



# Cultural Differences and Improving Performance

How Values and Beliefs Influence Organizational Performance

**Bryan Hopkins**

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One of the most significant and yet largely overlooked factors influencing performance and workplace problem solving in many large organizations is that of national culture. Managers, and the organizations for which they work, need to be able to understand the influence of cultural values and beliefs on performance in order to identify appropriate solutions; strategies appropriate in one part of the world may be ineffective or even counter-productive in another.

Bryan Hopkins' ground breaking book relates the concept of cultural dimensions, as developed by writers such as Hofstede and Trompenaars, to the performance engineering approaches of Gilbert and Mager and Pipe, to show how strategies for solving workplace performance problems need to consider the cultural composition of the workforce. It then provides a practical structure for problem solving within the context of an international, multi-cultural environment.

This is a book for both managers working in an international setting or for those in national organizations who are dealing with the challenge of culturally diverse workforces. It's also a book for governments seeking to understand the potential implications of national culture on civilian or even military interventions.

## Contents

Preface; Introduction; Part 1: The Theory: How do cultures differ?; Analysing performance; Culture and workplace activities; The systems approach; Solving workplace problems. Part 2 The Practice: Step 1: define the problem; Step 2: collect data; Step 3: Analyse the problem; Step 4: Generate ideas; Step 5: Select solutions; Step 6: Implement solutions; Step 7: Evaluate effectiveness; Further reading; references; Index.

## About the Author

Bryan Hopkins is an independent consultant who specializes in performance analysis and the design of information and learning materials. He has developed and delivered solutions for a large number of clients from both the private and public sectors, including several international organizations. His previous books, *How to Design and Post Information on a Corporate Intranet* and *e-HR* were also published by Gower.

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