

# MASTER THESIS

## **Project Management in an International Context**

*- A cross-cultural study of the impact of the Norwegian culture in FMC Technologies and the French culture in TOTAL E&P on Project Management in Pazflor.*

By:  
Kenneth Johansen

This Master Thesis is carried out as a part of the education at the University of Agder and is therefore approved as such. However, this does not imply that the University answers for the methods that are used or the conclusions that are drawn.

Supervisor:  
Professor Jan Inge Jenssen

The University of Agder, Kristiansand

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## PREFACE

This thesis is the finalization of a Master of Science in Business Administration with a major in International Management at University of Agder. The thesis is a compulsory part of the education and counts for 30 credits.

The topic for the thesis is *Project Management in an International Context*. The purpose is to give a cross-cultural analysis on how the cultural differences between Norway and France have an impact on Project Management. The framework for the study has been the on-going international subsea project Pazflor, which is conducted by FMC Technologies on behalf of TOTAL E&P

The scope and the content of the thesis have been developed by me in cooperation with FMC Technologies. My supervisor Professor Jan Inge Jenssen at University of Agder has also contributed with his advice. The thesis has been prepared in collaboration with FMC Technologies and TOTAL E&P.

Working with this thesis has been very motivating for me to work with because I have had the opportunity to study International Management, Cultural Differences and Project Management which is my main area of interest. I have also had the opportunity to use my knowledge about the subsea industry as I have a background as a Process Engineer.

Finally, I want to thank my supervisor Professor Jan Inge Jenssen at University of Agder, my two supervisors Vegar S. Larsen and Elisabeth Nøst at FMC Technologies and Tor Olav Kristoffersen who is the Project Director of Pazflor. I would also like to thank all the Project Managers in both FMC Technologies and TOTAL E&P who has contributed to this thesis by letting me interview them.

Asker, 26. Mai 2009

.....  
Kenneth Johansen

## SUMMARY

### Facts:

Student:	Kenneth Johansen
Thesis Title:	<b>Project Management in an International Context</b>  <i>- A cross-cultural study of the impact of the Norwegian culture in FMC Technologies and the French culture in TOTAL E&amp;P on Project Management in Pazflor.</i>
Problem Definition:	How may the cultural differences between Norway and France affect Project Management in the Pazflor Project
Tot. Number of Pages:	102 pages + 70 pages of appendixes
Keywords:	Project Management, International Project, International Context, Culture, Cross-Cultural Analysis, Culture Shock, Norway, France, Subsea
Supervisor:	Jan Inge Jenssen ( <i>University of Agder, Professor</i> )
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External Partner(s)	FMC Technologies, TOTAL E&P

### Abstract:

Cultural differences are one of the important factors that can affect whether an international project is going to be a success or failure. Therefore, it is important to be aware of the cultural differences and to take them into consideration when managing an international project.

The thesis has conducted a cross-cultural analysis of the Norwegian culture in FMC Technologies and the French culture in TOTAL E&P. The framework for this analysis has been the on-going international subsea project Pazflor. The data that is the basis for the analysis is a combination of data and conclusions from other researchers on similar topics, and in-depth interviews of eight Project Managers from FMC Technologies and TOTAL E&P. The in-depth interviews, which were partly based on a research article by Johnny Wong, Philco N. K. Wong and Li Heng in 2006, have been done at the facilities at FMC Technologies in Asker. The interviews lasted for

approximately one hour and were tape recorded and thereafter written down. All the interviews in the thesis are given as appendixes.

The results gathered from the research have a foundation from relevant theory which strengthens the quality of the thesis. Theory from among others Hofstede's Five Dimensions of National Culture, Hall's Low-Context-High-Context Approach and research conducted by Trompenaars & Hampden-Turner has been used, and this theory has contributed to either confirm or showing the conflicts with the results gathered from the in-depth interviews

The thesis has been limited to focus on the challenges that have been evolved as a consequence of the cultural differences. Certainly there would be many differences that could affect Project Management in a positive way, but the focus has been on the challenges.

Through the cross-cultural analysis the biggest differences between the Norwegian and the French cultures lies in the control by the hierarchy, the level of need for knowing details before making decisions, the concern of losing "face" in public, the importance of not showing disagreement with an authority in public and the concern about not offending others in public. These differences may have affected Project Management in Pazflor with regards to among others time consumption, control and predictability, creativity, decision making, negotiations, efficiency, and some other aspects.

The results gathered from the research have a foundation from relevant theory which strengthens the quality of the thesis.

The thesis contains a presentation of relevant theory and the research methods that have been used. Further on, it gives a presentation of the results and makes an analysis based on the findings. Finally, the thesis discusses the results and analysis before drawing conclusions.

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## GLOSSARY

Culture	The totality of social transmitted behavior, patterns, beliefs, institutions, and all other products of human work and thought characteristics of a community or country.
Culture Shock	A natural physiological disorientation that most people suffer when they move to a culture different from their own.
Ethnocentrism	Attitude expressing the belief that one's own ethnic group or culture, and the one's cultural standards can be applied in a universal manner.
Exploratory Research	Useful when the research questions are vague or when there is little theory available to guide predictions.
Organizational Structure	A hierarchical concept of subordination of entities that collaborate and contribute to save one common aim.
Phenomenology	Phenomenology is the study of phenomena, the way things appear to us in experience or consciousness.
Project	A complex, non-routine, one-time effort to create a product or service limited by time, budget, and specifications.
Project Life Cycles	The stages found in all projects like definitions, planning, execution, and delivery.
Project Management	The application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.
Project Manager	The individual responsible for managing a project.
Qualitative Data	Descriptions of things that are made without assigning numbers directly.
Quantitative Data	Measurements in which numbers are used directly to represent the properties of something.
Reliability	A survey instrument is reliable if its repeated application results in consistent scores.
Subsea	Refers to equipment, technology, and methods employed to explore, drill, and develop oil and gas fields that exists below the

ocean floors.

Validity

The extent to which a construct (scale) measures what it is supposed to measure.

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# 1 INTRODUCTION

This master thesis is about detecting and analyzing the cultural differences that Project Managers experience in their daily work. The framework for the thesis has been the ongoing international subsea project *Pazflor*. Pazflor consists of participants from both *FMC Technologies* (Norway) and *TOTAL E&P* (France). The cultural differences arise as a consequence because the Norwegian and the French culture have some major differences, which might contribute to misunderstandings that would affect the efficiency and quality of the project. The thesis is focusing on how these cultural differences may affect Project Management in Pazflor.

## 1.1 General

*Grisham (2006)* claims that global markets are increasingly taking benefit of the strength and economic advantages of a diverse global workforce. It is common in international projects to find multi-cultural teams located in multiple countries. Also, it is common to find such projects led by Project Managers who come from many different countries. So having a Project Manager born and raised in India managing a project in China, with a design team in the USA, procurement teams in Japan and Mexico, and a drafting team in Albania is not unusual.

According to an article by *Chiang (2005)* culture is said to be reflected in an individual's most basic, consciously and unconsciously held assumptions, beliefs, norms and values. It is a system of values, particular to one group but not to others, not innate, learned through experience and passed on from one generation to the next. Although numerous definitions exist, *Hofstede's* is perhaps the most widely employed:

*"...the collective programming of the mind which distinguishes the members of one human group from another...culture, in this sense, includes systems of values; and values are among the building blocks of culture"*.

Cultural differences often become more apparent at a macro level, that is, when societies from different regions around the world are compared. For *organizations*, the effects of cultures are witnessed or manifested in employee attitude and behavior, such as communication, leadership, performance, motivation and satisfaction.

It is claimed by *Banks & Waisfisz (1993)* that Project Management in a multicultural environment is a complicated and subtle issue. The costs of failing to manage cultural differences will quickly become apparent in results, ranging from failure to win contracts, misunderstanding with clients leading to disputes and delays, problems with employee communication and motivation, labor disputes, failure to build effective multinational teams and so on. Perhaps even more insidious is the possibility of some parts of the organization merely playing lip service to policies which they find culturally threatening.

### *1.2 Problem Definition and Framework*

At first, when the author of this thesis started to reflect on the topic, he decided to combine a study of *cultural differences* and *Project Management*. This of course, was a very broad topic and needed to be narrowed down to a more specific one. The author went into a process where he tried to decide how many cultures he wanted to study, how many companies or projects he wanted to involve, which industries that would be most relevant, what kind of research methods that he wanted to use and what kind of data he wanted to collect.

At an early stage in this process, FMC Technologies showed great interest in the thesis and wanted to get involved as soon as possible in the planning. FMC Technologies informed and presented the Pazflor Project for the author. This project is an international subsea project that is on-going and owned by the French multinational energy company TOTAL E&P. One of their most important contractors is FMC Technologies. FMC Technologies wanted to give the author an opportunity to get close to the employees in their own company and simultaneously get access to representatives from TOTAL E&P, which is located in the same office building in Asker (Norway).

The author then decided, in consultation with FMC Technologies, to set the framework of the thesis to be the Pazflor Project and to aim his study towards the Norwegian and the French culture. The problem definition then became the following:

*How may the cultural differences between Norway and France affect Project Management in the Pazflor?*

The thesis is only focusing on the challenges that have been evolved as a consequence of the cultural differences. There are also of course a lot of differences that could affect Project Management in a positive way, but the focus is decided to be just on the challenges.

### *1.3 Objectives*

The objectives for master thesis are:

- Give a thorough presentation of relevant theory on the chosen topics.
- Study the differences between the Norwegian and French culture by using exiting and available research data (secondary data).
- Conduct a data collection based on in-depth interviews of Project Managers (primary data).
- Give a thorough cross-cultural analysis (based on both primary and secondary data), to map the differences between the Norwegian and the French culture (in an international context), related to Project Management in Pazflor
- Present conclusions based on relevant theory, secondary and primary data and the analysis to give an overview over the cultural differences between Norway and France related to Project Management in Pazflor.

### *1.4 Motivation*

The motivation for the thesis has been to get a good knowledge and overview over the cultural differences that both the employees in FMC Technologies and TOTAL E&P experience in their daily work with the Pazflor Project. It has been a good motivation to have the opportunity to meet and speak directly with Project Managers.

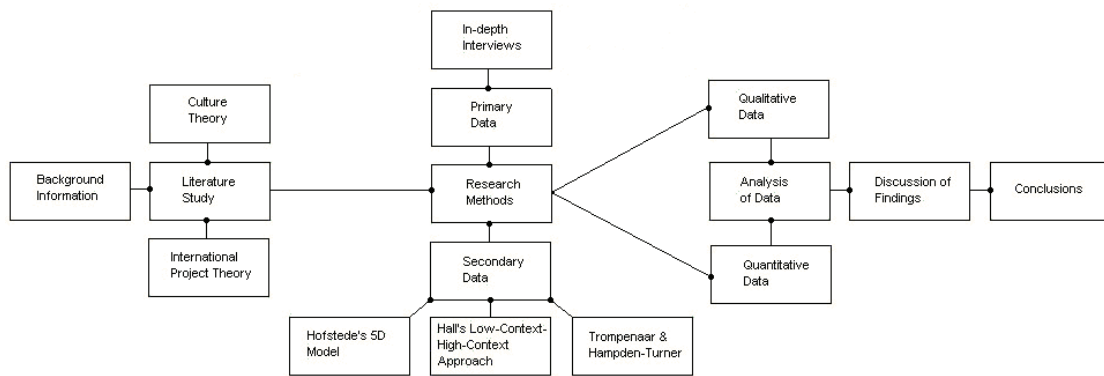
FMC Technologies has from day one expressed their interest in the thesis. This interest has come from both the managers and the employees in the company. They have already at the start of the process stated that this is a report they are looking forward to read, and are certain that the findings and conclusions is something they could use in their future international projects to help them run them with even more efficiency and quality.

The author is presently holding a Master of Science in Process Technology. *This* thesis is the finalization of a Master of Science in Business Administration with a major in International Management. It has been a huge motivation for the author to write a thesis that has drawn upon both his competencies in Process Technology and Business Administration by studying Project Management and cultural differences in the oil and gas industry. This industry is very technology driven and the author has seen it as a huge advantage to have a good competency in technology and engineering to understand the “big picture” in the Pazflor Project, which has been the framework for this thesis.

### *1.5 Structure and Content*

The content of the thesis is divided into six parts. The *first* part is consisting of an introduction to the thesis (chapter 1), and a chapter with necessary background information (chapter 2). The *second* part gives a presentation of the theoretical aspects used in this thesis. Chapter 3 gives a presentation of the culture theory, and chapter 4 gives a presentation of the international project theory. Further on, in the *third* part, the thesis is describing the research methods that have been used (chapter 5) and follows up, in chapter 6, with a presentation of the results gathered from the data collection. The *fourth* part (chapter 7), gives an analysis based on the collected data and relates them to

the theoretical aspects (chapter 3-4) in the thesis. The *fifth* part (chapter 8), discusses the findings in the analysis. Finally, the *sixth* part, states the conclusions that have been made in the thesis. *Figure 1.1* illustrates the structure in the thesis in a graphical way.



*Figure 1.1 The structure of the Master Thesis*

## 2 BACKGROUND

### 2.1 FMC Technologies

According to *Karrierestart.no* (2009) FMC Technologies is one of the world's leading suppliers of turnkey surface and subsea production and completion system. Globally located and experienced in all deepwater areas, FMC Technologies delivers innovative solutions with proven leading edge technology.

*Henriksen* (2007) are describing that FMC Technologies has been a part of the American corporation FMC for the last 10 years, but they have over 30 years experience and competence in the subsea area. Behind the name *Kongsberg Offshore* the company were involved in the big oil adventure in the North Sea at the beginning of the 1970's, and they have had most of the big Norwegian and international oil companies as customers. With technology that is in constantly development, the company is today the global leader with installations and activity at all continents.

### 2.2 TOTAL E&P

*TOTAL* (2009) are presenting TOTAL E&P as a French multinational energy company (established 1924) which is committed to leveraging innovation and initiative to provide a sustainable response to the growing energy demand.

TOTAL E&P is the fourth largest public-traded integrated international oil and gas company and a world-class chemicals manufacturer. TOTAL E&P operates in more than 130 countries and has 96,400 employees (May 15<sup>th</sup> 2008).

*TOTAL* (2009) states that TOTAL E&P are engaged in all aspects of the petroleum industry, including *upstream operation* (oil and gas exploration, development and production, LNG) and *downstream operations* (refining, marketing and the trading and shipping of crude oil and petroleum products). TOTAL E&P are also producing base



chemicals (petrochemicals and fertilizers) and specialty chemicals for the industrial and consumer markets. In addition, TOTAL E&P has interest in the coal mining and power generation sector.

## 2.3 The Pazflor Project

### 2.3.1 General

The presentation of the Pazflor Project that is given in this chapter is based on an article by Parshall (2009) which is published under *JPT Online*<sup>1</sup>.

In its latest campaign to push the deepwater technology frontier on Angola's prolific Block 17, TOTAL E&P has embarked on the Pazflor project. The Pazflor field is located in Block 17, deep offshore Angola, approximately 40 km to the East of Dalia FPSO (floating, processing, storage, and offloading), and 150 km to shore (see figure 2.1). The Pazflor Project will develop the resources of two independent groups of reservoirs:

- Miocene reservoirs, in 600 to 900 meter water depth, containing heavy, acid and viscous oil, to be developed with subsea gas/liquid separation and liquid boosting.
- Oligocene reservoirs, in 1000 to 1200 meter water depth, containing light and paraffinic oil, to be developed with a production loop including riser bottom gas lift. The system will be developed by use of subsea wells connected via subsea production, injection lines and risers to a spread-moored FPSO of 200 kBPD of oil treatment capacity

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<sup>1</sup> a webpage for official publication of The Society of Petroleum Engineers

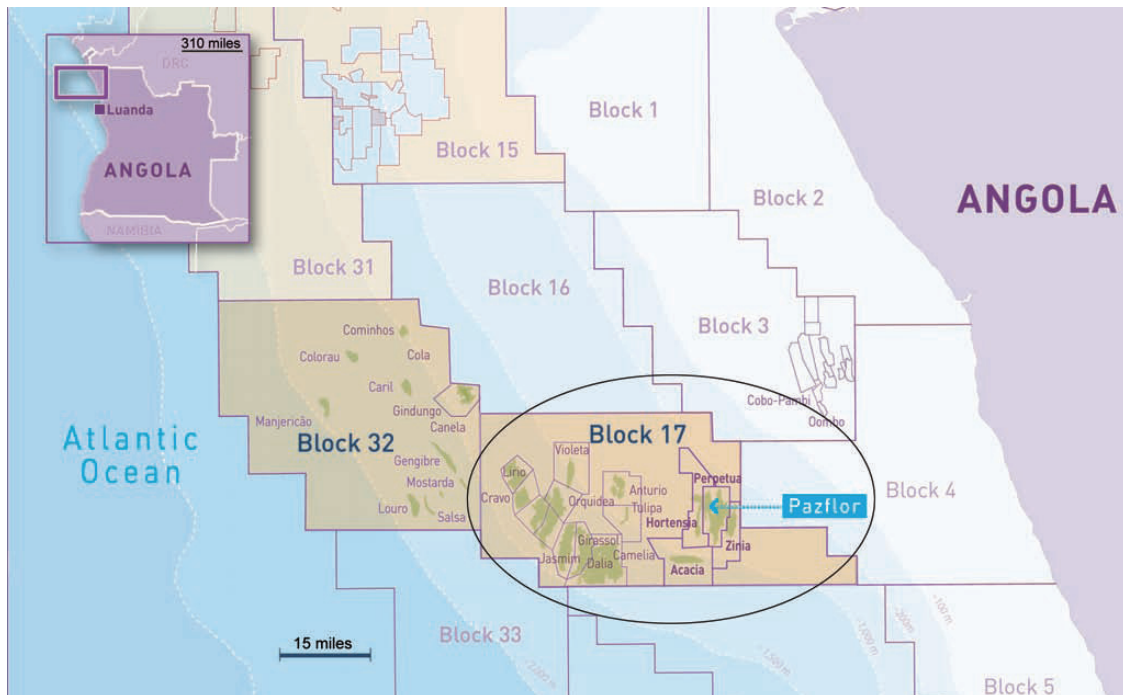


Figure 2.1 Block 17 offshore Angola (Parshall, 2009)

Pazflor will feature several world firsts for subsea technology, including:

- Full-field gas/liquid (G/L) separation and liquid boosting systems at the mud line
- Hybrid boosting pumps
- Vertical-separator technology

Like the earlier core developments, Pazflor will be produced by means of FPSO unit. The hull of this processing behemoth will weigh 82,000 tonnes, while its 15 topside modules will weigh an aggregate 37,000 tonnes. Combined, the weight of 119,000 tonnes will make this one of the largest FPSOs in the world. Holding accommodations for 240 persons, the FPSO will process the oil produced by a system of 49 subsea wells that include 25 producers, 22 water injectors, and two natural gas injectors. The total subsea production system, linked by a network of 109 miles of pipelines and 51 miles of umbilicals, will be spread over a vast expanse of 232 square miles – some even larger than the city of Paris.

Pazflor is on track to produce first oil in the second half of 2011, with 23 wells to be drilled by then.

Building and manufacturing operations for Pazflor are spread around the globe. A substantial portion of the work – representing approximately one-third of project capital spending – is taking place in Angola.

From the project's outset, TOTAL E&P has been engaged actively in recruiting Angolans and transferring knowledge to the local workforce. A significant number of Angolans – some of them employees seconded by Sonangol<sup>2</sup> (parastatal in Angola) – are on the global Pazflor Project team in France, Norway, the US, and other locations.

### 2.3.2 Project Organization Structure

TOTAL E&P is the operator on the Block 17 field. The company has engaged FMC Technologies to deliver their subsea products to the Pazflor Project that is a part of Block 17.

FMC Technologies have constructed a project organization (appendix 1-5), that incorporates directly into TOTAL E&P's organization (appendix 6). These two project organization structures are called *SSPS* (Subsea Production System).

FMC Technologies have adapted to TOTAL E&P's organization structure. This was done at the start of the tender phase and is contractual binding. TOTAL E&P approved a list with key personnel before the project start up that could be used during the project. If the Project Director of Pazflor hires a person that is not on that list, he could get a fine from TOTAL E&P because of breach of the contract.

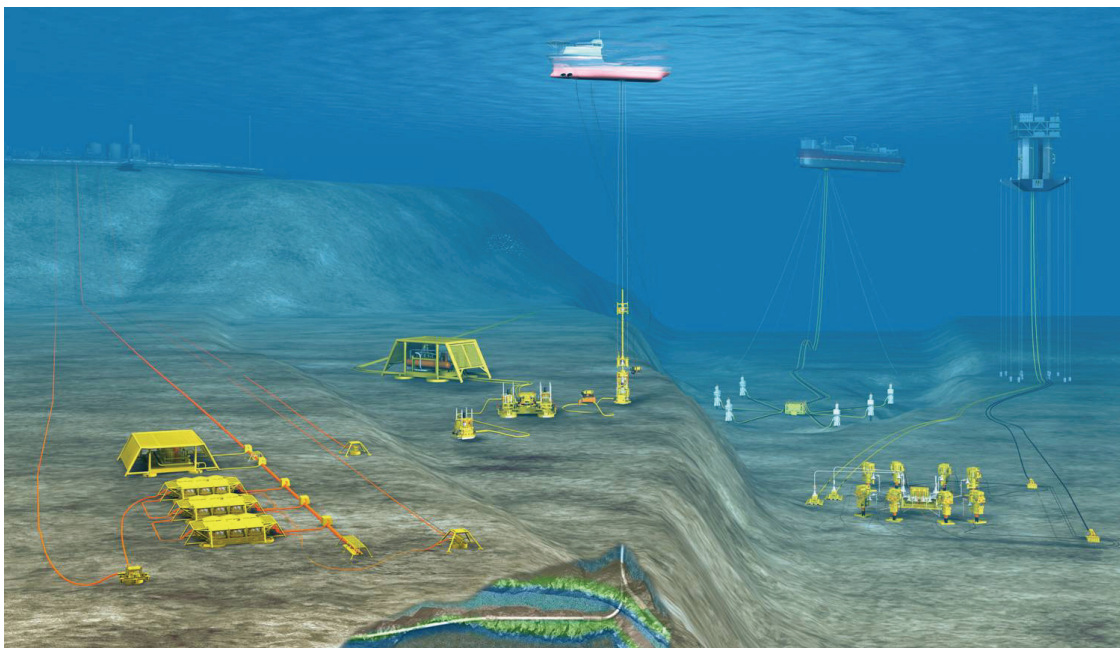
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<sup>2</sup> <http://www.sonangol.co.ao/wps/portal/ep>

## 2.4 Subsea Technology

*Subsea UK (2009)* describes that *subsea* is a general term frequently used to refer to equipment, technology, and activities employed either directly on the seabed or in the water between the surface and the seabed for the extraction of oil and gas reserves that exists below the ocean floor.

