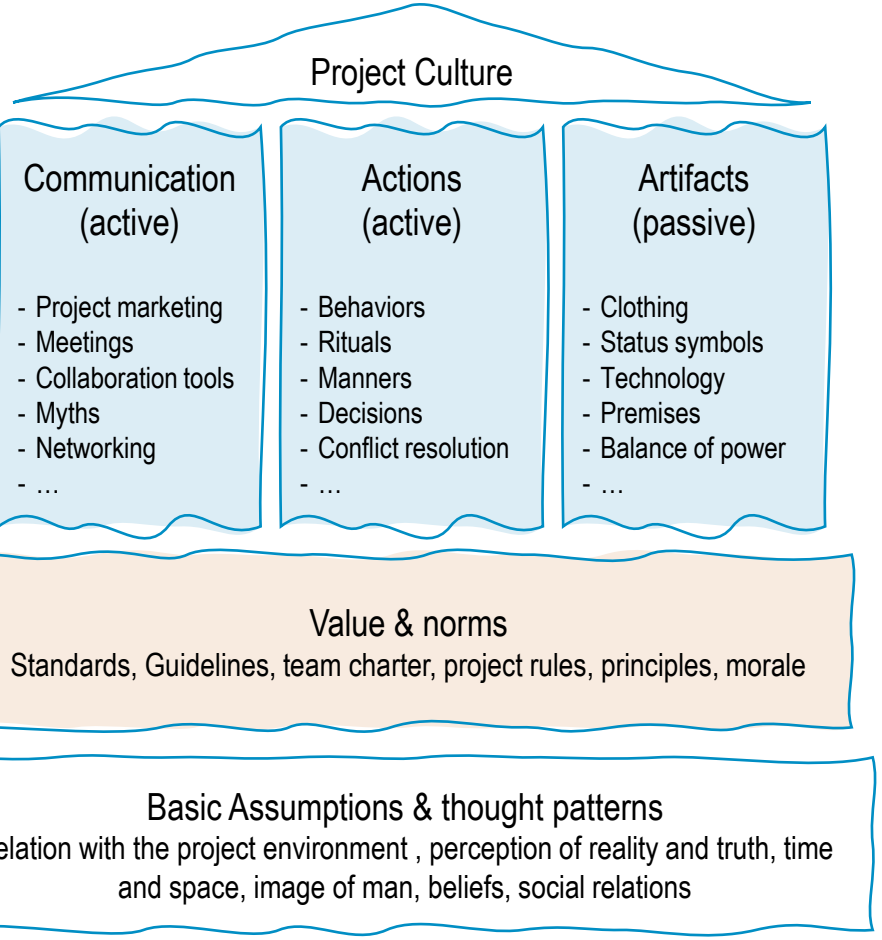


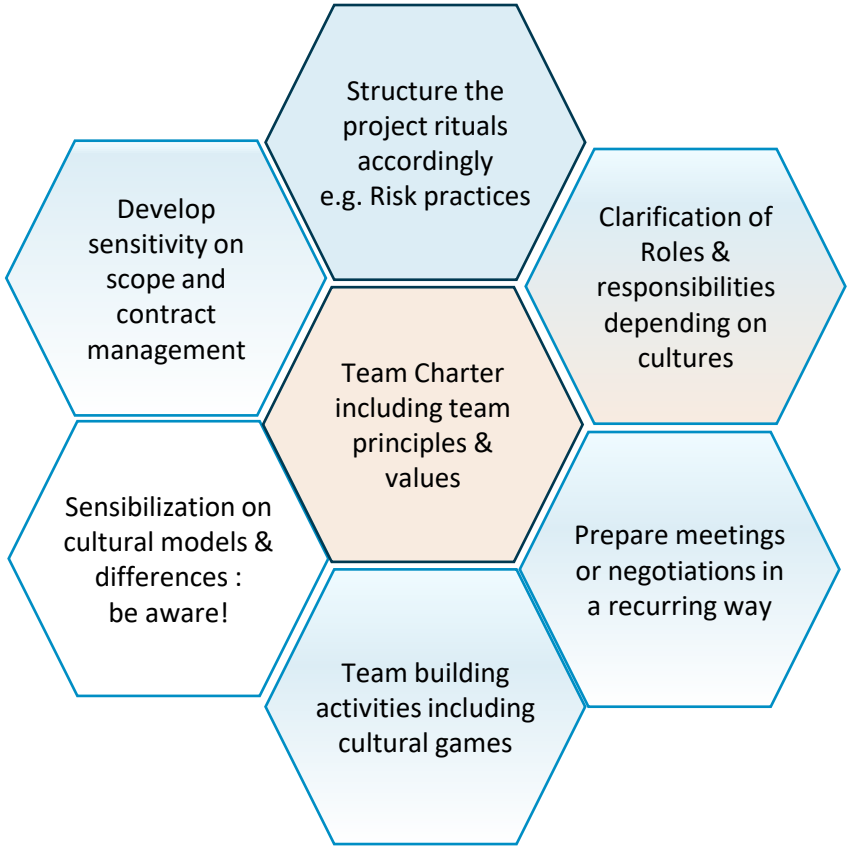
3 | Organizational Culture

Level 1
conscious

Level 2
partially
unconscious

Level 3
unconscious





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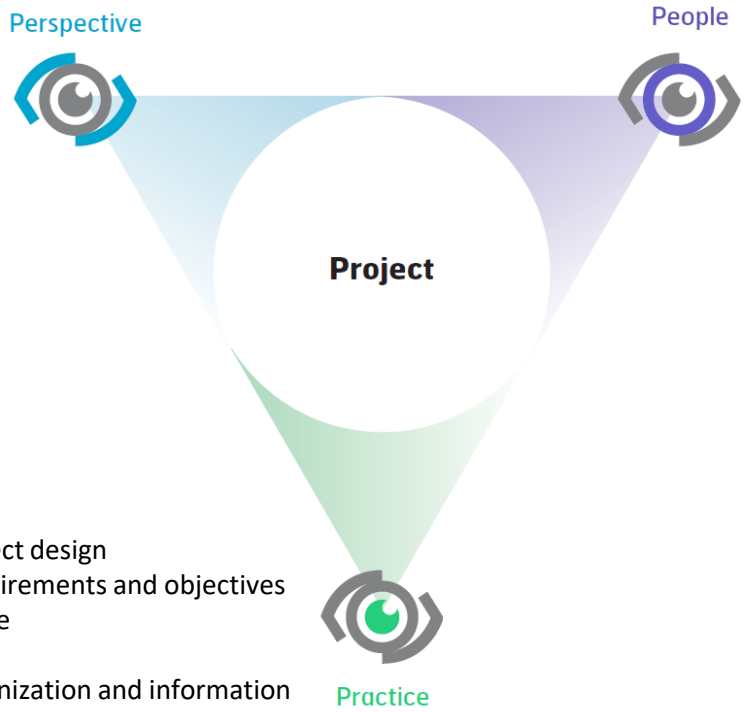
4 **Q&A session & IPMA competencies**

Which IPMA ICB4 competencies are directly impacted by Cultural differences ?

1. Strategy
2. Governance, structures and processes
3. Compliance, standards and regulations
4. Power and interest
5. **Culture and values**



1. Project design
2. Requirements and objectives
3. Scope
4. Time
5. Organization and information
6. Quality
7. Finance
8. Resources
9. Procurement
10. Plan and control
11. Risk and opportunity
12. Stakeholders
13. Change and transformation

1. Self-reflection and self-management
2. Personal integrity and reliability
3. Personal communication
4. Relationships and engagement
5. Leadership
6. Teamwork
7. Conflict and crisis
8. Resourcefulness
9. Negotiation
10. Results orientation

5 | Q&A

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