Subsea is about creating facilities and systems that produce oil and gas from underwater reservoirs. It is about engineering, building and installing valves, pipelines and control systems in the depths of up to 2 km. Because it is an efficient and environmentally friendly way of producing oil and gas, increasing numbers of subsea wells are being installed around the world. *Figure 2.2* illustrates how a subsea technology system can be designed.



*Figure 2.2 Example of a Subsea Technology System (Source: FMC Technologies Asker)*

### *2.5 Facts about Norway and France*

In *appendix 7* is an overview over some basic facts like background, people, government and economy for both Norway and France. These facts show the similarities and differences and can be used to do comparisons between the two countries.

### 3 CULTURE

This chapter starts with a thorough presentation of the term *culture* (chapter 3.1-3.3), which is important for the reader to be familiar with in order to get a good understanding of the content in the thesis. Next (chapter 3.4), the reader will get a presentation on how National and Corporate Culture distinguish and connect with each other. Following is a presentation of three different cross-cultural analysis tools that can be used to both detect and analyze cultural differences and further compare them (chapter 3.5). Next, the chapter gives the reader insight into the term *ethnocentrism* (chapter 3.6). Finally, the reader will get a brief summary of chapter 3.

#### 3.1 Culture Defined

Many scholars have tried to come up with a universal definition of the term *culture*. One of those is the Dutch organizational psychologist *Professor Geert Hofstede (1991)*. He states the following:

*“The collective mental programming of people in an environment”*

*Hofstede (1991)* claims that culture refers to a conditioning of a group of people which will influence a lifetime of thought processes, behavior, and actions. Culture is an ingrained behavioral influence which affects the way collective groups approach, evaluate, and negotiate opportunities for international business. Chapter 3.2 gives a presentation of *mental programming*.

*DeMoiij (1998)* says that culture is learned, not inherited. It derives from one's social environment, not from one's genes. Hofstede distinguishes culture from human nature and from the personality. The personality is the individual's unique personal set of mental programs that he or she does not share with any other human being. Culture is what the individual members of a group have in common. The term *culture* may apply to ethnic or national groups or to groups within a society at different levels: a country, an age group, a profession, or a social class.

*Dahl & Habert (1986)* are claiming that culture is about human thoughts and emotions, and about the meanings you assign to expression forms, experiences and behavior (figure 3.1). In terms of this way of thinking, culture is a kind of model people have in their minds *of* the reality and *for* the action. This model includes understanding of and specifications for all society sectors, for production and processing, and family structure and religious faith and so on.



*Figure 3.1 Description of culture (Dahl & Habert, 1986)*

In figure 3.1 there is indicated a distinction between culture content (opinion) and cultural expression forms. This distinction is not very clear. It could still be practical to maintain because it is often the expression forms we first observe. If we want to get deeper and more thoroughly into the culture, we first have to understand the cultural content behind the expression forms. It is a deeper purpose and meaning behind language, clothing, and behavior and so on.

Individuals can shape variations in the opinion pattern. This can also change over time. Culture is not static and stationary. It often changes from generation to generation. Every generation has to learn culture all over again. This is done by socializing in the society and learning what is regarded as right and wrong, ugly and pretty, appropriate and inappropriate and so on. Interpreted like that, culture is a very abstract concept and a common code that a group of people are sharing, on the same premises like a group of people are sharing a language.

*Trompenaars and Hampden-Turner (1988)* have developed a culture model that exist of three levels and can be used to describe the term *culture* (figure 3.2).

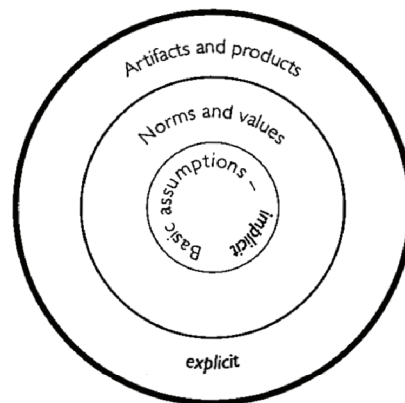


Figure 3.2 A Model of Culture (Trompenaars & Hapden-Turner, 1988)

The outer level consists of *explicit* culture (products). This is the observable reality of the language, food, buildings, houses, monuments, agriculture, shrines, markets, fashions and art. They are symbols of a deeper level of culture. Prejudices mostly start with this symbolic and observable level.

The middle layer consists of *norms* and *values*. Explicit culture reflects deeper layers of culture than the norms and values of an individual group. Norms are the mutual sense a group has of what is “right” and “wrong”. Norms can develop on a formal level as written laws, and on an informal level as social control. Values on the other hand, determine the definition of “good” and “bad” and are therefore closely related to the ideals shared by a group. A culture is relatively stable when norms reflect the values of the group. When this is not the case there will most likely be a destabilizing tension.

While the norms, consciously or subconsciously, gives us a feeling of “this is how I normally *should* behave”, values gives us a feeling of “this is how I *aspire* or *desire* to behave”. A value serves as a criterion to determine a choice from the existing alternatives. It is the concept an individual or group has regarding the desirable.



The core of the model consists of *assumptions* about *existence*. To answer questions about basic differences in values between cultures it is necessary to go back to the core of human existence.

The most basic value people strive for is survival. Historically and presently we have witnessed civilizations fighting daily with nature. Each has organized themselves to find ways to deal most efficiently with their environments given their available resources. Such continuous problems are eventually solved automatically. “Culture” comes from the same root as the verb “to cultivate” meaning to till the soil: the way people act upon nature. The problems of daily life are solved in such obvious ways that the solutions disappear from our consciousness and awareness and become part of our system of absolute assumptions.

Groups of people organize themselves in such way that they increase the effectiveness of their problem-solving process. Because different groups of people have developed in different geographic regions they have also formed different sets of logical assumptions. We see that a specific organization culture or functional culture is nothing more than the way in which groups have organized themselves over the years to solve the problems and challenges presented to them. Changes in a culture happen because people realize that certain old ways of doing things do not work any more. It is not difficult to change culture when people are aware that the survival of the community is at stake, were survival is considered desirable.

From this fundamental relationship with the (natural) environment, mankind and after mankind the community, takes the core meaning of life. The deepest meaning has escaped from conscious questioning and has become self-evident because it is a result of routine response to the environment. In this sense culture is anything but nature.

### 3.2 Mental Programs

Hofstede (2001) claims that every person's mental programming is partly unique and partly shared with others. We can broadly distinguish between three levels in mental programs (figure 3.3)

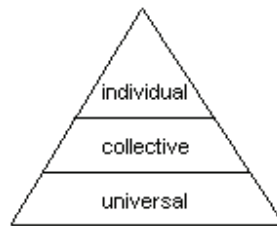


Figure 3.3 Three Levels of Human Mental Programming (Hofstede, 2001)

The least unique but most basic is the *universal* level of mental programming that is shared by all, or almost all, human kind. This is the biological “operating system” of the human body, but it includes a range of expressive behaviors, such as laughing and weeping, associative and aggressive behaviors that are also found in higher animals

The *collective* level of mental programming is shared with some but not all other people; it is common to people belonging to a certain group or category, but different from people belonging to other groups or categories. The whole area of subjective human culture belongs to this level. It includes the language in which we express ourselves, the deference we show to our elders, the physical distance from other people we maintain in order to feel comfortable, and the way we perceive general human activities such as eating, making love, and defecating and the ceremonials surrounding them.

The *individual* level of human programming is the truly unique part. No two people are programmed exactly alike, not even identical twins reared together. This is the level of individual personality and it provides for a wide range of alternative behaviors within the same collective culture.

### 3.3 Elements of Culture

Griffin & Pustay (2005) have written a book about international business which is amongst other things presenting the elements that is incorporated into the term culture. Their definition of what those elements are is presented in this chapter.

A society's culture determines how its members communicate and interact with each other. The basic elements of culture (figure 3.4) are social structure, language, communication, religion, and values and attitudes. The interaction of these elements affects the local environment in which international business operate.

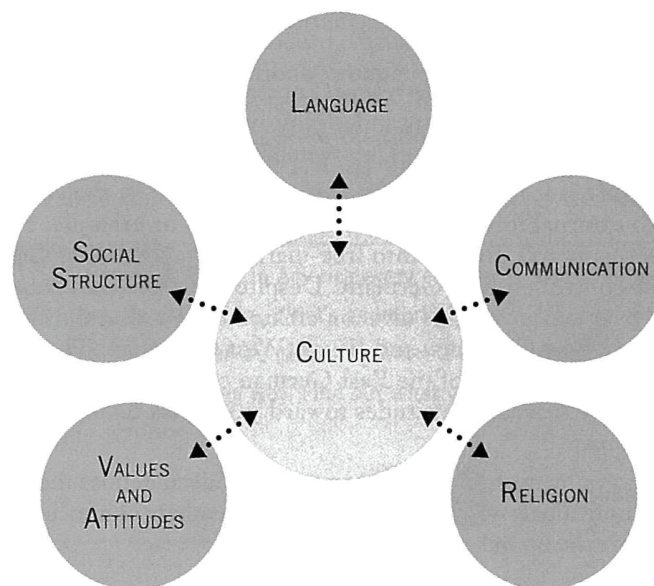


Figure 3.4 Elements of Culture (Griffin & Pustay, 2005)

#### 3.3.1 Social structure

Basic to every society is its social structure, the overall framework that determines the roles of individuals within the society, the stratification of the society, and the individuals' mobility within the society

All human societies involve individuals living in family units and working with each other in groups. Societies differ, however, in the way they define family and the relative

importance they place on the individual's role within groups. Culture also differs in the importance of the individual relative to the group.

Societies differ in their degree of *social stratification*. All societies categorize people to some extent on the basis of their birth, occupation, educational achievements, or other attributes. However, the importance of these categories in defining how individuals interact with each other within and between these groups varies by society.

*Social mobility* is the ability of individuals to move from one stratum of society to another. Social mobility tends to be higher in less stratified societies.

### 3.3.2 Language

Language is a primary delineator of cultural groups because it is an important means by which a society's members communicate with each other. Language organizes the way members of a society think about the world. It filters observations and perceptions and thus affects unpredictably the messages that are sent when two individuals try to communicate. In addition to shaping one's perceptions of the world, language provides important clues about the cultural values of the society and aids acculturation.

The presence of more than one language group is an important signal about the diversity of a country's population and suggests that there may also be differences in income, work ethic, and educational achievement.

### 3.3.3 Communication

Communicating across cultural boundaries, whether verbally or nonverbally, is a particularly important skill for international managers. Although communication can often go awry between people who share a culture, the chances of miscommunication increase substantially when the people are from different cultures. In such cases, the senders encode messages using their cultural filters and receivers decode the same

messages using their filters. The result of using different cultural filters is often a misunderstanding that is expensive to resolve.

Members of a society communicate with each other using more than words. This nonverbal communication includes facial expressions, hand gestures, intonation, eye contact, body positioning, and body posture. All of this communication can be referred to as body language. Non-verbal communication can also be other things than body language like clothing, gifts, time, distance and eye contact.

### 3.3.4 Religion

Religion is an important aspect of most societies. It affects the ways which members of a society relate to each other and to outsiders. Religion shapes the attitudes its adherents have to work, consumption, individual responsibility, and planning for the future. Often religions impose constraints on the roles of individuals in society. For example, the caste system of Hinduism traditionally has restricted the jobs individuals may perform, thereby affecting the labor market and foreclosing business opportunities. Countries dominated by strict adherents to Islam, such as Saudi Arabia and Iran, limit job opportunities for women, in the belief that their contract with adult males should be restricted to relatives.

Religion also affects the types of products consumers may purchase as well as seasonal patterns of consumption.

### 3.3.5 Values and Attitudes

Culture also affects and reflects the secular values and attitudes of the members of a society. Values are principles and standards accepted by the members; attitudes encompass the actions, feelings, and thoughts that result from those values. Cultural values often stem from deep-seated beliefs about the individual's position in relation to his or her deity, the family, and the social hierarchy. Cultural attitudes towards such factors as time, age, education, and status reflect these values and in turn shape the

behavior of and opportunities available to international businesses operating in a given culture.

### *3.4 National Culture and Corporate Culture*

*Trompenaars and Hampden-Turner (1988)* have written a book about culture which includes, amongst other things, national and corporate culture. Their interpretation about those terms is presented in this chapter. Chapter 3.4 therefore explores four types of corporate culture and shows how differences between national cultures help determine the type of culture “chosen”. Employees have a shared perception of the organization and what they believe has real consequences for the corporate culture that develops.

#### 3.4.1 Different Corporate Cultures

Organizational culture is shaped not only by technologies and markets, but by the cultural preferences of leaders and employees. In looking at organizations we need to think in two dimensions, generating four quadrants. The dimensions we use to distinguish different corporate cultures are *equality-hierarchy* and *orientation to the person-orientation to the task*. This enables us to define four types of corporate cultures, which vary considerably in how they think and learn, how they change and how they motivate, reward and resolve conflicts. The four types of corporate culture are:

- The Family Culture
- The Eiffel Tower Culture
- The Guided Missile Culture
- The Incubator Culture

These four metaphors illustrate the relationship of employees to their notion of the organization. *Figure 3.5* summarize the images these organization project

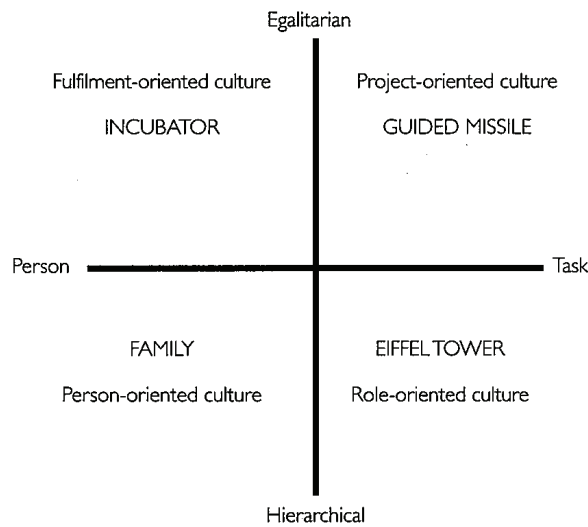


Figure 3.5 Corporate Images (Trompenaars & Hampden-Turner, 1988)

### 3.4.2 The Family Culture

In this *power-oriented* corporate culture the leader is regarded as a “caring father” who knows better than his subordinates what should be done and what is good for them. Rather than being threatening, his type of power is essentially intimate and (hopefully) benign. The work of the corporation in this type of culture is usually carried forward in an atmosphere that in many respects mimics the home.

Family style corporate cultures tend to be *high-context* (chapter 3.5.2), a term which refers to the sheer amount of information and cultural content taken for granted by members. Such cultures exclude strangers without necessarily wishing to do so and to communicate in codes which only members understand.

Trompenaars and Hampden-Turner have carried out a study that tested to what extent managers from different cultures saw their leaders “as a kind of father”, or to what extent they wanted to get their job done. The results are given in figure 6.2 (chapter 6.1.3).

Another question asked to managers in the process of this research was to think of the company they work for in terms of a triangle (the triangle represented the shape of the

hierarchy), and to pick the form of the diagram (figure 6.3) that suited their organization best.

Family Cultures have difficulty with project group organization or matrix-type authority structure, since here authority is divided. They have the following dilemma; your function has one boss and your project another, so how can you give undivided loyalty to either?

### 3.4.3 The Eiffel Tower Culture

The hierarchy in this culture is very different from that of the Family Culture. Each higher level has a clear and demonstrable function of holding together the levels beneath it. You obey the boss because it is his or her *role* to instruct you. The rational purpose of the corporation is conveyed to you through him. He has a legal authority to tell you what to do and your contract of service, overtly or implicitly, oblige you to work accordingly to his instructions. If you and other subordinates did not do so the system could not function.

The authority stems from occupancy of the role. Status in the Eiffel Tower Culture is ascribed to the role. This makes it impossible to challenge. Thus bureaucracy in the Eiffel Tower Culture is a depersonalized, rational-legal system in which everyone is subordinate to local rules and those rules prescribe a hierarchy to uphold and enforce them. The boss is powerful only because the rules sanction him or her to act. Careers in Eiffel Tower companies are much assisted by professional qualifications.

Almost everything the Family Culture accepts the Eiffel Tower Culture rejects. Personal relationships are likely to wrap judgments, create favoritism, and multiply exceptions to the rules and obscure clear boundaries between roles and responsibilities.



Each role at each level of the hierarchy is described, rater for its difficulty, complexity and responsibility, and has a salary attached to it. Then there follows a search for a person to fill it.

Trompenaars and Hampden-Turner have carried out a study that tested to what extent managers were opting for *function* rather than *personality*. The results are given in figure 6.4.

#### 3.4.4 The Guided Missile Culture

The Guided Missile Culture differs from both the Family Culture and the Eiffel Tower Culture by being *egalitarian*. It also differs from the Family Culture and resembles the Eiffel Tower Culture in being *impersonal* and *task-oriented*. The Guided Missile Culture is oriented to tasks, typically undertaken by teams or project groups.

Guided Missile Cultures are expensive because professionals are expensive. Groups tend to be temporary, relationships as fleeting as the project, and largely instrumental in bringing the project to a conclusion. Employees will join other groups for other purposes within days or weeks, and may have multiple memberships. This culture is *not* affectionate or mutually committed but typifies the *neutral* cultures.

The ultimate criteria of human value in the Guided Missile Culture are how you perform and to what extent you contribute to the jointly desired outcome. In effect, each member shares in problem-solving. The relative contribution of any person may not be as clear as in the Eiffel Tower Culture were each role is described and outputs can be quantified.

In practice, the Guided Missile Culture is *superimposed* upon the Eiffel Tower organization to give it permanence and stability. This is known as the *matrix organization*.

### 3.4.5 The Incubator Culture

The Incubator Culture is based on the existential idea that organizations are secondary to the fulfillment of individuals. If organizations are to be tolerated at all, they should be there to serve as *incubators for self-expression and self-fulfillment*.

The logic of business and culture incubators is quite similar. In both cases the purpose is to free individuals from routine to more creative activities and to minimize time spent on self-maintenance. The Incubator Culture is *both* personal and egalitarian. Indeed it has almost no structure at all and what structure it does provide is merely for personal convenience.

The roles of other people in the Incubator Culture are however crucial. They are there to confirm, criticize, develop, and find resources for and to help you complete the innovative product or service. The culture acts as a sounding board for innovative ideas and tries to respond intelligently to new initiatives.

Just as Incubator Cultures have minimal structure they also have minimal hierarchy. Incubator Cultures often, if not always, operate in an environment of intense *emotional* commitment.

Incubator Cultures enjoy the process of creating and innovating. Because of close relationships, shared enthusiasms and super ordinate goals, the Incubator Culture at its best can be ruthlessly honest, effective, nurturing, therapeutic and exciting, depending as it does on face-to-face relationships and working intimacies. Because the association is voluntary, often under founded and fuelled largely by hope and idealism, it can be the most significant and intense experience of a lifetime. But this is very hard to repeat or sustain, since the project no sooner succeeds than strangers must be hired and the founders' special relationships are lost.

### 3.4.6 Which countries prefer which Corporate Cultures?

The four “pure” types of corporate culture seldom exist. In practice the types are mixed or overlaid with one culture dominating. Nevertheless in different national cultures one or more of these types clearly dominate the corporate scene, and if we list the main characteristics of the four types it becomes easy to refer back to the national cultural dimensions. *Appendix 8* shows how in the four models employees relate differently, have different views of authority, think, learn and change in different ways, and are motivated by different rewards, while criticism and conflict resolution are variously handled.

Trompenaars and Hampden-Turner have carried out a study that maps national patterns of corporate culture. With basis in this research study they constructed a database that consisted of 13.000 people from 42 countries. *Figure 6.5* shows you a graphical illustration of how some of these countries are placed in the model of the four types of corporate cultures.

## 3.5 Cross-Cultural Analysis

### 3.5.1 Hofstede’s Five Dimensions of National Culture

The most influential studies analyzing cultural differences and synthesizing cultural similarities are those performed by Professor Geert *Hofstede*, a Dutch researcher who studied 116,000 people working in 40 different countries (for a more detailed description see appendix 9). Although Hofstede’s work has been criticized for methodical weaknesses and his own biases, it remains the largest and most comprehensive work of its kind. Hofstede’s work identified five important dimensions along which people seem to differ across cultures. These dimensions are shown in *table 3.1*. Note that these dimensions reflect tendencies within cultures, not absolutes. Within any given culture, there are likely to be people at every point on each dimension. *Griffin and Pustay (2005)* have given a presentation of Hofstede’s five dimensions in their book called *International Business*. The content of this chapter is based on their work.

Table 3.1 Hofstede's Five Dimensions of National Culture (Griffin & Pustay, 2005)

<b>Individualism</b>  <i>The interests of the individual take precedence</i>	<b>(1) SOCIAL ORIENTATION</b> $\leftrightarrow$ <i>Relative importance of the interests of the individual vs the interest of the group</i>	<b>Collectivism</b>  <i>The interests of the group take precedence</i>
<b>Power Respect</b>  <i>Authority is inherent in one's position within a hierarchy</i>	<b>(2) POWER ORIENTATION</b> $\leftrightarrow$ <i>The appropriateness of power/authority within organizations</i>	<b>Power Tolerance</b>  <i>Individuals assess authority in view of its perceived rightness or their own personal interests</i>
<b>Uncertainty Acceptance</b>  <i>Positive response to change and new opportunities</i>	<b>(3) UNCERTAINTY ORIENTATION</b> $\leftrightarrow$ <i>An emotional response to uncertainty and change</i>	<b>Uncertainty Avoidance</b>  <i>Prefer structure and a consistent routine</i>
<b>Aggressive Goal Behavior</b>  <i>Value material possessions, money, and assertiveness</i>	<b>(4) GOAL ORIENTATION</b> $\leftrightarrow$ <i>What motivates people to achieve different goals</i>	<b>Passive Goal Behavior</b>  <i>Value social relevance, quality of life, and the welfare of others</i>
<b>Long-Term Outlook</b>  <i>Value dedication, hard work, and thrift</i>	<b>(5) TIME ORIENTATION</b> $\leftrightarrow$ <i>The extent to which members of a culture adopt a long-term or a short-term outlook on work and life</i>	<b>Short-Term Outlook</b>  <i>Value traditions, social obligations</i>

*Social orientation:*

The first dimension identified by Hofstede is *social orientation*. Social orientation is a person's beliefs about the relative importance of the individual and the groups to which that person belongs. The two extremes of social orientation in this dimension are individualism and collectivism. *Individualism* is the cultural belief that the person comes first. Key value of individualistic people includes a high degree of self-respect and independence. These people often put their own career interests before the good of their organizations, and they tend to assess decisions in terms of how those decisions affect them as individuals.

*Collectivism*, the opposite of individualism, is the belief that the group comes first. Societies that tend to be collectivistic are usually characterized by well-defined social networks, including extended families, tribes, and co-workers. People are expected to put the good of the group ahead of their personal welfare, interest, or success. Individual behavior in such cultures is strongly influenced by the emotion of shame; when a group fails, its members take the failure very personally and experience shame. In addition, group members try to fit into their group harmoniously, with a minimum of conflict or tension.

*Power Orientation:*

*Power orientation* refers to the beliefs that people in a culture hold about the appropriateness of power and authority differences in hierarchies such as business organizations. Some cultures are characterized by *power respect*. This means that the people in a culture tend to accept the power and authority of their superiors simply on the basis of the superior's position in the hierarchy. These same people also tend to respect the superiors right to have that power. People at all levels in a firm accept the decisions and the mandate of those above them because of the implicit belief that the higher-level positions carry the right to make decisions and issue mandates.

In contrast, people in cultures characterized by *power tolerance* attach much less significance to a person's position in the hierarchy. These people are more willing to question a decision or a mandate from someone at a higher level or perhaps even refuse to accept it. They are willing to follow a leader when that leader is perceived to be right or when it seems to be their own self-interest to do so but not because of the leader's intangible right to issue orders.

*Uncertainty Orientation:*

*Uncertainty orientation* is the feeling people have regarding uncertain and ambiguous situations. People in cultures characterized by *uncertainty acceptance* are stimulated by change and thrive on new opportunities. Ambiguity is seen as a context within which an

individual can grow, develop, and carve out new opportunities. In these cultures certainty carries with it a sense of monotony, routines, and overbearing structure.

In contrast, people in cultures characterized by *uncertainty avoidance* dislike ambiguity and will avoid it whenever possible. Ambiguity and change are seen as undesirable. These people tend to prefer a structured and routine, even bureaucratic way of doing things.

*Goal Orientation:*

*Goal orientation* is the manner in which people are motivated to work toward different kinds of goals. One extreme on the goal orientation continuum is *aggressive goal behavior*. People who exhibit aggressive goal behavior tend to place a high premium on material possessions, money, and assertiveness. At the other extreme, people who adopt *passive goal behavior* place a higher value on social relationships, quality of life, and concern for others.

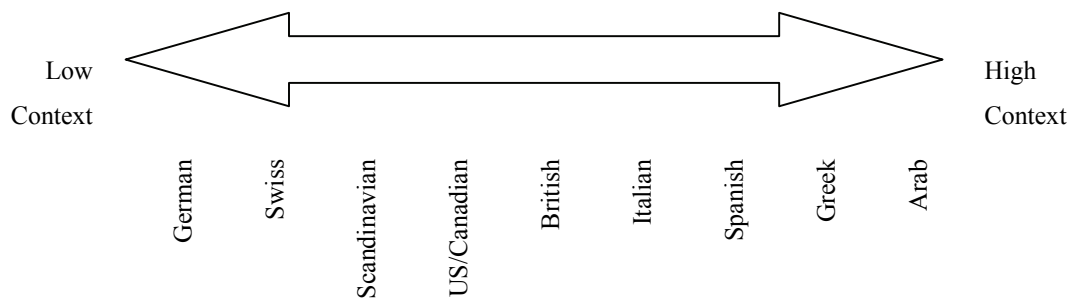
*Time orientation:*

This dimension is the extent to which members of a culture adopt long-terms versus a short-term outlook on work, life, and other aspects of society. Some cultures have a long-term future orientation that values dedication, hard work, perseverance, and thrift. Other cultures tend to focus on the past and present, emphasizing respect for traditions and fulfillment of social obligations.

### 3.5.2 Hall's Low-Context-High-Context Approach

*Griffin & Pustay (2005)* claims that one useful way of characterizing differences in cultures is the low-context-high-context approach developed by *Edward and Mildred Hall*. In a *low-context* culture, the words used by the speaker explicitly convey the speaker's message to the listener.

In a *high-context* culture, the context in which a conversation occurs is just as important as the words that are actually spoken, and cultural clues are important in understanding what is being communicated. *Figure 3.6* shows some cultures ranked on a high-context-low-context model.



*Figure 3.6 High- and Low-Context Cultures (Griffin & Pustay, 2005)*

Business behaviors in high-context cultures often differ from those in low-context cultures. For instance, German advertising is typically fact oriented, while Japanese advertising is more emotion oriented. High-context cultures place higher value on interpersonal relations in deciding whether to enter into a business arrangement. In such cultures preliminary meetings are often held to determine whether the parties can trust each other and work together comfortably. Low-context cultures place more importance on the specific terms of a transaction.

### 3.5.3 The Seven Dimensions of Culture

Trompenaars and Hampden-Turner have developed a model of culture with seven dimensions. A presentation of those dimensions is given in this chapter with basis in the information that is posted on their webpage (Trompenaars Hampden-Turner Consulting, 2009).

There are five dimensions covering the ways in which human beings *deal* with each other, one dimension that covers how societies look at *time*, and one dimension that is about the attitude in the culture towards the *environment*. The model is illustrated in *table 3.2*.

Table 3.2 *The Seven dimensions of Culture (Trompenaars Hampden-Turner Consulting, 2009)*

Dimension	Content
(1) Universalism vs. Particularism	<i>What is more important – rules or relationships?</i>
(2) Individualism vs. Communitarianism	<i>Do we function in a group or as an individual?</i>
(3) Specific vs. Diffuse Cultures	<i>How far do we get involved?</i>
(4) Affective vs. Neutral Cultures	<i>Do we display our emotions?</i>
(5) Achievement vs. Ascription	<i>Do we have to prove ourselves to receive status or is it given to us?</i>
(6) Sequential vs Synchronic Cultures	<i>Do we do things one at a time or several things at once?</i>
(7) Internal vs External Control	<i>Do we control our environment or work with it?</i>

People in *universalistic* cultures share the belief that general rules, codes, values and standards take precedence over particular needs and claims of friends and relations. In a universalistic society, the rules apply equally to the whole “universe” of members. Any exception weakens the rule.

*Particularistic* cultures see the ideal culture in terms of human friendship, extraordinary achievement and situations; and in intimate relationships. The “spirit of the law” is deemed more important than the “letter of the law”.

Each one of us is born alone. In a predominantly *individualistic* culture people place the individual before the community. Individual happiness, fulfillment, and welfare set the pace. People are expected to decide matters largely on their own and to take care primarily of themselves and their immediate family. In a particularistic culture, the quality of life for all members of society is seen as directly dependent on opportunities for individual freedom and development. The community is judged by the extent to which it serves the interest of individual members.

Each one of us is born into a family, a neighborhood, a community, which existed before we did, and will continue after we die. In a predominantly *communitarian* culture people



place the community before the individual to act in ways which serve society. By doing so, individual needs will be taken care of naturally.

People from a *specific* culture starts with the elements - the specifics. First they analyze them separately and then they put them back together again. In specific culture, the whole is the sum of its parts. Each person's life is divided into many components: you can only enter one at a time. Interactions between people are highly purposeful and well-defined. The public sphere of specific individuals is much larger then their private sphere. People are easily accepted into the public sphere, but it is very difficult to get into the private sphere since each area in which two people encounter each other is considered separate from the other - a specific case. Specific individuals concentrate on hard facts, standards, and contracts and so on.

People from *diffusely* oriented cultures start with the whole and see each element in perspective of the total. All elements are related to each other. These relationships are more important than each separate element; so the whole is more than just the sum of elements. *Diffuse* individuals have a large private sphere and a small public one. Newcomers are not easily accepted into either. But once they have been accepted they are admitted into all layers of the individual's life. The various roles someone might play in your life are not separated. Qualities cherished by diffuse cultures include style, demeanor, ambiance, trust, understanding, etc.

In an *affective* culture people do not object to a display of emotions. It is not considered necessary to hide feelings and to jeep them inside. Affective cultures may interpret the less explicit signals of a natural culture as less important. They may be ignored or even go unnoticed.

In a *neutral* culture people are taught that it is incorrect to show one's feelings overtly. This does not mean that they do not have feelings, it just means that the degree to which feelings may become manifest is limited. They accept and are aware of feelings but are in

control of them. In neutral cultures, showing too much emotion may erode your power to interest people.

*Trompenaars and Hampden-Turner (1998)* have carried out a study that tested to what extent people from different countries would show emotions openly. The study aimed to see to which extent people for different countries meant it was expected to feel upset at work. The results from this study are shown in *figure 6.6* in chapter 6.1.3.

*Achieved* status refers to what an individual does and has accomplished. In achievement-oriented cultures, individuals derive their status from what they have accomplished. A person with achieved status has to prove what he is worth over and over again: status is accorded on the basis of his actions.

*Ascribed* status refers to what a person is and how others relate to his or her position in the community, in society or in an organization. In an *ascriptive* society, individuals derive their status from birth, age, gender or wealth. A person with ascribed status does not have to achieve to retain his status: it is accorded to him on the basis of his being.

Every culture has developed its own response to time. The time orientation dimension has two aspects: the relative importance cultures give to the past, present, and future, and their approach to structures time. Time can be structured in two ways. In one approach time moves forward, second by second, minute by minute, hour by hour in a straight line. This is called *sequentialism*. In another approach time moves around in cycles: of minutes, hours, days, years. We call this *synchronism*.

People structuring time sequentially tend to do one thing at a time. They view time as a narrow line of distinct consecutive segments. Sequential people view time as tangible and divisible. They strongly prefer planning and keeping to plans once they have been made. Time commitments are taken seriously. Staying on schedule is a must. People structuring time synchronically usually do several things at a time. To them time is a wide ribbon, allowing many things to take place simultaneously. Time is flexible and intangible. Time

commitments are desirable rather than absolute. Plans are easily changed. Synchronic people especially value the satisfactory completion of interactions with others. Promptness depends on the type of relationship.

Every culture has developed an attitude towards the natural environment. Survival has meant acting with or against culture. The way we relate to our environment is linked to the way we seek to have control over our own lives and over our destiny or fate.

*Internalistic* people have a mechanistic view of nature. They see nature as a complex machine and machines can be controlled if you have the right expertise. Internalistic people do not believe in luck or predestination. They are “inner-directed” – one’s personal resolution is the starting point for every action. You can live the life you want to live if you take advantage of the opportunities. Man can dominate nature, if he makes the effort.

*Externalistic* people have a more organic view of nature. Mankind is one of nature’s forces, so should operate in harmony with the environment. Man should subjugate to nature and go along with its forces. Externalistic people do not believe that they can shape their own destiny. “Nature moves in mysterious ways”, and therefore you never know what will happen to you. The actions of externalistic people are “outer-directed” – adapted to external circumstances.

#### 3.5.4 Problems associated with Cross-Cultural Research

*Jones (2007)* claims that cross-cultural research is not an easy task. The researcher must overcome many additional factors not inherent in typical research tasks. Some of these factors are presented in *table 3.3*:

*Table 3.3 Factors that influence on the cross-cultural research (Jones, 2007)*

<i>Definition Problems</i>	Terms used in research instruments; particularly the word “culture” itself is open to interpretation. There are more than 164 definitions for this one word alone. Then when one considers other terminology used in the questionnaire these too become subject to interpretation. It can become a case of: is the question determining the culture, or the culture determining the question? Problems of translating questions and responses add to these difficulties
<i>Methodological Simplicity</i>	One error most researchers have in common is that they are based on an ethnocentric pattern, and they represent a single timeframe only. These errors can provide bias, misinterpretation and inaccuracies. A final problem with methodological simplicity is the question of the researcher’s background, that is, research tends to be from only one discipline, a better foundation is for multi-disciplinary approach (sociology, psychology, political science, economics, anthropology, etc.).
<i>Equivalency</i>	Equivalency can be divided into four dimensions: functional, conceptual, instrument and measurement equivalence. <i>Functional</i> equivalence assumes that a functional role in one country is the same in another. <i>Conceptual</i> equivalence regards the cultural utility of behavioral or attitudinal constructs. <i>Instrument</i> equivalence and <i>measurement</i> equivalence regard the cross-cultural consistency of the research instrument, whether it is equally represented across the entire sample. This includes participant bias towards scaling.

### 3.6 Ethnocentrism

This chapter is based on an article written by *Hooghe (2008)*, an Associate Professor of Political Science at Catholic University of Leuven in Belgium.

#### 3.6.1 General

*Ethnocentrism* is a basic attitude expressing the belief that one’s own ethnic group or one’s own culture is superior to other ethnic groups or cultures, and that one’s cultural standards can be applied in a universal manner. Ethnocentrism is closely related to other attitudinal indicators for racism, xenophobia, prejudice, mental closure, and more generally, an authoritarian personality structure.

Although ethnocentrism is closely related to racism, it can be distinguished from racism because it does not involve necessarily a negative vision towards other races. Any cultural distinct outsider group (whether the distinction involves language, religion, color, or decent) can be targeted by ethnocentric attitudes.

### 3.6.2 Elements of Ethnocentrism

Research distinguishes between two major components of ethnocentrism that are closely related but still can be empirically distinguished. *Cultural ethnocentrism* finds its origins in the belief that one's own cultural norms and attitudes are superior to the culture of other societies or groups. Furthermore, cultural ethnocentrism believes that this cultural order is threatened by the arrival of new groups (with their own cultural norms) to the territory that is claimed as their own. Cultural ethnocentrism often express itself in a symbolic manner, for instance in disagreement about the public presents of cultural markers of identity such as clothing, religious symbols, or other visible elements of minority cultures. *Economic ethnocentrism* is tied more closely to the perception that other groups can be seen as economic competitors and therefore should be limited on their capacity as economic actors. Economic ethnocentrism can express itself in discriminatory measures on the labor market, and in boycotts or other consumer actions expressing a clear preference for goods and services associated with one's own culture.

Some researchers have also distinguished between *explicit* and *implicit* ethnocentrism. In the explicit condition, respondents are willing to express negative stereotypes toward outsider groups; the implicit condition is characterized by an inhibition to express these sentiments despite the fact that other responses clearly indicate that the respondent is unwilling to grant the same rights and legal protections to members of outsider groups. Implicit ethnocentrism can lead to calls for segregation with regard to education, housing, or cultural participation, or to a negative attitude toward action.

### 3.7 Summary

In chapter 3.1-3.2 culture were defined. The most acknowledged definition is the one by *Hofstede (1991)*. Hofstede claims that culture refers to a condition of a group of people which will influence a lifetime of thought processes, behavior and actions. Further, he claims that culture is an integrated behavioral influence which affects the way collective groups approach, evaluate and negotiate opportunities for international business.

In chapter 3.3 presents the elements of culture defined by *Griffin & Pustay (2005)* is presented. They claim that the elements of culture are language, communication, religion, social structure, and values and attitudes.

In chapter 3.4 the interpretation of National culture and Corporate culture by *Trompenaars and Hampden-Turner (1988)* is presented. The chapter describes the different corporate cultures (Family, Eiffel Tower, Guided Missile and Incubator) and gives an introduction to a study that connects corporate culture to different nationalities.

Chapter 3.5 gives a presentation of different cross-cultural analysis tools which is also used in this thesis to collected relevant data for the analysis. These methods are Hofstede's Five Dimensions of National Culture, Hall's Low-Context-High-Context Approach and the Seven Dimensions of Culture from Trompenaars & Hampden-Turner. The chapter also contains a presentation of the problems associated with cross-cultural research and finalizes with a presentation of ethnocentrism. Ethnocentrism is a basic attitude expressing the belief that ones own ethnic group or ones own culture is superior to other ethnic groups or cultures, and that ones culture structure can be applied in a universal manner.

## 4 INTERNATIONAL PROJECTS

Chapter 4.1 to chapter 4.4 is based on the book *Project Management – The Managerial Process* by Gray and Larson (2006).

### 4.1 What is a Project?

#### 4.1.1 Characteristics of a Project

A project can be defined as follows:

*“A project is a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications designed to meet customer needs”*

Like most organizational effort, the major goal of a project is to satisfy a customer's need. Beyond this fundamental similarity, the characteristics of a project help differentiate it from other endeavors of the organization. The major characteristics of a project are as follows:

- An established objective
- A defined life span with a beginning and an end
- Usually, the involvement of several departments and professionals
- Typically, doing something that has never been done before
- Specific time, cost, and performance requirements

*First*, projects have a defined objective. The singular purpose is often lacking in daily organizational life in which workers perform repetitive operations each day.

*Second*, because there is a specified objective, projects have a defined endpoint, which is contrary to the ongoing duties and responsibilities of traditional jobs. In many cases, individuals move from one project to the next opposed to staying in one job.

*Third*, unlike much organizational work that is segmented according to functional specialty, projects typically the combined efforts of a variety of specialists. Instead of working in separate offices under separate managers, project participants, whether they are engineers, financial analysts, marketing professionals, or quality control specialists, work closely together under the guidance of a project manager to complete a project.

The *fourth* characteristic of a project is that it is non-routine and has some unique elements. This is not an either/or issue but a matter of degree. Obviously, accomplishing something that has never been done before requires previously unsolved problems and breakthrough technology. On the other hand, even basic construction projects that involve established sets of routines and procedures require some degree of customization that makes them unique.

*Finally*, specific time, cost, and performance requirements bind projects. Projects are evaluated according to accomplishment, cost and time spent. These triple constraints impose a higher degree of accountability than you typically find in most jobs. These three also highlight one of the primary functions of project management, which is balancing the trade-offs between time, cost, and performance while ultimately satisfying the customer.

#### 4.1.2 The Project Life Cycle

A way of illustrating the unique nature of project work is in terms of the *project life cycle* (figure 4.1). The life cycle recognizes that projects have a limited life span and there are predictable changes in level of effort and focus over the life of the projects. The project life cycle typically passes sequential through four stages: defining, planning, executing, and delivering. The starting point begins the moment the project is given the go-head. Project effort starts slowly, builds to a peak, and then declines to delivery of the project to the customer.



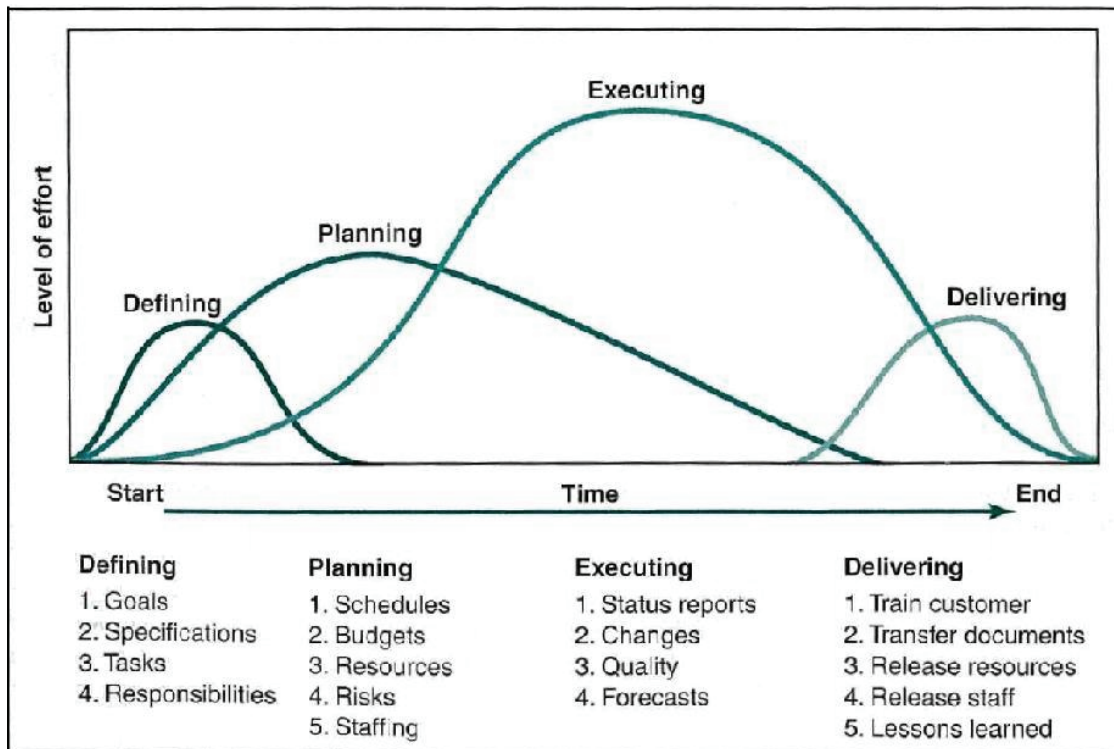


Figure 4.1 The Project Life Cycle (Gray and Larson, 2006)

1. *Defining stage*: Specifications of the project are defined; project objectives are established; teams are formed; major responsibilities are assigned.
2. *Planning stage*: The level of effort increases, and plans are developed to determine what the project will entail, when it will be scheduled, whom it will benefit, what quality level should be maintained, and what the budget will be.
3. *Executing stage*: A major portion of the project work takes place – both physical and mental. The physical product is produced. Time, cost, and specification measures are used for control. Is the project on schedule, on budget, and meeting specifications? What are the forecasts of each of these measures? What revisions/changes are necessary?
4. *Delivering stage*: Includes the two activities: delivering the project product to the customer and redeploying project resources. Delivery of the project might include customer training and transferring documents. Redeployment usually involves releasing project equipment/materials to other projects and finding new assignments for team members

### 4.1.3 The Project Manager

The Project Manager is unique because she/he manages temporary, non-repetitive activities and frequently acts independently of the formal organization.

Project Managers are expected to marshal resources to complete a fixed-life project on time, on budget, and within specifications. Project Managers are the direct link to the customer and must manage the interface between customer expectations and what is feasible and reasonable. They provide direction, coordination, and integration to the project team, which is often made up of part-time participants loyal to their functional departments. Project Managers are responsible for performance. They must ensure that appropriate trade-offs are made between the time, cost, and performance requirements of the project. At the same time, unlike their functional counterparts, Project Managers generally possess only rudimentary technical knowledge to make such decisions. Instead, they must orchestrate the completion of the project by including the right people, at the right time, to address the right issues and make the right decisions.

Project Managers have to be able to operate in several, potentially diverse, organizational cultures. *First*, they have to interact with the culture of their parent organization as well as the subcultures of various departments. *Second*, they have to interact with the project's client or customer organizations. *Finally*, they have to interact in varying degrees with a host of other organizations connected to the project. These organizations include suppliers and vendors, subcontractors, consulting firms, government and regulatory agencies, and, in many cases, community groups. Many of these organizations are likely to have different cultures. Project Managers have to be able to read and speak the culture they are working in to develop strategies, plans, and responses that are likely to be understood and accepted.

## 4.2 Environmental Factors in International Projects

The major challenge international Project Managers face is the reality that what works at home may not work in a foreign environment. Too often Project Managers impose practices, assumed to be superior, from their home country on host country nationals without questioning applicability to the new environment. Although there are similarities between domestic and international projects, it is a fact that good management practices vary across national and culture. It is these differences that can turn an international project into a nightmare. There are several basic factors in the host country's environment that may alter how projects will be implemented (figure 4.2).

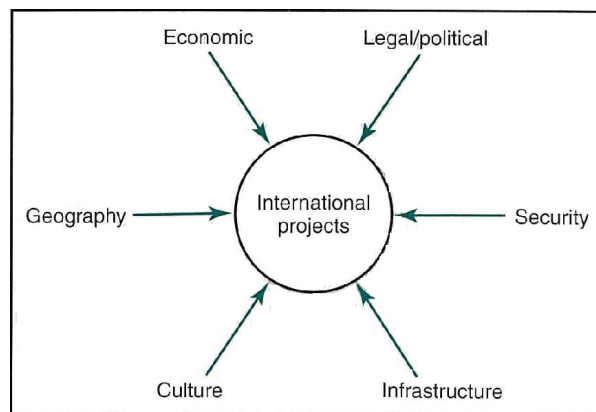


Figure 4.2 Environmental Factors Affecting International Projects (Gray and Larson 2006)

### 4.2.1 Legal/political

Political stability and local laws strongly influence how projects will be implemented. Typically, these laws favor protection of local workers, suppliers, and environment. The constraints imposed by national and local laws need to be identified and adhered to. Given laws that affect business vary widely across countries, qualified legal assistance is essential.

### 4.2.2 Security

International terrorism and crime are two factors that could be a potential threat to international projects. Security nationally involves the capacity of a country's military and police forces to prevent and respond to attacks.

#### *4.2.3 Geography*

One factor that is often underestimated until project personnel arrive at a foreign destination is the geography of the country. Whether it is the wind, the rain, the heat, the jungle, or the desert, more that one project manager has asserted that their greatest challenge was overcoming the "elements". The planning and implementation of a project must take into account the impact the country's geography will have on the project. This could for instance be climate, seasons, altitude and natural geographical obstacles.

#### *4.2.4 Economic*

Basic economic factors in foreign countries and regions influence choices of site selection and how business will be conducted for potential projects. The gross domestic product (GDP) of a country suggests the level of development of a country. A faltering economy may indicate fewer sources of capital funding. For example, changes in protectionist strategies of a host country, such as import quotas and tariffs, can quickly alter the viability of projects. Other factors such as balance of payments, currency fluctuations, hyperinflation, population growth, educational level of workforce, and market size can influence project choices and operations.

#### *4.2.5 Infrastructure*

*Infrastructure* refers to a country or community's ability to provide the services required for a project. Infrastructure needs for a project could be communication, transportation, power, technology, and education systems.

#### *4.2.6 Culture*

Visiting Project Managers must accept and respect the customs, values, philosophies, and social standards of their host country. Global managers recognize that if the customs and

social cultural dimensions of the host country are not accommodated, projects will not succeed.

### 4.3 Culture Shock

*Culture shock* is a natural psychological disorientation that most people suffer when they move into a culture different from their own. The culture shock cycle has four stages (figure 4.3):

- *Honeymoon* – You start your overseas assignment with a sense of excitement. The new and the unusual are welcomes. At first it is amusing not to understand or be understood. Soon a sense of frustration begins to set in.
- *Irritability and hostility* – Your initial enthusiasm is exhausted, and you begin to notice that differences are greater than you first imagined. You become frustrated by your inability to get things done as you are accustomed to. You begin to lose confidence in your abilities to communicate and work effectively in the different culture.
- *Gradual adjustment* – You begin to overcome your sense of isolation and figure out how to get things done in the new culture. You acquire a new perspective of what is possible and regain confidence in your ability to work in the culture.
- *Adaptation* – You recover from your sense of psychological disorientation and begin to function and communicate in the new culture.

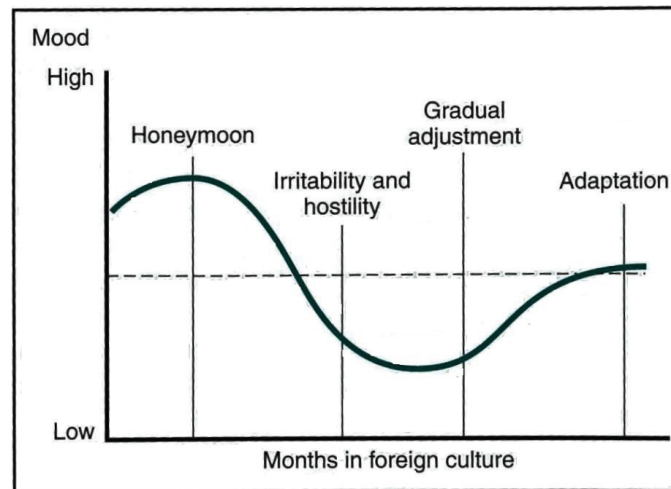


Figure 4.3 Culture Shock Cycle (Gray and Larson, 2006)

Culture shock is not a disease but a natural response to immersing yourself in a new environment. Culture shock results from a breakdown in your selective perception and effective interpretation system. At a subliminal level, your senses are being bombarded by a wide variety of strange sounds, sights, and smells. At the same time, the normal assumptions you are accustomed to using in your home culture to interpret perceptions and to communicate intentions no longer apply. When this happens, whether in a business context or in normal attempts to socialize, confusion and frustration set in. The natives' behavior does not seem to make sense, and, even more importantly, your behavior does not produce expected results.

Culture shock is generally considered a positive sign that the professional is becoming involved in the new culture instead of remaining isolated in an expatriate ghetto. The significant question is how best to manage culture shock, not how to avoid it. The key appears to be managing the stress associated with culture shock.

Stress-related culture shock takes many forms: disappointment, frustration, withdrawal, anxiety, and physiological responses such as fatigue, sleeplessness, and headaches. Stress is induced by the senses being overwhelmed by foreign stimuli and the inability to function effectively in a strange land. Stress is exacerbated when one encounters disturbing situations that, as a foreigner, are neither understood nor condoned

#### *4.4 Cross-Cultural Project Communication – keys to success*

This chapter is based on an article by *Sohmen and Levin* that is published on the webpage to ESI International<sup>3</sup> (ESI International. 2009).

##### 4.4.1 Cross-Cultural Project Communications

Culture impacts projects in many ways. Research indicates that one's ethnic culture has a more significant influence on one's way of thinking and acting, than the organizational culture. No matter how well a project professional tries to adapt to an organization's culture, he or she will still be driven primarily by his or her national culture. While working with geographically dispersed teams, project professionals must deal with many new challenges like language barriers, time differences, socio-economic, political and religious diversity, and even unfamiliar eating habits. It is important for all project personnel to be aware of these cultural differences and to take special care to minimize, and perhaps avoid, the potential risks associated with them.

Project communications present a challenge, even in "traditional" projects of a single organization operating in a mono-cultural situation. They include potential barriers as a result of personality conflicts, interdisciplinary misunderstandings and professional rivalry. In multi-cultural projects, such challenges in communications increase exponentially, and further barriers begin to manifest themselves because of cultural differences. These barriers are real and cannot be overlooked. It is natural for members of project teams to have diverse assumptions about the same phenomena, causing dissonance in perceptions. The danger is that this can result in a perceptible erosion of project performance.

Cross-cultural project communications involve both verbal and nonverbal interaction with transfers of information and knowledge among individuals with significantly

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<sup>3</sup> *ESI International* is the recognized leader in innovative project management, contract management, business analysis, sourcing management training and business skills training

different ethnographic profiles. It means recognizing the impact of cultural factors on communications, being aware of verbal and nonverbal differences and recognizing cultural differences that could precipitate misunderstandings. Meanings embodied in equivalent words can have quite different nuances. Obviously, it is imperative to dissolve or minimize these potential impediments to project efficiency and morale. Furthermore, effective cross-cultural communications can actually encourage innovative thinking among players in a multicultural project to resolve potential communication barriers. It can create ideas and generate alternatives.

#### 4.4.2 Trust - The Irreducible Imperative

It is necessary to eliminate distrust among ethnic groups. For centuries, lack of trust has been the biggest impediment to cross-cultural enterprise. A lack of trust truly is a major communication barrier. Trust-building and transparency are nourished by a consistent and continual portrayal of truthfulness, sincerity and commitment. Mere opportunism should not be the driving factor, as it is seen in most cultures as self-serving. This is especially poignant in a "management by projects" environment where the collective goals of the project supersede a single individual's agenda. Each cross-cultural dialogue is unique in a multidimensional sense: creative combinations of personalities, time, place, theme and goal. In this context, continuously building trust between individuals of different cultures is an irreducible imperative. Create a sense of team norms at the beginning of the project focusing on the importance of trust and personal integrity. Then, work to ensure mutual respect and trust among all.

#### 4.4.3 The Driving Force - Culturally Sensitive Leadership

It is also essential to ensure culturally sensitive leadership. This is the key driving force in effective cross-cultural communication. The Project Manager must be culturally sensitive, and preferably one who enjoys cross-cultural interactions with a successful track record of participating in (and perhaps leading) global projects. He or she should strive to promote creativity and innovation and must constantly visualize success while inspiring continuous learning. The Project Manager must articulate, in verbal and non-



verbal ways, a sense of pride in multiethnic team members and enthusiasm about their potential, given their diverse backgrounds, skills and tacit knowledge. Such a leader builds trust through behaving consistently and motivating everyone to work toward common project goals. The Project Manager's awareness of cultural differences among team members can make the difference between project success and project failure.

Effective cross-cultural project leadership must come from the center of the organization, rather than from the top. In this way, it can be based on trust, respect and transparency, rather than on wall-building hierarchies. An overall strategy of strong cultural sensitivity, a willingness to try out new ideas from culturally diverse participants and a sense of fair-mindedness are essential for successful cross-cultural project leadership. Such a visionary leader should also be adept at conflict management, empowerment, inclusiveness and collaborative negotiating skills. The principle is to assume a difference in viewpoints until a similarity is proven, rather than the reverse. Respect is important, and the successful leader will suspend hasty judgment, especially if at the outset an unfamiliar view may not appear to make sense or contribute to the issue at hand. The project manager should therefore also interpret things from other cultures' perspectives, yet ensure comprehension and clarity among all team members.

#### 4.4.4 Codify and Transfer Explicit Knowledge

We need to codify and transfer explicit knowledge. Project success is dependent on effective communication and sharing of knowledge among members. Explicit knowledge is that which is objective, available and largely impersonal. This is knowledge that can be codified as intelligible visual and audible information such as electronic text, graphics, voice data and printed material. In low-context (objective, impersonal) communication, information is largely explicit. This needs to be codified for easy access and understanding by participants of all cultural backgrounds. A workstation/helpdesk run by a multilingual/cosmopolitan individual would serve as a dynamic hub of synergized project information and knowledge. Codification of knowledge greatly improves the likelihood of its transfer and diffusion throughout the project. It makes it easy to access

and share among project participants. Knowledge thus reinforces its role as the key resource of an increasingly information-driven, globalized world.

#### *4.5 Project Management in a Cross-Cultural Context*

Using Hofstede's five dimensions (chapter 3.5.1) you can identify several areas that affect communication between two people of differing cultures (Knol, 2009).

##### 4.5.1 Social Orientation - Individualism vs. Collectivism

*Individualism vs. Collectivism* is most important when it comes to organizing projects and leading them. *Individualistic* cultures tend to not need or want to be micromanaged and put importance on the idea of initiative. Rewards should be individually based or in small groups or teams. *Collectivist* cultures need and want to be micromanaged in each task. Rewards should not be given to the individual as this might be very embarrassing as the emphases in these cultures are on the larger groups accomplishment.

##### 4.5.2 Power Orientation - Small vs. Large Power Distance

We find that some cultures have a steep hierarchy where people do not communicate between levels much higher or lower than themselves. In *large power cultures* (power respect) someone would not communicate directly with a Project Manager, they would talk to their supervisor and relay the information up the hierarchy. As for leadership in these cultures the leader is not questioned and consensus is not a tactic to be used. A natural inclusive leader would have to become much more of a dictator in leadership style. In *small power distance* cultures (power tolerance), lower down workers freely express question and concerns with much higher project managers. Leaders are questioned in this culture and so may have to be ready to defend reasons for doing something better than with "because I'm the boss and I say so" which would be expected out of a leader in the large power distance cultures.

#### 4.5.3 Uncertainty Orientation – Uncertainty Avoidance

*Uncertainty avoidance* is very important in communication. Certain cultures have some problem with uncertainty and change while others fear it immensely. This is very important to take into account as a project manager to know what information can be and how it should be communicated. As a leader one needs to be sensitive to this as the planning stage might be different between the two opposing cultures. A project plan in a culture with *high uncertainty avoidance* would likely be set, whereas the standard deviations of the plan's time allow the dates to be very certain. In cultures with low *uncertainty avoidance* it is accepted a lower level of certainty for dates and the plan would reflect this.

#### 4.5.4 Goal Orientation - Long vs. Short Term Orientation

*Long vs. short term orientation* is important as it relates to the importance of tradition and the idea of "saving face". In cultures with a *long-term orientation* (masculine/ aggressive goal behavior), a leader that does not know the answer to an asked question would rather lie than tell the truth to save face. One must learn to present things in such a way that allows someone to save face but not have to lie so that you get to a better outcome and the truth.

#### 4.5.5 Time Orientation

*Time Dimension* is also important for project management. Some cultures run on *monochronic* time. These cultures work in a linear time frame working on one thing at a time in order. These people are much more sensitive to "measured" time. 5 o'clock means 5 o'clock. *Polychronic* time cultures are great multi-taskers. Measured time to them is less important so they don't often understand the "dead" part of "deadline". It is not uncommon for business meetings to be skipped or hours late in these cultures.

#### *4.6 Summary*

Chapter 4.1 gives a presentation of the concept of projects. The chapter describes the characteristics and life cycles in a project. Further on it continues with a description of the Project Manager role.

In chapter 4.2 the environmental factors in internal projects is presented. They are economic, legal/political, security, infrastructure, culture and geography. Further on the thesis continues in chapter 4.3 with a description of the problems associated with culture shocks. The chapter illustrates how culture shock influence on the mood of the individual and how it varies as function of time.

Chapter 4.4 is dealing with cross-cultural project communication and the keys to success on that matter. The chapter deals with the topics: cross-cultural project communications, trust, culturally sensitive leadership, and codifying and transferring of explicit knowledge.

The chapter finalizes with a presentation on how Project Management is influenced by Hofstede's five dimensions.

## 5 METHODS

### *5.1 Introduction*

Chapter 5 starts with presenting the relevant theory under each topic and then uses it consecutive in a practical way to describe how the research is conducted in this thesis. The main topics are research methods and design, data collection and sample. Then the thesis gives a presentation of the procedures used for the data collection. Next it continues with a chapter on how the analysis is conducted and how the results are presented. Based on all the mentioned elements above, chapter 5 includes a summary of the research methods that are use. The summary has a practical approach so that the reader can get a brief and quick understanding of the methods used in the thesis. Chapter 5 is finalized with a discussion of the weakness regarding the chosen research methods. The structure of the research methods and design are given in *figure 5.1*.

### *5.2 Reasons for using Research Methods*

*Hellevik (2002)* claims that the research methods helps you make the suitable choices. It gives you an overview over the different procedures and consequences by choosing one alternative over the others. Through the research methods you can take advantage from previous research experiences, so that you do not have to do trial and error. By following the advices from other researchers, you get help to resist the temptation of using procedures that increase the possibility for you to get exactly the results you want.

*Johannessen, Kristoffersen and Tufte (2004)* describes that the research methods are amongst other things, certain procedures to how you should go on to investigate, as accurate as possible, if your assumptions are in accordance to the reality or not.

### 5.3 Research Methods and Design

#### 5.3.1 Methods

It is claimed by *Johannessen, Kristoffersen and Tufte (2004)* that the choice regarding which research method to use is dependent on the research question and the purpose of the thesis. The research methods can be grouped into three categories:

- Exploratory
- Descriptive
- Causal

*Johannessen, Kristoffersen and Tufte (2004)* say that the purpose of the *exploratory method* is to explore circumstances or phenomena that are more or less unknown. The existing knowledge we have regarding the phenomenon is poor or non-existing. By using an explorative method we can allocate more information, knowledge and understanding for a topic, a phenomenon and a theory. In addition to that, explorative methods are often used to generate new ideas

The choice regarding the research method for this thesis fell on an *explorative* method. In this thesis the purpose is to allocate more knowledge about the topic and at the same time focus on areas in the topic that have not been detected or emphasized before. In general, the topic revolving cultural differences and Project Management has probably been studied, but these two aspects connected to the Pazflor Project, the Norwegian and French culture, and FMC Technologies and TOTAL E&P has not (according to the author's whereabouts) been done before.

#### 5.3.2 Design

*Hair, Babin, Money and Samouel (2003)* claims that a research design provides the basic directions or "recipe" for carrying out the project. Following the principle of parsimony, the researcher should choose a design that 1) will provide relevant information on the

research question and 2) will do the job most efficiently. Once the researcher decides on a study design, the formulation phase of the basic research process is complete.

There exist several research designs to choose from. Some of the alternatives are Grounded Theory, Case Study, Ethnographic Study and Phenomenological Inquiry.

*Johannessen, Kristoffersen and Tufte (2004)* claims that the *Phenomenological Inquiry* describes a group of people and their experiences with and understanding of a phenomenon. The researcher tries to understand the purpose of the phenomenon (action or statement) seen through the eyes of the group of people you are studying. The phenomenon is interpreted in the context where it happens.

The phenomenon that is being studied in this thesis is *how* cultural differences are affecting the Project Management in Pazflor. The author tries to see the phenomenon through the eyes of the Project Managers and tries to interpret their understandings of it in the context of their daily work. The author is interested in both the actions and statements of the Project Managers. Because of this the author has chosen a *phenomenological inquiry* as his research design.

### 5.3.3 Types of Data

Data can be divided into *qualitative* and *quantitative* data. It is claimed by *Johannessen, Kristoffersen and Tufte (2004)* that the difference between the qualitative and the quantitative data lays in the categorization of the properties. Quantitative data is arranged so that the qualities of the phenomenon can be counted. The categorization is often done in advance through questions and hypotheses that functions as a base for the design of the questionnaire. Qualitative data is arranged in a way that makes it *impossible* for the researcher to count the different qualities. They could exist as for instance text, audio or observations (video). The categorization and documentation are often done later on in the future.

In this thesis both qualitative and quantitative data is used for the analysis. The qualitative data is collected through in-depth interviews of Project Managers, and the quantitative data is collected through the secondary data.

## *5.4 Secondary Data Collection*

### **5.4.1 Introduction**

*Secondary data* is existing primary data that was collected by someone else or for a purpose other than the current one. Secondary data may still address the research question at hand, so the researcher should always check for potential secondary data sources before collecting primary data.

### **5.4.2 Data Collection**

The secondary data collection in this thesis includes studies of different kinds of books, articles, webpages and a database<sup>4</sup> on the internet that have relevant data for the theory that is used in this thesis. The terms that the author has used for the search on the internet and the database is: project management, leadership, culture, cross-cultural, international projects, international management, cultural differences. All the secondary data is to be regarded as background material for understanding the different aspects of the research question. The secondary data collection was a continuous process that lasted through the whole process of working with the thesis.

Despite that the secondary data gave a good insight and ideas to the thesis, the data were not sufficient to answer the research question alone. The author also wanted to do his own research and therefore there it became a need for generating and collecting primary data.

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<sup>4</sup> EBSCO= an information service that provides full text access to thousands of periodicals covering the social sciences, business literature, the humanities and general science



## 5.5 Primary Data Collection

### 5.5.1 Introduction

*Primary data* are collected for the purpose of completing the current research question. *Hair, Babin, Money and Samouel (2003)* claims that this includes designing the data collection device, collecting the data, coding it, checking it for errors and then analyzing and interpreting the data.

### 5.5.2 The Purpose of the Data Collection

The purpose of the primary data collection in this thesis was to get a deeper understanding of the research question, and to get a better qualification to answering it. Therefore the author wanted to both generate and collect primary data on his own. This data was regarded as the most valuable for the analysis and the fundament for answering the research question. The method that were used for this data collection were in-depth interviews.

### 5.5.3 In-depth Interview

It is claimed by *Johannessen, Kristoffersen and Tufte (2004)* that the qualitative interview can more or less be structured. With this means if the interview is arranged on beforehand. In one end of the scale we have *structured interviews* with a fixed composition and layout. All the questions is written down and arranged in a fixed sequence. This can remind you of a pre-coded questionnaire, but the difference is that all the questions in the qualitative interview are open, which means that there is not given any answer alternatives on beforehand. The informants are giving their answers with their own words. The advantage with a certain amount of standardizing is that the answers from the different informants can be compared with each other. The disadvantage is that you have less flexibility since you can not customize the questions to the individual informant.

In this thesis the choice on the interview approach has fallen on the *structured interview* because the comparisons between the informants are regarded as very important.

The questions that were used in the in-depth interviews were based on a research article by *Wong, Wong and Heng (2006)* that investigated the leadership styles and relationship cultures of Chinese and expatriate managers in multinational construction companies in Hong Kong.

The questions that were used in the article is based on Hofstede's Five Dimensions of National Culture, which is also presented in this thesis (chapter 3.5.1). Hall's Low-Context-High-Context Approach is also valid in questions 7-9 that were used in the in-depth interview (appendix 10). Trompenaars & Hampden-Turner research is valid in questions 12 and 18 (chapter 3.4.2), and question 9 (chapter 3.5.3).

In the research article the data collection were done by using a structured questionnaire to collect quantitative data. To insure that the research article could be used as a basis for this thesis, the author had to do some adjustments to the questions.

*First*, the author had to pick out the most relevant questions and topics regarding the purpose of this thesis. *Secondly*, the author had to do some rephrasing so that the questions could be used to invite the interviewee to elaborate around the questions, not just saying yes or no. It was also important to rephrase the questions so that they could not be interpreted as guiding lines for the answers. *Appendix 10* gives a presentation of the questions that were used in the in-depth interviews.

## 5.6 Sample

*Who* and *how many* informants that are being chosen are dependent on the research question. According to *Johannessen, Kristoffersen and Tufte (2004)* the purpose of qualitative methods is to get detailed information from the respondents and *not to make* statistical generalizations, and also to generate transferable knowledge. For these reasons

the recruitment of respondents has a strategically approach. This means that you have to decide upfront for which target group the research should focus on to gather necessary data.

In the matter of the in-depth interviews four Project Managers from FMC Technologies and four from TOTAL E&P has strategically been chosen. The only criterion that were set for choosing the Project Managers were that they had experience with interaction between the FMC Technologies' and TOTAL E&P's cultures in their daily work.

The selection of Project Managers were done primary by the Project Director of Pazflor and the SSPS Manager from TOTAL E&P. The author of this thesis and his 2<sup>nd</sup> supervisor were also invited to comment and influence on the selection of the Project Managers.

### *5.7 Reliability and Validity*

*Colorado State University (2009)* claims that *reliability* is the extent to which an experiment, test or any measuring procedure yields the same result on repeated trials. Without the agreement of independent observers able to replicate research procedures that yield consistent measurements, researcher would be unable to satisfactorily draw conclusions, formulate theories, or make claims about the generalizability of their research.

According to *Colorado State University (2009)* *validity* refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. While reliability is concerned with the accuracy of the actual measuring instrument or procedure, validity is concerned with the study's success at measuring what the researcher set out to measure.

Researchers should be concerned with both *external* and *internal* validity. External refers to the extent to which the results of a study are generalizable or transferable. Internal

validity refers to 1) the rigor with which the study was conducted and 2) the extent to which designers of a study have taken into account alternative explanations for any casual relationships they explore.

The reliability regarding the in-depth interview could be argued to be a bit low. This is because the answers that the Project Managers gives could be affected by their mood, interest, attitude and so on.

When it comes to the validity of the primary data that can be argued to be relatively high, because the information the author of the thesis is getting from the Project Managers are directly linked to Pazflor which is the point for departure of this research. The validity would be rather low if the data that were used in the analysis were just based on secondary data. One of the main objectives in the thesis was to investigate what kind of cultural differences the Project Managers saw as the most important ones, and how they could affect Project Management in Pazflor. By using people that were directly linked to this project their answers were regarded as successful for the investigation regardless of what they answered. Everything that they said could be used in the analysis. Therefore, the validity could be seen as relatively high in this research.

### *5.8 Procedure of Data Collection*

All the in-depth interviews were done separately. The only ones present under these sessions were the author and the Project Manager. The interviews lasted for approximately one hour each and everyone took place at the office building at FMC Technologies in Asker. All the interviews were tape recorded and written down as text afterwards. This text and the author's personal notes from the interview did both make the final documentation from the interview sessions.

## 5.9 Presenting and Analyzing the Data

### 5.9.1 Introduction

In the thesis the author has to present, understand and analyze both qualitative and quantitative data. In the analysis part the two types of data have different roles. The qualitative data is generated from interviewing the Project Managers, and hence see the phenomenon in the eyes of a Project Manager. The quantitative data were collected from the secondary data.

### 5.9.2 Analyzing the Data

There are many different ways of analyzing *phenomenological inquiry* studies, but in this chapter it is limited to two; 1) analysis of the meaning of the content, and 2) analysis of qualitative interviews.

*Johannessen, Kristoffersen and Tufte (2004)* claims that the purpose of the *analysis of qualitative interviews* is to describe and interpret the topics in the interviewee's world. This is a continuum between description and interpreting. The researcher has a perspective on the phenomenon that is being investigated, and interprets the interviews on the basis of this perspective. The analysis of qualitative interviews is being criticized because the interpreters are finding different meanings in the content in the same interview.

The author of this thesis has chosen to use the *analysis of qualitative interviews* to analysis the qualitative data. The main argument for this choice is that the time limit in the thesis does not allow the author to use the *analysis of the meaning of the content*. This is a more time consuming method and will take too much time to carry out.

### 5.9.3 Presenting the Data

The interviews will be presented as text documents in *appendix 11* to *appendix 18*. The text documents are presenting the interview as detailed and correctly as possible.

The secondary data are fixed which results in both text and quantitative data which will be presented in figures and tables.

### *5.10 Summary of the Research Methods – A Practical Approach*

The choice regarding the research method for this thesis fell on an *explorative* method. In this thesis the purpose is to allocate more knowledge about the topic and at the same time focus on areas in the topic that have not been detected or emphasized before.

When it comes to the research design the *phenomenological inquiry* has been chosen. The author tries to see the phenomenon through the eyes of the Project Managers and tries to interpret their understandings of it in the context of their daily work

The data collection in this thesis consists of both secondary and primary data. The secondary data is gathered from studies of different kinds of books, articles, webpages and a database on the internet. The primary data is collected from in-depth interviews of *eight* Project Managers from both FMC Technologies and TOTAL E&P. The interview has a *structured* approach. Because of both the secondary and the primary data collection the thesis includes both qualitative and quantitative data.

The only ones present under each interview were the author and the Project Manager. The interviews lasted for approximately one hour each and everyone took place at the office building at FMC Technologies in Asker. All the interviews were tape recorded and written down as text afterwards. The text and the author's personal notes from the interview did both make the final documentation from the interview sessions

The *analysis of qualitative interviews* was used to analysis the qualitative data. The interviews is presented as text documents in *appendix 11* to *appendix 18*. The text documents are presenting the interview as detailed and correctly as possible. When

analyzing the quantitative data it is used both text and numerical values as basis for the analysis.

The reliability regarding the in-depth interview could be argued to be a bit low. The validity is however seen relatively high in this thesis.

Figure 5.1 shows the structure of how the research is carried out in this thesis.

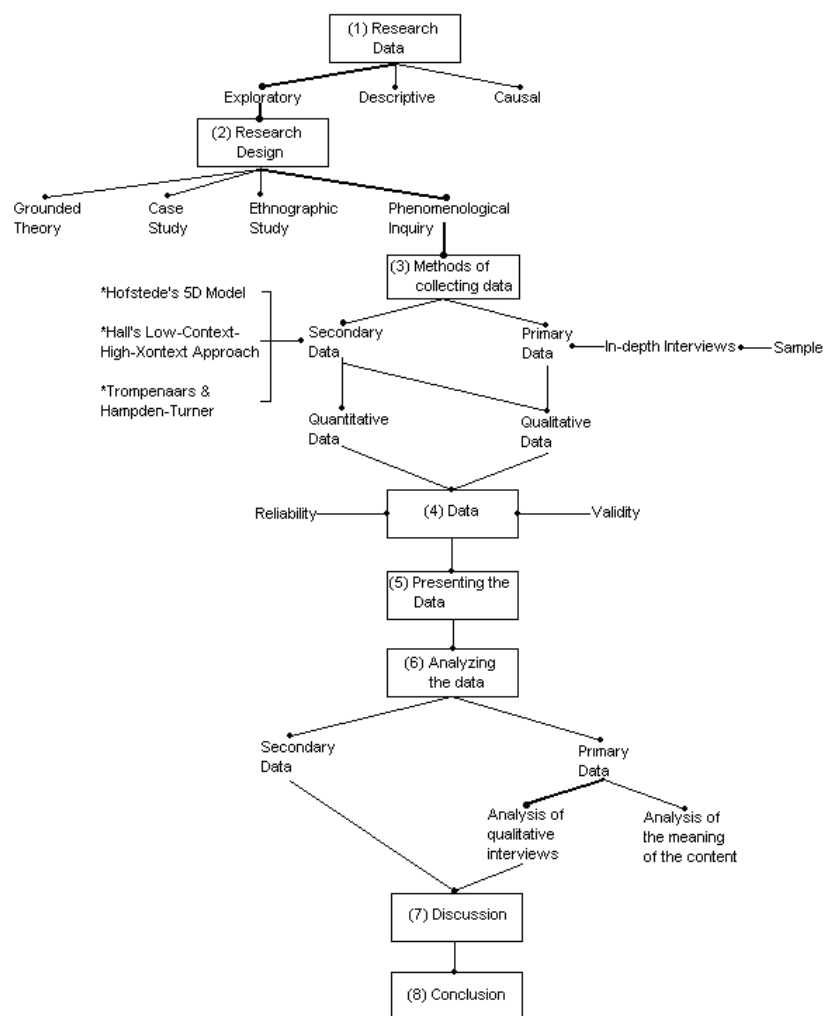


Figure 5.1 Structure over the chose Research Methods and Design

### *5.11 Weaknesses with selection of Methods*

The timeframe for the thesis gave some limitations to how it was solved.

The author had hoped to interview even more Project Managers to get more extensive data for the analysis. At first, the author experienced that it was difficult to get an appointment with some of the Project Managers because of their busy time schedule. This influenced the available time that the author had and resulted in the limited number of Project Managers.

Secondly, the author wanted to collect quantitative data using a survey for other project participants (not managers). By doing so he could have gotten answers to how the project participants experienced the cultural differences and its impact on Project Management. This would have given the analysis more quality since he would have seen the impact from two perspectives. The idea was that the questionnaire in the survey was to be designed with basis in the answers that was given by the Project Managers. This was also a result of the time limitation.

Regarding how the interview was conducted there were some factors that may have affected the thesis negatively.

Since the project organization structure to FMC Technologies incorporates directly into TOTAL E&P it would have been, from a quality perspective, better to study the answers by the Project Managers in pairs. Said in another way, it would have been better to compare the answers from a Project Manager in FMC Technologies to a corresponding Project Manager in TOTAL E&P at the same hierarchy level. By doing so you might have seen how two and two Project Managers in Pazflor experienced the cultural differences on each side of the project organization structure (Norwegian vs. French). Due to the time schedule and the workload to the Project Managers it was difficult to organize such.



None of the interviewees had English as their first language. This means that they may have interpreted the interview questions differently. This could also have resulted in how the Project Managers have expressed themselves, something that may have influenced on how the author has interpreted their answers.

Since the author is a Norwegian citizen and thereby have a connection to the Norwegian culture, the interpretations of the cultural differences may have been affected by that. The author has tried to act as neutral as possible, which of course would be impossible.

The interviews lasted for approximately one hour. Some of the interviews went quicker since the Project Manager's gave short and precise answers. When certain Project Managers used more time to give an answer, the author still had to stop the interview after one hour although the interviewee had more to say. This was done to give approximately the same premises in all the interviews.

The thesis was limited to study the vocal communication. In other words, the Project Manager's body language and so on was not accounted for in the analysis. This is clearly a weakness since many humans use gesticulations and so on to express themselves.

Finally, it could be mentioned that the author did not have any experience with in-depth interviews. The author's way of asking questions, interpreting the answers and keeping the conversation on-going have influenced on the answers that the Project Managers gave. The questions are given in appendix 10.

## 6 RESULTS

Chapter 6.1 will present the results from the secondary data and chapter 6.2 will present the results from the primary data. These two chapters will just give a presentation of the results and not an analysis which is given in chapter 7. All the data that are presented in chapter 6 are the basis for the analysis in chapter 7.

### *6.1 Secondary data*

#### 6.1.1 Hofstede's Five Cultural Dimensions

With background in Hofstede's five cultural dimensions (chapter 3.5.1), this chapter contains a comparison between Norway and France. *Figure 6.1* and *table 6.1* illustrates the differences and similarities in the five cultural dimensions. The different scores are gathered from Hofstede's database (item International, 2009) and are directly related to his five dimensions. Table 6.1 also shows the average value of the indexes based on all the 40 countries in the data base. The PDI-score comes from the second dimension *power orientation*, the IDV-score comes from the first dimension *social orientation*, the MAS-score has a background from the fourth dimension *goal orientation*, the third dimension *uncertainty orientation* gives us the UAI-score, and the last en fifth dimension *time orientation* gives us the LTO-score.

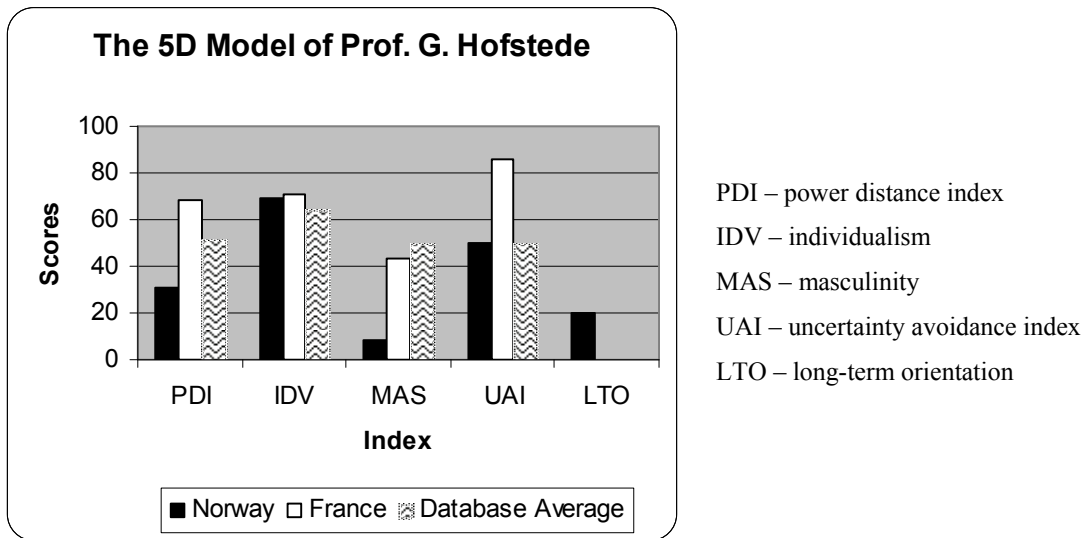


Figure 6.1 Results from the analysis of Hofstede’s five dimensions of Norway and France (itim International, 2009)

The average value of the indexes (except from LTO) from all the 40 countries in the data base, is given in table 6.1.

Table 6.1 Results from the analysis of Hofstede’s five dimensions of Norway and France and the average value of the indexes from 40 countries (Dahl & Habert, 1986)

	PDI	IDV	MAS	UAI	LTO
Norway	31	69	8	50	20
France	68	71	43	86	
Average of the 40 countries in Hofstede’s data base	52	64	50	50	

The results that are presented in chapter 6.1.1 are analyzed in chapter 7.1.1. The results are used because it may give an indication if there is a major difference between Norway and France when it comes to national culture.

### 6.1.2 Hall’s Low-Context-High-Context Approach

Table 6.2 shows the collected data that is relevant for Hall’s Low-Context-High-Context Approach (chapter 3.5.2). The data shows in what way the Norwegian and the French culture differ, and how they are related to other cultures.

*Table 6.2 Characterization of different cultures with Hall's Low-Context-High-Context Approach (Ulven, 1999)*

Country	Low-Context	High-Context
German-speaking Switzerland	****	
Germany	****	
Austria	***	
<i>Norway</i>	***	
Sweden	***	
Denmark	***	
Netherlands	**	
USA	*	
<i>France</i>	*	*
Great Britain		**
Italy/ Spain		***
Russia		***
Middle East		****
Africa		****
South America		****
East Asia		****

The analysis of the data that are presented in this chapter is given in chapter 7.1.2. The results are used because they could give us an indication if there are major differences in how the French and the Norwegian culture communicate with others.

### 6.1.3 Trompenaar & Hampden-Turner

This chapter will present some of the results (the most relevant ones for this thesis), from the research done by Trompenaar & Hampden-Turner (Trompenaars & Hampden-Turner, 1988). The results are analyzed in chapter 7.1.3. This chapter will first present results related to the Family Culture, the Eiffel Tower Culture, and National Patterns of Corporate Culture (chapter 3.4). Next, the results from an investigation related to feelings and relationships (chapter 3.4) are given.

The results presented in chapter 6.1.3 is used because they could be seen a complimentary to the primary data that is analyzed in chapter 7.2.

#### *The Family Culture:*

Figure 6.2 shows the percentage of respondents opting to be left alone to get the job done.

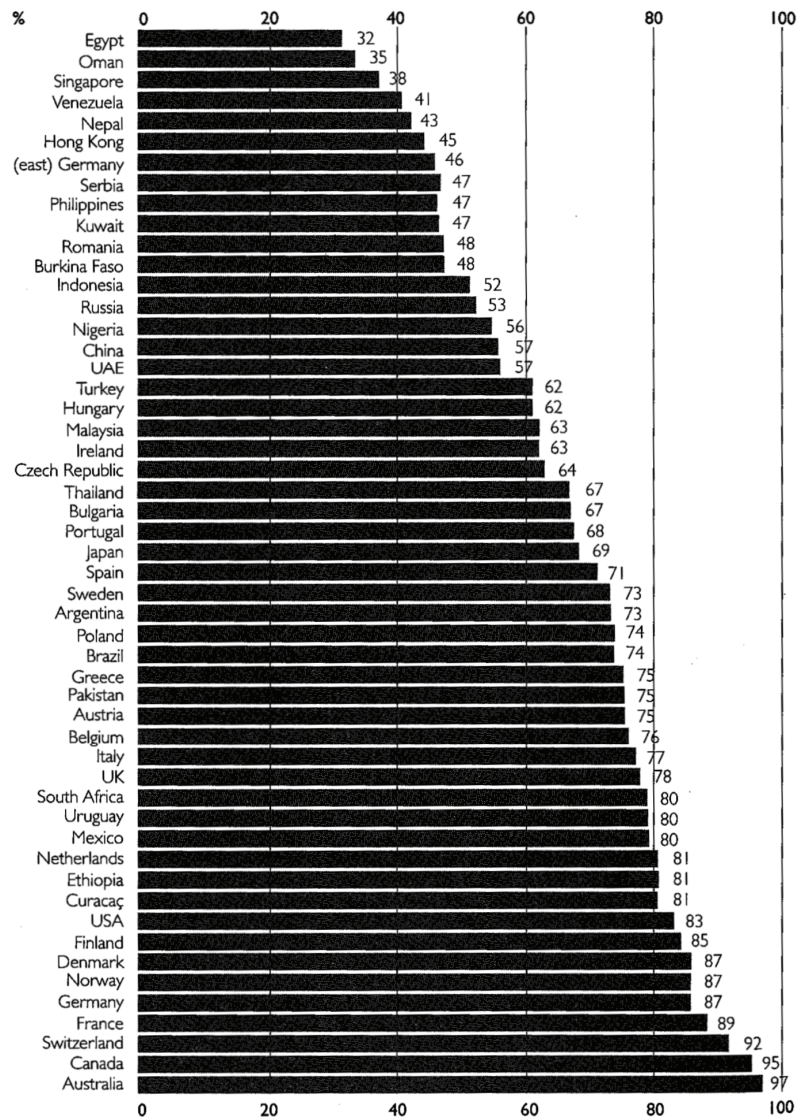
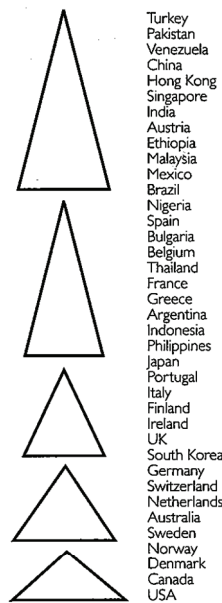


Figure 6.2 Percentage of respondents opting to be left alone to get the job done (Trompenaars & Hampden-Turner, 1988)

Figure 6.3 shows the company triangles that the managers had to pick from, when choosing a triangle that represented their organizational hierarchy in the best way.



*Figure 6.3 The Company Triangles (Trompenaars & Hampden-Turner, 1988)*

The steepest triangle (the one on the top) scores five points and so on down to one point.

*The Eiffel Tower Culture:*

*Figure 6.4* shows the percentage of respondents that were opting for function rather than personality.

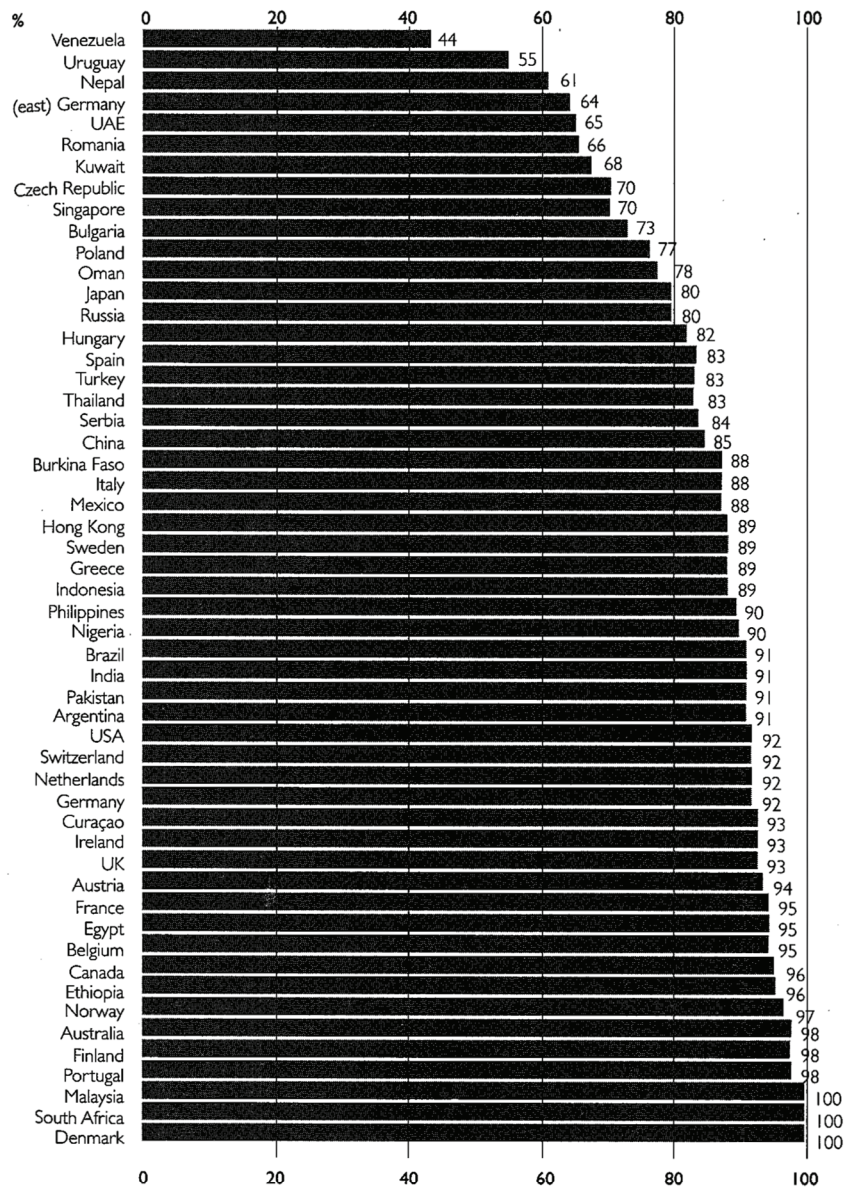


Figure 6.4 Percentage of respondents that were opting for function rather than personality (Trompenaars & Hampden-Turner, 1988)

National patterns of corporate culture:

Figure 6.5 shows a graphical illustration of how some countries (including Norway and France) are placed in the model for the four types of corporate images.





### 6.5 National Patterns of Corporate Culture (Trompenaars & Hampden-Turner, 1988)

#### *Feeling and Relationships (Affective versus Neutral Cultures):*

Figure 6.6 shows the percentages of respondents who would not show emotions openly. This investigation tried to map to which extent the managers thought it were okay to feeling upset at work.



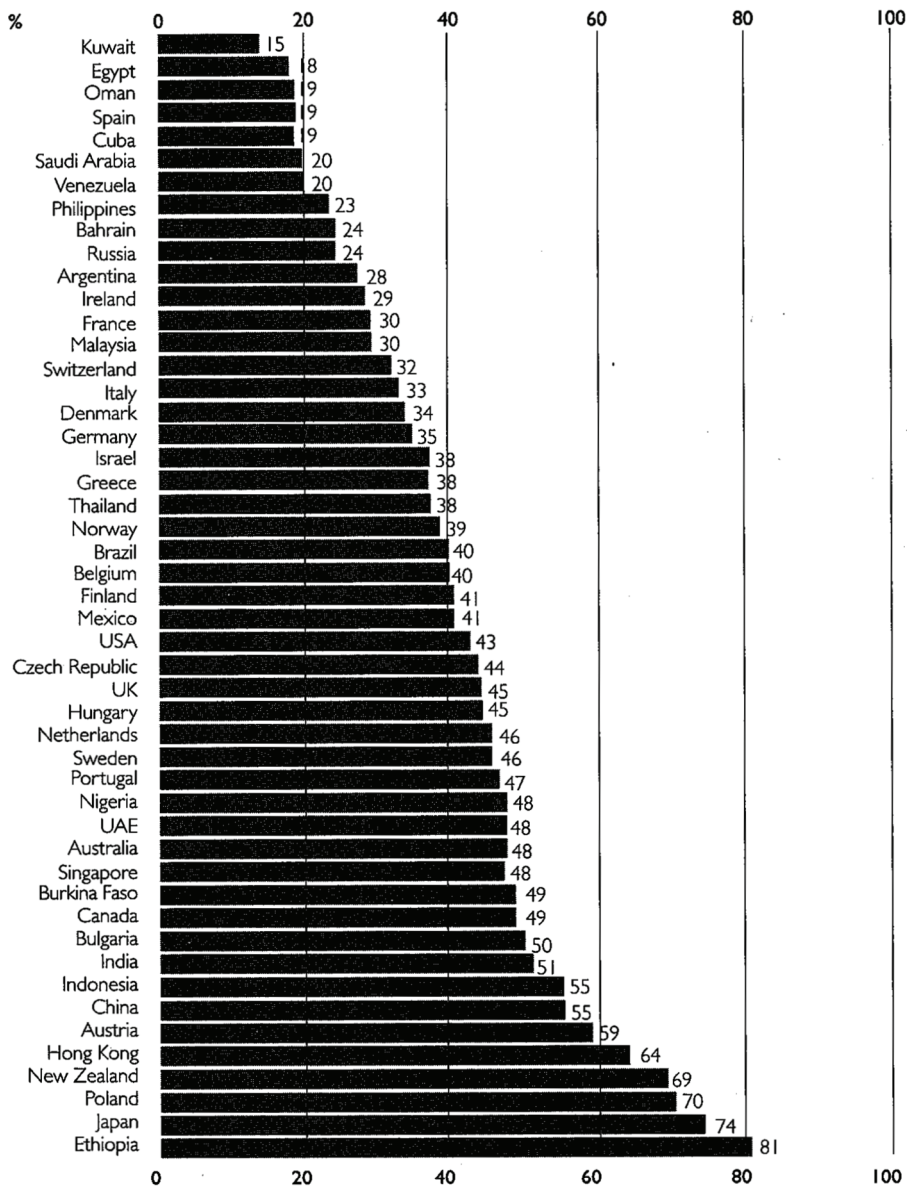


Figure 6.6 Percentage of respondents who would not show emotions openly  
(Trompenaars & Hampden-Turner, 1988)

### 6.2 Primary data

All the primary data that is collected from the in-depth interviews are presented in appendix 11 to appendix 18. The interviews are anonymous, and hence just labeled with a randomly number. But they are categorized into FMC Technologies or TOTAL E&P so

that the reader can study the possible differences (in terms of answers) for the Norwegian and French Project Managers.

## 7 ANALYSIS

In this chapter there is an analysis of both the secondary and the primary data. First, the different data will be analyzed separate and then they are combined to see if they are conflicting or confirming towards each other. Finally, there will be an analysis of how the cultural differences affect Project Management.

### *7.1 Analysis of Secondary Data*

#### 7.1.1 Hofstede's Five Cultural Dimensions

From figure 6.1 and table 6.1 you see that France has more than twice as high PDI-score than Norway (Norway 31 and France 68). That score can be interpreted that less powerful members of organizations and institutions accept and expect that power is distributed unequally between the followers and leaders. Compared to the average PDI-score of 52 in Hofstede's database (table 6.1), we see that both Norway and France deviates from it respectively with -21 and +16. This can be interpreted that France has a high PDI-score and Norway has a low (when comparing them to the average value).

According to the theory presented in chapter 4.5.2, project participants in cultures with a high PDI-score (like in this case France) would not communicate directly with a Project Manager. They would rather talk to their supervisor and relay the information up in the hierarchy. As for leadership in these cultures, the leader is not questioned and consensus is not a tacit to be used. In cultures with a low PDI-score (like in this case Norway), the project participants freely express questions and concerns with Project Managers much higher in the hierarchy. The leaders are questioned and therefore might have to be ready to defend their choices.

Regarding the IDV-score both countries have almost the same level (Norway 69 and France 71). These scores are close to the average database IDV-score of 64. If we assume that an IDV-score of 50 is in the "middle" of the *social orientation dimension* scale (table 3.1), this indicates that both Norway and France (as well as the average score for the rest of the world) are more individualistic than collectivistic. The cultures have a relatively

strong focus on individualism which means that they have lose ties between the individuals. Everyone is expected to be able to look after him/herself and his/her immediate family.

According to the theory presented in chapter 4.5.1, the people of individualistic cultures (like both Norway and France in this case) tend to need or want to be micromanaged and the idea of initiative is important in these cultures.

The MAS-score shows a great difference between Norway and France (Norway 8 and France 43). The average database MAS-score is 50 which means that Norway has a deviation of -42 and France has only -7. In this perspective, Norway can be regarded as a very anti-masculine (feminine) culture. France however is seen as something between a masculine and a feminine culture (aggressive goal behavior vs. passive goal behavior – chapter 3.5.1), but tends to be a bit more like a feminine culture. This indicates that the French have a much stronger focus on competition and have more emphasis on assertiveness, ambitions and dedication to gathering wealth, money and material possessions. This is compared to Norway, and not in a world wide perspective. On the contrary, the Norwegians have more cultural values that are based on welfare of others, quality of life and they value to a greater extent social relevance.

According to the theory presented in chapter 4.5.4, leaders in masculine cultures would rather lie than tell the truth to “save face” when they do not know the answer to a question asked. Since neither Norway or France is seen as particularly masculine cultures in a world wide perspective, this can be interpreted that both Norwegians and French do not emphasize to “save face” when they do not know the answer.

The UAI-score shows that there is a relatively large difference between Norway and France regarding *uncertainty orientation*. Figure 6.1 and table 6.1 shows that Norway has a score of 50 and France has 86. The average database UAI-score is 50, which means that France has a deviation of +36 and Norway has zero. This means that France can be seen as a very uncertainty oriented culture and Norway is something between the two

extremities on Hofstede's third dimension (table 3.1). This may be interpreted that the French try to avoid uncertainty and change and that they often prefer structure, strict laws, consistent routines, safety and security measures. Further, it could be interpreted that The French tend to be more emotional and motivated by inner religious energy than cultures with lower uncertainty avoidance (like Norway in this case).

From the theory presented in 4.5.3, cultures with high uncertainty avoidance (like France) project plans would likely be set, whereas the standard deviations of the plan's time allow the dates to be very certain. In Norway however, it is more accepted according to the theory with a lower level of certainty for dates and the plan would reflect this.

Regarding the LTO-score, the database do not contain any information of neither the score of France nor the average database score. For that reason there is no basis for analyzing the Norwegian score (of 20) in this thesis.

### 7.1.2 Hall's Low-Context-High-Context Approach

Table 6.2 shows you that the majority of the Earth's population belongs to a high-context culture. Scandinavia (*including* Norway) plus a few other West-European countries (German-speaking Switzerland, Germany and Austria), have a strong opinion that "the word" (what is actually spoken) is the most important factor in the communication between people. This means that in a business context they wish to get straight to the point, and they do thoroughly research to get sufficient background information to take a well-considered decision. In these cultures they are very focused on the formalities and content of the contract.

France however is regarded as both a low-context and a high-context culture. This is very different from Norway. It is obvious that it is easy to have significant misunderstandings and conflicts between cultures that comes from different contexts. Although France is something between low-context and high-context culture, the difference between Norway and France might be regarded as significant.

### 7.1.3 Trompenaars & Hampden-Turner

#### *The Family Culture:*

In chapter 3.4.2 it is described that in *Family Cultures* the leader is regarded as a “caring father” who knows better than his subordinates about what should be done and what is good for them. The study that was presented in this chapter, tested to what extent managers from different cultures saw their leaders as a kind of “father” or to what extent they wanted to get the job done.

Figure 6.2 shows the percentage of respondents opting to be left alone to get the job done. We see that Norway have a percentage of 87 while France have a percentage of 89. Being this close, they are regarded as similar on this matter.

These results can be interpreted like the Norwegians and the French both like to focus on their work tasks by themselves and do not like to have a leader that interferes too much. This could also be interpreted that the respondents do not believe that their leader knows everything better than themselves. If they had done that, they would most likely have no problem with an interfering leader.

The results given in figure 6.2 correlate closely with the steepness of the triangles in figure 6.3. In this investigation the respondents were asked to pick one of the given triangles that illustrated their hierarchy which suited their organization best.

As mention in chapter 6.1.3 the triangles were given scores from five (the steepest triangle) down to one (the least steeply). From this definition you see that Norway is given a score of 1.5 and France a score of 4. That is a major difference and could indicate that the French experience their organization to have a stronger hierarchy than what the Norwegians experience.

#### *The Eiffel Tower Culture:*

The authority of a leader stems from an occupation of a role, and status in the Eiffel Tower Culture is ascribed to a role. A career in this type of culture is much dependent on professional qualifications. Each level in the hierarchy has a clear and demonstrable function that holds the levels beneath it together.

Figure 6.4 shows the percentage of respondents that were opting for function rather than personality. In figure 6.4 you can see that Norway have a score of 97 % and France has a score of 95 %. Again both Norway and France have approximately the same score and are regarded as similar on this matter.

#### *National Patterns of Corporate Culture:*

As presented in chapter 3.4.1 we can distinguish between four types of corporate cultures by using the dimensions *equality-hierarchy* and *oriented to the person-orientation to the task*. By looking at figure 3.5 and figure 6.5 we see that Norway and France is very different from each other on that matter. We see that Norway is a clearly defined project-oriented culture which is referred to as the *Guided Missile Culture*. France on the other hand, is somewhat between a person-oriented culture and a role-oriented culture; these are referred to as *Family Culture* and *The Eiffel Tower Culture*.

Chapter 3.4.2 it presents that Family Cultures tend to be high-context cultures (chapter 3.5.2). This fits well with France both being partly a Family Culture and partly a high-context culture. That is the same conclusion that table 6.2 presents. In chapter 3.4.2 it is also claimed that Family Cultures have difficulties with project group organization because the authority is divided.

By reading *appendix 8* you see that the *relationship between employees* in Norway is characterized as being focused towards specific tasks in a cybernetic system targeted upon shared objectives. In France they have a relationship that is somewhat between a diffuse relationship to an organic whole to which one is bonded and a relationship where they have a specific role in a mechanical system of required interactions. Regarding the *attitude to authority*, Norway have an understanding that status is achieved by project

group members who contribute to targeted goals. In France however, they are divided between an attitude that status is ascribed to parent figures that are close and powerful and that status is ascribed to superior roles that are distant yet powerful. Regarding the *ways of thinking and learning*, Norway is characterized by being problem-centered, professional, practical and cross-disciplinary. France is in this case somewhat between intuitive, holistic, lateral and error-correcting one side, and logical, analytical, vertical and rationally efficient on the other side. Norway is characterized as being socialists and experts when it comes to *attitudes to people*. France has both a characteristic of seeing other people like family members and as human resources. In the matter of *ways of changing* Norway has an understanding that they shift aim as the target moves. France on the other hand, is divided between letting the “father” change the course, and changing rules and procedures themselves. Regarding the *ways of motivating and rewarding* in Norway they pay (i.e. money) or give credit for performances and problems solved. They are also managed by objectives. In France however they have intrinsic satisfaction in being loved and respected and are managed by subjectives. They are also motivated by promotion to greater positions and larger roles, and they are managed by job description. In Norway *criticism and conflict resolution* are handled by constructive task-related discussions, and then followed up by admitting errors and then correcting them quickly. In France they turn the other cheek, save each other faces and do not lose power game. But, they also approach it by seeing that criticism is accusation of irrationality unless there are procedures to arbitrate conflicts

#### *Feelings and Relationships (Affective vs. Neutral Cultures):*

In figure 6.6 we see the results of an investigation that tried to map to which extent managers thought it were okay to feel upset at work. The figure shows the percentage of respondents that would not show feelings openly. France got a result of 30 % and Norway got 39 %. Based on those findings, it may be concluded that the Norwegians to some extent do not think it is appropriate to show their emotions as openly as the French.

#### *The Seven Dimensions of Culture:*



In chapter 3.5.3 *The Seven Dimensions of Culture* defined by Trompenaars and Hampden-Turner are presented. Dimension 1 (Universalism vs. Particularism) can be related to Hofstede's 4<sup>th</sup> dimension (Goal Orientation) in his five dimension model of National Culture (chapter 3.6.1). Universalism vs. Particularism can be summed up to be about; what is more important – rules or relationships (table 3.2). Hofstede's Goal Orientation is about; what motivates people to achieve different goals (table 3.1). On the one extremity we have aggressive goal behavior which could be seen as “masculine values” (value material possessions, money and assertiveness), and on the other hand we have passive goal behavior which is referred to as “feminine values” (value social relevance, quality of life and the welfare of others).

Figure 6.1 and table 6.1 shows that Norway has a MAS-score (MAS=masculinity) of 8, and France has a MAS-score of 43. This can be interpreted that France is a far more masculine culture than Norway, which in turn can be seen as a very feminine culture. When relating *these results* to the Seven Dimensions of Culture we can make the conclusion that France is a Universalism Culture (the rules are most important), and Norway is a Particularism Culture (relationships are more important).

In the second dimension in *The Seven Dimensions of Culture* we have individualism versus communitarianism. This dimension is roughly about whether we function in a group or as an individual. This dimension can be related to Hofstede's 1<sup>st</sup> dimension: Social Orientation. In Social Orientation one extremity is *individualism* which is about that the interest of the individual taking presence, and on the other side of the scale is *collectivism* which is about the interests of the group taking presence.

From figure 6.1 and table 6.1 we find that Norway is given the IDV-score (IDV=individualism) of 69 and France 71. This means that both cultures can be seen as very individualistic and that they do not vary from each other in a significant way.

The 4<sup>th</sup> dimension in *The Seven Dimensions of Culture* regards *affective* versus *neutral* cultures. This means in a brief way: do we display our emotions? In affective cultures

people show their emotions. In neutral cultures that is not common. In figure 6.6, which are about to which extent the respondents would not show emotions openly, we see that Norway gets a score of 39 % and France 30 %. This means that 61 % of the Norwegians and 70 % of the French *will* show emotions openly. If an average value of the entire sample of respondent in this investigation is calculated, the result will be a score of 59 %. Based on these data alone you could say that both Norway *and* France are *affective cultures*.

#### 7.1.4 Summary

From chapter 7.1.1 we see that there is a major difference between Norway and France regarding the power distance index (PDI), masculinity (MAS) and uncertainty avoidance index (UAI). There is no significant difference in individualism (IDV).

French project participants do not seem to communicate directly with the Project Managers, but rather they talk to their supervisors and rely the information up the hierarchy. Norwegian on the other hand, express concerns and questions directly to Project Managers much higher in the hierarchy. Both Norwegian and French project participants and Project Managers tend to need or want to be micromanaged, and think it is important with initiative. The French like to have the project plans set, whereas the standard deviations of the plan's time allow dates to be very certain. In Norway however, it is more accepted with a lower level of certainty for dates and the plan would reflect this.

In chapter 7.1.2 we see that Norway can be characterized as a *low-context* culture. France however is seen as something between a *low-context* and a *high-context* culture. In chapter 3.4.2 it is claimed that Family Cultures tends to be high-context cultures (chapter 3.6.3). Since the French has partly a Family Culture this means that they are partly high-context based on this argument too.

In chapter 3.4.2 it is claimed that Family Cultures have difficulties with project group organization because the authority is divided.

Chapter 7.1.3 presents that France and Norway are similar in the way they feel about being left alone to get their job done. The French experience their organization hierarchy to be much steeper than the Norwegians do. Regarding how the Norwegians and French are opting for function rather than personality, the results show that they are almost similar on this matter as well. From chapter 7.1.3 we find that Norway can be regarded as a project-oriented culture and the French can be regarded as somewhat between a person-oriented and a role-oriented culture. This influences the way they relate to relationships between employees, attitudes to authority, ways of thinking and learning, attitudes to people, ways of changing, ways of motivating and rewarding and criticism and conflict resolution.

From chapter 7.1.3 we find that the Norwegians are somewhat more careful of showing emotions openly at work compared to the French.

By using The Seven Dimensions of Culture (chapter 3.6.4) and Hofstede's Five Dimensions model (table 6.1), we can say that Norway is regarded as a *particularism culture* where relationships are seen as more important than rules. France however, is far more masculine and can be seen as a *universalism culture* where rules are more important than relationships. Further, both Norway and France can be seen as individualistic cultures.

By using *The Seven Dimensions Model* you may say that France, and to some extent Norway, can be seen as *affective cultures* where it is common for people to show their emotions openly.

## 7.2 Analysis of Primary Data

In chapter 7.2.1 there is an analysis of all the data collected from the questions in the in-depth interview (appendix 10).

A complete analysis of the topics *leadership* and *power relationships* will be presented as a whole in appendix 19 (questions 1-23). There is also be an analysis of the question in the in-depth interviews, were the Project Managers were asked to mention the biggest differences between the Norwegian and the French culture, which could influence on Project Management in Pazflor – as they saw it (question 24). This analysis is given in appendix 20. Chapter 7.2.1 gives a presentation of the most important findings form all the analysis described above.

Chapter 7.2.2 is a summary of the analysis based on the in-depth interviews.

### 7.2.1 In-depth Interview

When analyzing the answers of question 1 to 23 in appendix 10, we can see that in 15 out of 23 questions we do not have any differences in the answers from the Project Managers in FMC Technologies and TOTAL E&P. Some minor differences are found in four of the questions and a significant difference in one question. In two of the questions there are major differences. From one of the questions the answers given by the Project Managers are very difficult to compare and are therefore neglected in the analysis. The complete analysis is given in appendix 19.

Since the thesis is focusing on the differences between the Norwegian and the French culture, this chapter will not contain an analysis of the similarities.

#### *Major differences:*

According to the *collected* data there is a major difference between the Norwegian and the French culture regarding question 22. In this question the Project Managers were asked about how important it is for them to protect the “face” of their client/authority.

From the analysis in appendix 19 we can see that it is much more important for the French Project Managers, compared to the Norwegian ones, to protect the “face” of their authority.

Following is some of the answers given by the Project Managers in question 22:

- *“I do not have a problem with losing face towards of a customer”* (Norwegian Project Manager)
- *“Most people do not like to lose face in front of others... I think that in Norway that is not very important, but I have a feeling that maybe it is a bit more important in France”* (Norwegian Project Manager)
- *“The boss is the boss and we have to respect him. Obviously if we are not in agreement with him, we have to stay quiet in public until we have the opportunity to discuss it with him in private”* (French Project Manager)
- *“I deal with disagreements face-to-face and not in public”* (French Project Manager)
- *“It is very important. I will never show my disagreements with my boss in public”* (French Project Manager)

There is also a major difference to the answers of question 23. This question is about the behavior of the Project Managers when they disagree with their authority. From appendix 19 we can see that it is much more important for the French, compared to the Norwegians, to *not* show their disagreement with their authority in public. When or if they disagree they are very focused on expressing their disagreement in private.

Following is some of the answers given by the Project Managers in question 23:

- *“We have been very good at just stating our disagreement and then taken a constructive discussion on the matter”* (Norwegian Project Manager)
- *“I try to act constructive and to give a clear message if I disagree”* (Norwegian Project Manager)
- *“If I have a disagreement I will confront this by talking to my authority in private.”* (French Project Manager)

- “*I deal with disagreements face-to-face and not in public*” (French Project Manager)

The results from the analysis of question 22 and 23 can be linked to the results from the secondary data presented in chapter 6. The fact that the French are more concerned about not losing “face” and do not show disagreement with their authority in public, can be a result of being more controlled by their hierarchy than the Norwegians are. From figure 6.3 and figure 6.5 we see that the French culture is more hierarchical than the Norwegians. Since they are more controlled by the hierarchy, they may feel more obliged to not compromise their superior’s authority in front of others because it may be interpreted as disloyalty or disrespect. This could also be linked to the second dimension in Hofstede’s Five Dimension of National Culture (chapter 3.5.1): Power Orientation. From figure 6.1 and table 6.1 we see that the French have a higher PDI-score which means that they have more respect for power. Norway, on the other hand has more power tolerance. This means that the French have a tendency to accept the power and authority of their superiors simply on the basis of the superior’s position in the hierarchy.

*Significant difference:*

According to the *collected* data (appendix 11-18) there is a significant difference between the Norwegian and the French culture regarding question 8. This question is aimed to find out to which extent the Project Managers use indirect speech codes to avoid conflict with others. From the analysis in appendix 19 we can see that the French have a stronger emphasis compared to the Norwegians, and try to *not* offend other people when they are communicating. They still use a direct approach but they focus on communicating in a more diplomatic way.

Following is some of the answers given by the French Project Managers to question 8:

- “*I try to use a more diplomatic approach when I talking to other persons in public when there is a risk of offending other people*”
- “*Depending on the context you are in you have to adjust your behavior and communication style to fit your environment, so that you do not offend others*”

- “...if the situation requires it, be a little bit discrete so that nobody gets offended. I will still state my opinion, but I will say it in a nice way”

The results from the analysis could be linked to Hall's Low-Context-High-Context Approach (chapter 3.5.2) which is about how we communicate with others. From the analysis in appendix 19 it is claimed that the French adjust their communication more towards the context than Norwegians do. The analysis in chapter 7.1.2 gives the same result.

*Minor differences:*

According to the *collected* primary data there is a minor difference between the Norwegian and the French culture regarding question 1 and question 2. In question 1 the Project Managers were asked to give their opinions about choosing between an efficient task performance versus maintaining a friendly and supportive relationship with their colleagues. When comparing the French and Norwegian culture in appendix 19 we find that the French has slightly more focus on maintaining a friendly relationship with their colleagues. In question 2 the Project Managers are asked to give their opinions about close relationships in project teams. They were also asked about how important they are for accomplishing project tasks. From appendix 19 the analysis shows that the French have a slightly more focus on close relationships than the Norwegians.

There is also a minor difference detected between the Norwegian and the French culture in the answers to question 9 and question 13. Question 9 was aimed to find out whether the Project Managers show their feelings and emotions if they have a disagreement with others. From appendix 19 we see that the Norwegians tend to show emotions and feelings to greater extent than the French. In question 13 the Project Managers were asked what kind of cooperation and relationship they prefer for maintaining harmony with their subordinates. The analysis shows that the French are somewhat more focused on keeping a good working atmosphere than the Norwegians are.

When analyzing question 24 (appendix 20), we see that the Project Managers from both FMC Technologies and TOTAL E&P have given statements that it is confirmed by each other. You may also see that there are statements that have no confirmation from each other and there are statements that are conflicting towards each other. Those statements will not be analyzed in this thesis because they are to be regarded as personal perceptions since they have not been confirmed by the opposite culture. The cultural similarities will not be analyzed.

From columns (1) in appendix 20 we can see that Project Managers from both FMC Technologies and TOTAL E&P agrees that the French are more focused on details when discussing issues in the project.

Columns (2) shows that Project Managers from both companies agrees on that the French are more controlled by their hierarchy than the Norwegians.

From the statements in columns (3) we can draw the conclusion that the French have a stronger focus on politeness and social behavior than the Norwegians.

From columns (4) we can say that the French uses more time and are more interested in discussing things.

From columns (5) Project Managers from both FMC Technologies and TOTAL E&P agrees that the French spend more time on work past their regular working time compared to the Norwegians.

In columns (6) we see that Project Managers from both FMC Technologies and TOTAL E&P claims that the Norwegians involve themselves into more social activities than the French.



### 7.2.2 Summary

The analysis from chapter 7.2.2 claims that it is much more important to the French Project Managers, compared to the Norwegians, to protect the “face” of their authority. It is also claimed that it is much more important for the French, compared to the Norwegians, to *not* show their disagreement with their authority in public. When or if they disagree, they are very focused on expressing their disagreement in private. Further, there is a difference regarding offending other people when communicating. The French have a stronger focus on that matter than the Norwegians have. The French still use a direct approach but they tend to focus more on communicating in a diplomatic way.

The French has slightly more focus on maintaining a friendly relationship with their colleagues and have a slightly more focus on close relationships than what the Norwegians do.

The Norwegians have a tendency to show more emotions and feelings than the French when they disagree with others at work.

The French are also more focused on keeping a good working atmosphere than the Norwegians

The French are more focused on details when discussing issues in the project. The French also uses more time and are more interested in discussing things.

The Norwegians are less controlled by their hierarchy than the French.

The French have a stronger focus on politeness and social behavior than the Norwegians.

The French spend more time on work past their regular working time compared to the Norwegians.

The Norwegians involve themselves into more social activities than the French

### 7.3 Combining the Analysis of the Secondary and Primary Data

In this chapter the analysis of the secondary data (chapter 7.1) and the primary data (chapter 7.2) will be combined. Firstly, there will be an analysis of the conflicting results from those two chapters. Secondly, there will be an analysis of the results that confirm each other. Thirdly, there will be an analysis of the results that comes from either the secondary or the primary data. Finally, a summary of all the uncovered differences between the French and Norwegian culture is given.

Figure 7.1 shows the system that has been used for combining the analysis of the secondary and primary. The goal is to give the reader an understanding of how the different analysis parts are connected together.

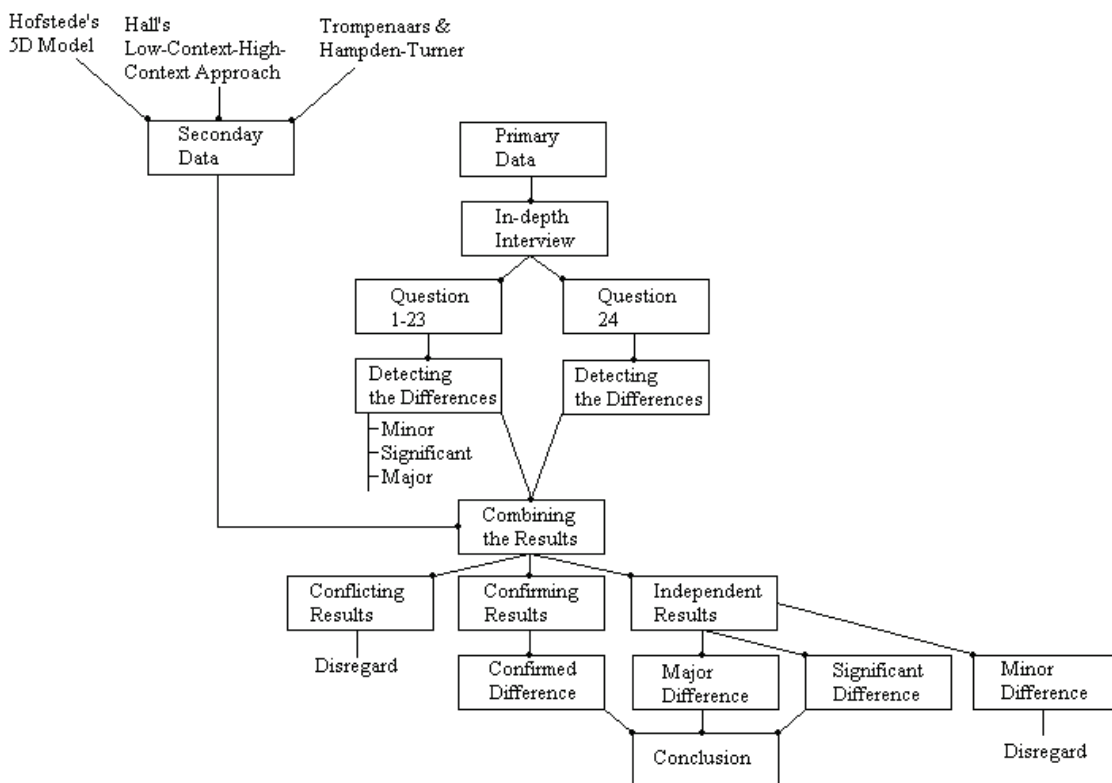


Figure 7.1 The system used for combining the analysis of the secondary and primary data

### 7.3.1 Conflicting Results

The analysis in chapter 7.1.3 claims that the Norwegians are a little bit more careful of showing emotions openly at work compared to the French. From the analysis of the in-depth interviews (chapter 7.2.1) it is claimed that Norwegians have a tendency to show more emotions and feelings than the French have when they disagree with others in work. This is a conflicting result and do create some confusion. Since the primary and the secondary data are opposites on this matter, the results from the analysis will be disregarded and the author concludes that there is no difference between the two cultures on that matter.

From the analysis of the secondary data you can see that Norwegians feel that relationships are more important than the rules. However, the French emphasizes more on the rules than the relationships. From the analysis of the primary data you can see that the French are slightly more focused on friendly and close relationships than the Norwegians. Since these two results are conflicting, the author concludes that there is no real difference between the Norwegian and the French culture when it comes to having close and friendly relationships.

### 7.3.2 Confirming Results

From the results presented in chapter 7.1.3 it is claimed that the French do not seem to communicate directly with authorities several levels up in the hierarchy. They report directly to their authority one level above themselves and then they let them bring the information up in the hierarchy. The Norwegians on the other hand asks questions, express their disagreements and concerns with authorities several levels up in the hierarchy. From chapter 7.2.2 the analysis shows us that the French are more controlled by their hierarchy than the Norwegians. These two results confirm each other and the author concludes that the French is more controlled by their hierarchy.

### 7.3.3 Independent Results

In this chapter there will be an analysis of the data that are independent of each other, which means that they have not been detected as both secondary and primary data. The secondary data that has not been confirmed by the primary data is disregarded because the author interprets them as not valid nor relevant for the Pazflor Project. The author has decided if the independent data are to be used as basis for a conclusion, they have to be perceived by a majority of the Project Managers in the in-depth interview or be regarded as either a major or significant difference detected in the analysis conducted in appendix 19.

Through the analysis conducted in appendix 19 we see that it is much more important for the French not to lose “face” in public. It is also very important not to disagree with an authority in public. These two differences between the Norwegian and French culture is seen as major differences in the analysis in appendix 19. Further, there is a significant difference between the two cultures about not offending other people when communicating. The French are more concerned about not offending others.

Through the analysis in appendix 20 we see that the French are far more focused on knowing all the details before they are discussing an issue or a problem. This is verified by two out of the four Project Managers in TOTAL E&P and three out of the four Project Managers in FMC Technologies.

### 7.3.4 Summary

The French is more controlled by their hierarchy than the Norwegians

It is much more important for the French not to lose “face” in public, compared to the Norwegians

It is important in the French culture not to disagree with an authority in public. On the contrary, this is both common and accepted in the Norwegian culture.

The French, compared to the Norwegians, are more concerned about not offending other people when they are communicating.

The French are far more focused on knowing all the details before they are discussing an issue or a problem. The Norwegians are not that focused on knowing all the details and therefore are able to discuss things on a broader level with more uncertainties.

#### *7.4 The Cultural Differences' impact on Project Management*

It is claimed in chapter 7.3 that the French are more controlled by their hierarchy than the Norwegians. This could result in processing of information and making decisions taking longer time for the French since they need to involve more people in the hierarchy before making a final decision. Another thing is that when having a strong hierarchy people tends to have a lot of restrictions in their work. That could result in people losing creativity and ability to take independent decisions. The positive aspect is that the managers have more control over the organization and is more predictable.

It is also claimed that the French are more focused on knowing all the details before they discuss a problem or an issue. The positive side of this is that the more information and details you have of a problem, the higher is the probability to make the correct decision, and the need to make changed it in the future would be less probable. But on the other side, a lot of problems can be discussed without having all the details present and the decision could be made in less time. In some discussions and regarding some problems, it might be enough for making a decision based on assumptions. When you have a project consisting one side of people that that want and need to have as much details as possible, and on the other side you have people that make quick decisions based on less information, you could get a lot of irritation amongst the project participants.

In chapter 7.3 it is claimed that the French think it is more important than the Norwegians to not lose "face" in public. This could result in the French giving some unclear and

diffuse answers since they want to ensure that they always keep the door open for possible changes towards their decisions. Some people may feel that by for instance saying definitely “no”, they will lose face if they later are saying “yes” as the premises for a decision have changed. They might think that it is their job to predict that a change in the premises could occur. A positive side is that if you never lose face in public this could result in that you gain more respect from others since it could seem like you never make any wrong decisions. But on the other side, if you never dare to admit mistakes this could result in people thinking of you as arrogant and thereby you could lose respect.

For the French it is very important not to show disagreement with an authority in public. The positive side is that the team seems united and thereby shows strength, something that could be an advantage when negotiating with others. If people are constantly showing disagreement with their authority, a consequence could be that the team seems divided which again is a weakness in a negotiating situation. A negative aspect of this is that it can result in the individuals keeping their opinions to themselves, which could result in good ideas and solutions never getting presented.

The last cultural difference that was found through the analysis in chapter 7.3 was that the French are more concerned about not offending other people when communicating with them. This is very positive since it shows the other party in the communication that they are respected, which again creates a good atmosphere which is very important for a good cooperation. The negative aspect is that this could in some contexts create misunderstandings which can cost time to sort out. For instance if a person agrees on your decision just to be polite and afterwards expresses his disagreement in writing, you have lost valuable time that could be used to discuss and work out a compromise that both could have been happy with.

## 8 DISCUSSION

In this chapter the author expresses some reflections related to how the thesis has been written and how the problem definition has been answered.

In order for the reader to control and evaluate all the analysis conducted in this thesis, every interview with the Project Managers is given as appendixes.

As presented in chapter 5.10 there are some weaknesses. One of the major weaknesses is the language skills. Neither the author nor the interviewees have English as their first language. That could have resulted in undetected misinterpretations of some of the questions when they were asked, answered and interpreted.

Another issue is that the number of Project Managers that were interviewed is maybe not satisfactory. Even though the outcome of every interview was satisfactory, the total number of interviews is perhaps too few for making generalizations of the results from the analysis. Another problem by having a limited number is the difficulty of deciding what is national culture, organizational culture and what is simply personality. The author has tried to solve this by combining the secondary and the primary data. When combining them you can see which data is conflicting, confirming or irrelevant. The statements that were given in the interviews had to be seen as representative for most of the Project Managers or else they would have been disregarded as personal opinions. Every minor cultural difference that was detected was disregarded if they were not fundamentally based in either the theory or the collected data.

It has been important for the author to ensure that the analysis resulting in conclusions have been relevant towards the Pazflor Project. The goal of the thesis was to study how the cultural differences may affect Project Management in Pazflor, and not necessarily Project Management in general. The thesis has only focused on the challenges that have been evolved as a consequence of the cultural differences. Surely, there are also a lot of

differences that could affect Project Management in a positive way, but the focus has been on the challenges.

When referring to the Norwegian culture in FMC Technologies and the French culture in TOTAL E&P, it is easy to get the impression that it is only people from France and Norway that are working in the two mentioned companies. That is of course not correct. Both companies have employees from all over the world, which again has their own cultural heritage. All the national cultures together have an impact on the corporate culture. You may say that there is a link between all the represented cultures in a company and the corporate culture that has evolved over time. But, the national culture that is to the largest extent represented in the company is the one that has the strongest impact on the corporate culture.

After the cultural differences between Norway and France were detected, an analysis was conducted to see how they may have affected Project Management in Pazflor. The analysis was based on qualified evaluations and the focus was on the challenges and not on the positive aspects of cultural differences. There are probably a lot of opinions about how the cultural differences affect Project Management. These opinions are influenced by the culture they come from, what kind of background they have and what kind of position in the hierarchy they are holding. It is important not to forget that the consciousness people have about cultural differences, depends on to which extent they are in direct contact with their opposite culture. The longer somebody has worked with people from their opposite culture the higher is the probability of them adapting to this culture. Further, this results in them not to the same extent being aware of all the cultural differences.

The author has not concluded on *how* the cultural differences affect Project Management in Pazflor, but rather tried to conclude on how they *may* affect it.



## 9 CONCLUSION

According to the primary and secondary data that has been collected in the thesis, the differences between the French and the Norwegian culture are as follows:

- The French are more controlled by their hierarchy
- The French are far more focused on knowing all the details before they discuss a problem
- It is much more important for the French not to lose “face” in public
- It is much more important for the French to not disagree with an authority in public
- The French are more concerned about not offending other people when they are communicating

These cultural differences *may* affect Project Management in Pazflor the following way:

- With stronger hierarchy the information processing and decision making takes longer time
- With stronger hierarchy you have more control and predictability over the organization, but the individuals lose creativity and ability to take independent decisions
- The more information and details you have on a problem the higher is the probability for making the correct decision. This results in you not having to change your decisions that much
- The ability to make quick decisions on minor problems with deficient information makes the project run more effectively
- Being too afraid of losing “face” in public results in unclear and diffuse answers and messages
- By never giving a definite answer you will always keep your door open for changes, which can result in not losing “face”, which again gives you more respect
- By not showing disagreements towards an authority in public you give an impression that your team is united and that has an advantage in negotiations

- By not showing disagreements in public a lot of good ideas and solution never gets presented
- Not offending people in public will contribute to respect and a friendly atmosphere which again will make a good foundation for a cooperation

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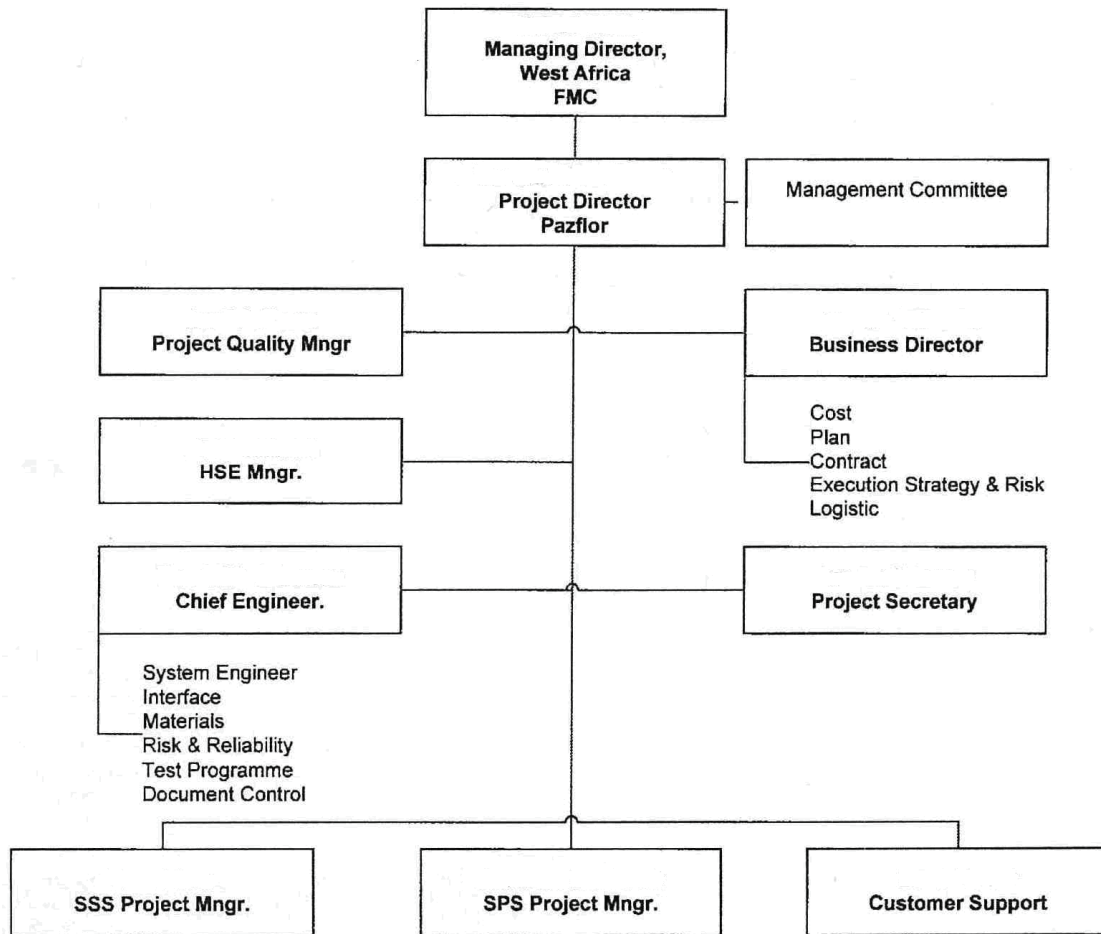
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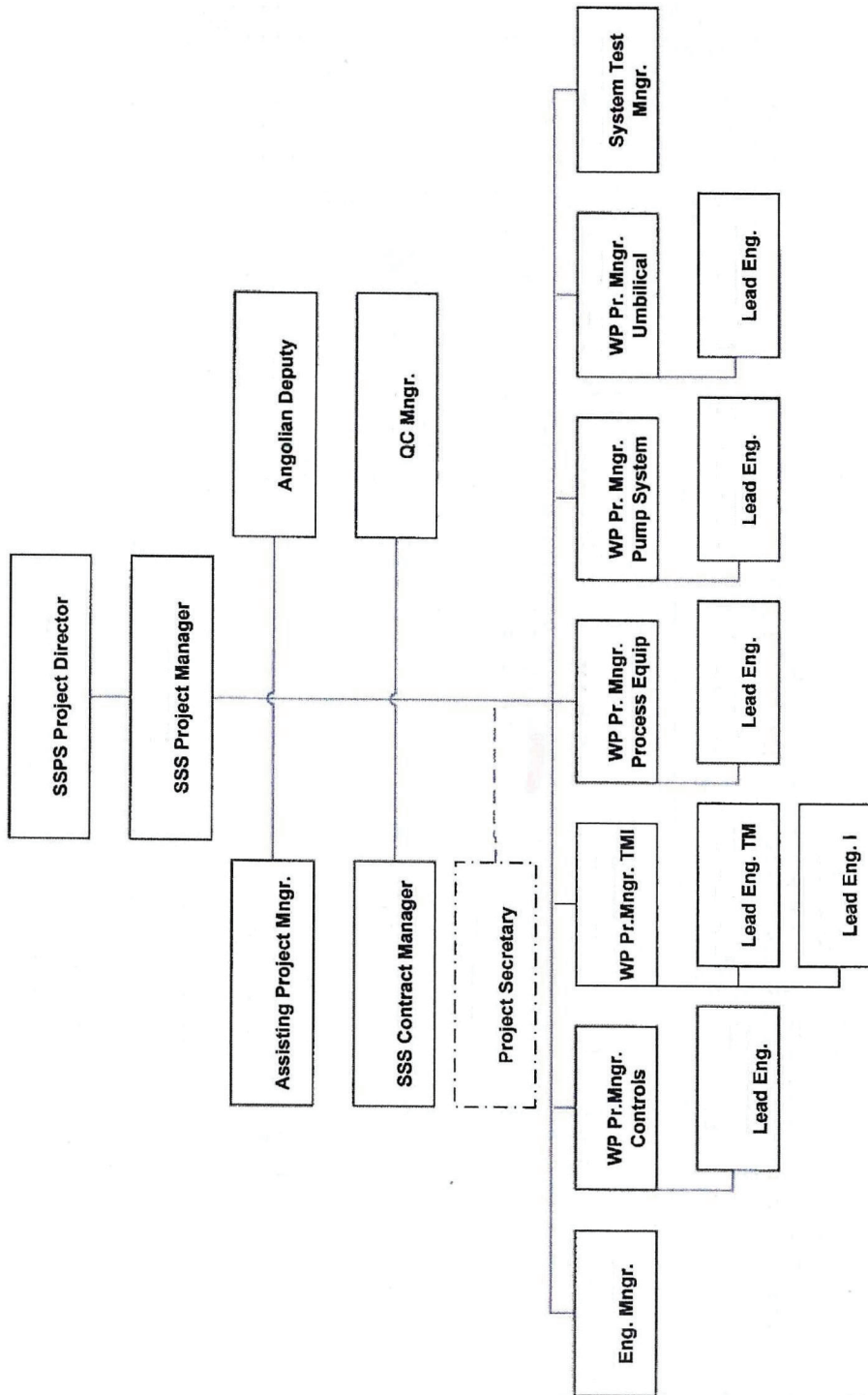
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- 1 Pazflor SSPS Organization
- 2 Pazflor SSS Organization
- 3 Pazflor SPS Organization
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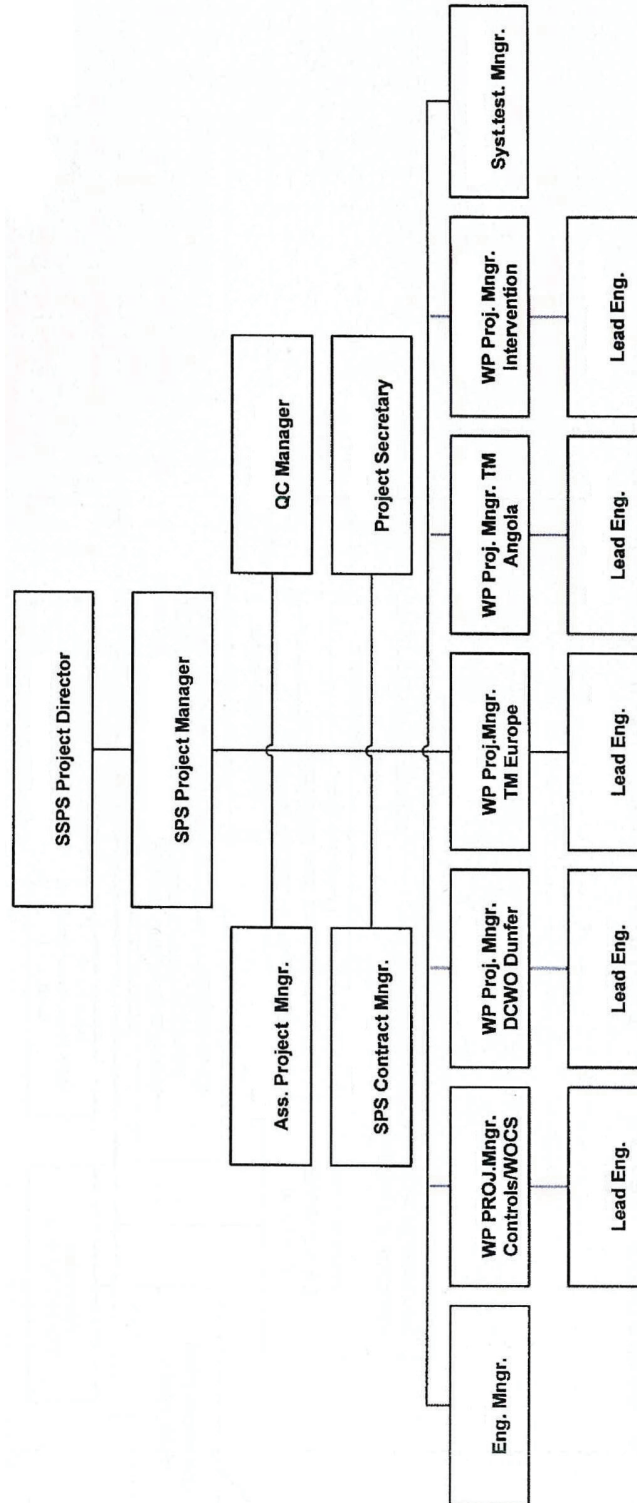
## APPENDIX 1



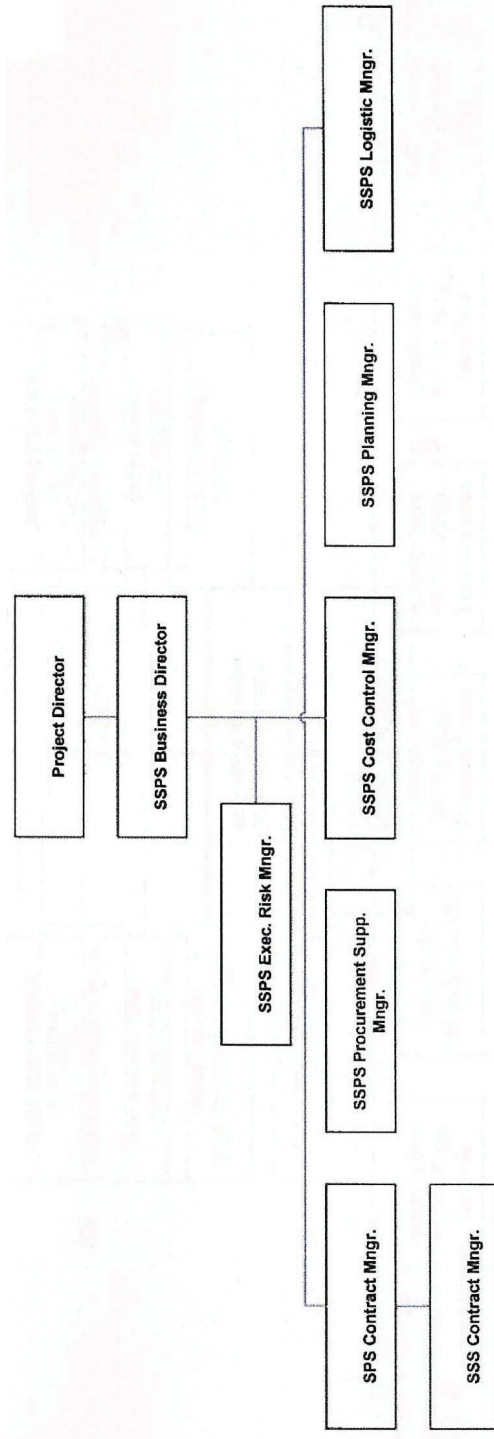
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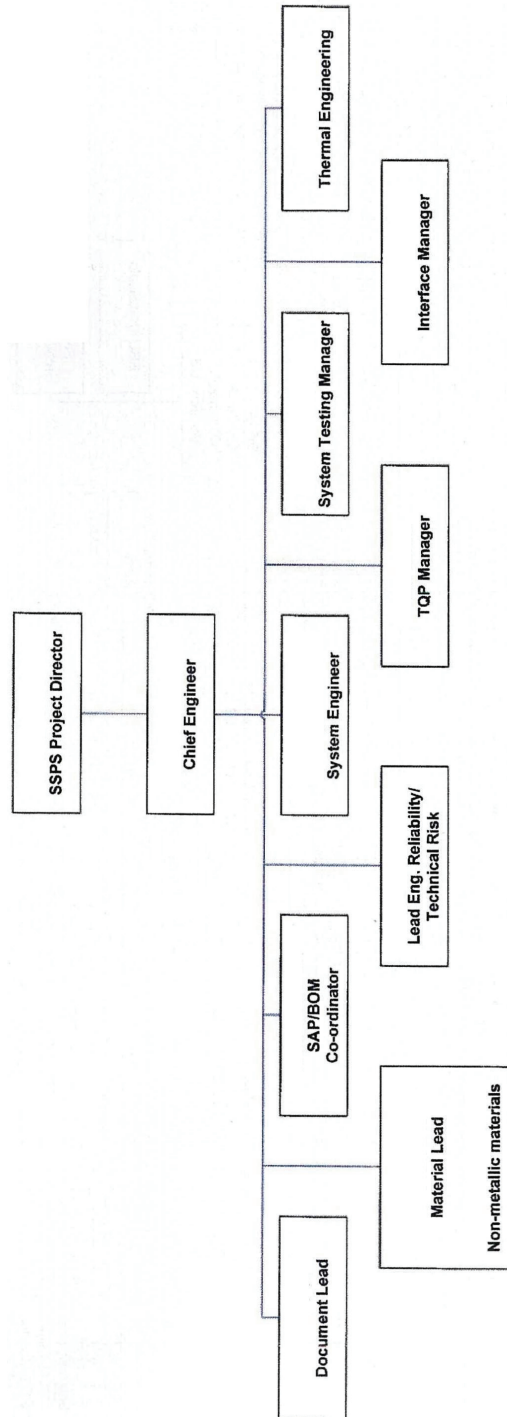
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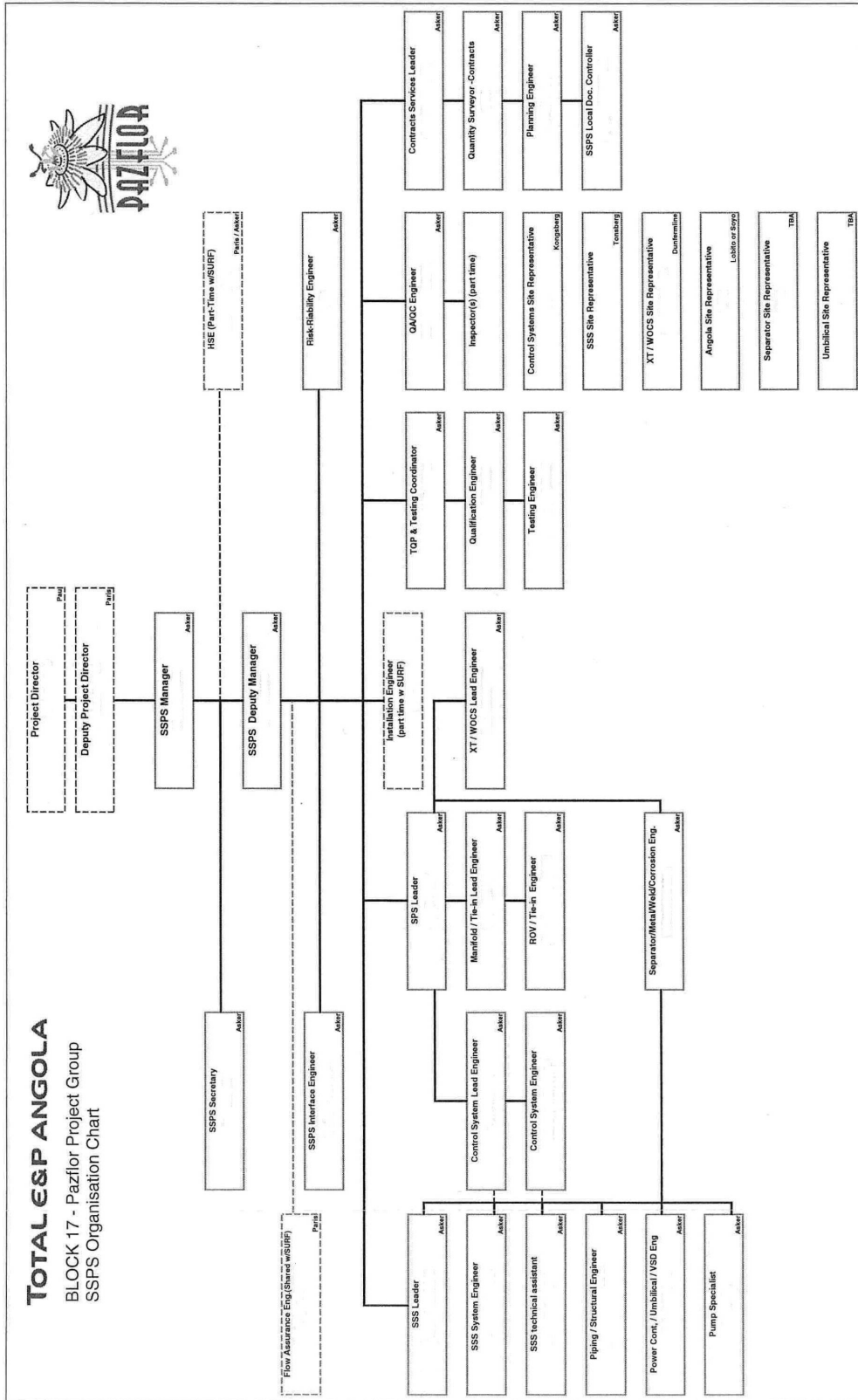
# APPENDIX 4



# APPENDIX 5







APPENDIX 6





APPENDIX 7

<p><b>Country</b></p>	<p style="text-align: center;"><b>Norway</b></p>  <p style="text-align: center;">Source: <a href="https://www.cia.gov/library/publications/the-world-factbook/geos/no.html">https://www.cia.gov/library/publications/the-world-factbook/geos/no.html</a></p>	<p style="text-align: center;"><b>France</b></p>  <p style="text-align: center;">Source: <a href="https://www.cia.gov/library/publications/the-world-factbook/geos/fr.html">https://www.cia.gov/library/publications/the-world-factbook/geos/fr.html</a></p>
<p><b>Map</b></p>	 <p style="text-align: center;">Source: <a href="http://www.worldatlas.com/webimage/countrys/europe/no.htm">http://www.worldatlas.com/webimage/countrys/europe/no.htm</a></p>	 <p style="text-align: center;">Source: <a href="http://www.worldatlas.com/webimage/countrys/europe/fr.htm">http://www.worldatlas.com/webimage/countrys/europe/fr.htm</a></p>
<p><b>Background</b></p>		
	<p>Two centuries of Viking raids into Europe tapered off following the adoption of Christianity by King Olav TRYGGVASON in 994. Conversion of the Norwegian kingdom occurred over the next several decades. In 1397, Norway was absorbed into a union with Denmark that lasted more than four centuries. In 1814, Norwegians resisted the cession of their country to Sweden and adopted a new constitution. Sweden then invaded Norway but agreed to let Norway keep its constitution in return for accepting the union under a Swedish king. Rising nationalism throughout the 19th century led to a 1905 referendum granting Norway independence. Although Norway remained neutral in World War I, it suffered heavy losses to its shipping. Norway proclaimed its neutrality at the outset of World War II, but was nonetheless occupied for five years by Nazi Germany (1940-45). In 1949, neutrality was abandoned and Norway became a member of NATO. Discovery of oil and gas in adjacent waters in the</p>	<p>Although ultimately a victor in World Wars I and II, France suffered extensive losses in its empire, wealth, manpower, and rank as a dominant nation-state. Nevertheless, France today is one of the most modern countries in the world and is a leader among European nations. Since 1958, it has constructed a hybrid presidential-parliamentary governing system resistant to the instabilities experienced in earlier more purely parliamentary administrations. In recent years, its reconciliation and cooperation with Germany have proved central to the economic integration of Europe, including the introduction of a common exchange currency, the Euro, in January 1999. At present, France is at the forefront of efforts to develop the EU's military capabilities to supplement progress toward an EU foreign policy.</p>

	late 1960s boosted Norway's economic fortunes. The current focus is on containing spending on the extensive welfare system and planning for the time when petroleum reserves are depleted. In referenda held in 1972 and 1994, Norway rejected joining the EU.	
<b>Geography</b>		
<i>Total Area</i>	323,802 sq km	643,427 sq km
<i>Cost Line</i>	25,148 km	4,668 km
<i>Climate</i>	temperate along coast, modified by North Atlantic Current; colder interior with increased precipitation and colder summers; rainy year-round on west coast	generally cool winters and mild summers, but mild winters and hot summers along the Mediterranean; occasional strong, cold, dry, north-to-northwesterly wind known as mistral
<i>Terrain</i>	glaciated; mostly high plateaus and rugged mountains broken by fertile valleys; small, scattered plains; coastline deeply indented by fjords; arctic tundra in north	mostly flat plains or gently rolling hills in north and west; remainder is mountainous, especially Pyrenees in south, Alps in east
<i>Natural Resources</i>	petroleum, natural gas, iron ore, copper, lead, zinc, titanium, pyrites, nickel, fish, timber, hydropower	coal, iron ore, bauxite, zinc, uranium, antimony, arsenic, potash, feldspar, fluorspar, gypsum, timber, fish
<b>People</b>		
<i>Population</i>	4,644,457	64,057,792
<i>Age Structure</i>	0-14 years: 18.8% (male 446,146/female 426,166) 15-64 years: 66.2% (male 1,559,750/female 1,516,217) 65 years and over: 15% (male 297,175/female 399,003)	0-14 years: 18.6% (male 6,091,571/female 5,803,127) 15-64 years: 65.2% (male 20,884,919/female 20,849,988) 65 years and over: 16.3% (male 4,335,996/female 6,092,189)
<i>Population Growth Rate</i>	0,35 %	0.574%
<i>Net Migration Rate</i>	1.71 migrant(s)/1,000 population	1.48 migrant(s)/1,000 population
<i>Life Expectancy at Birth</i>	total population: 79.81 years male: 77.16 years female: 82.6 years	total population: 80.87 years male: 77.68 years female: 84.23 years
<i>Religions</i>	Church of Norway 85.7%, Pentecostal 1%, Roman Catholic 1%, other Christian 2.4%, Muslim 1.8%, other 8.1%	Roman Catholic 83%-88%, Protestant 2%, Jewish 1%, Muslim 5%-10%, unaffiliated 4%
<i>Languages</i>	Bokmal Norwegian (official), Nynorsk Norwegian (official), small Sami- and Finnish-speaking minorities; note - Sami is official in six municipalities	French 100%, rapidly declining regional dialects and languages (Provençal, Breton, Alsatian, Corsican, Catalan, Basque, Flemish)
<i>Education Expenditures</i>	7.2% of GDP	5.7% of GDP
<b>Government</b>		
<i>Government type</i>	constitutional monarchy	republic
<i>Capital</i>	Oslo	Paris
<i>Administrative divisions</i>	19 counties	26 regions
<i>Constitution</i>	17 May 1814	adopted by referendum 28 September

		1958, effective 4 October 1958
<i>Legal System</i>	mixture of customary law, civil law system, and common law traditions; Supreme Court renders advisory opinions to legislature when asked; accepts compulsory ICJ jurisdiction with reservations	civil law system with indigenous concepts; review of administrative but not legislative acts; has not accepted compulsory ICJ jurisdiction
<b>Economy</b>		
<i>Overview</i>	<p>The Norwegian economy is a prosperous bastion of welfare capitalism, featuring a combination of free market activity and government intervention. The government controls key areas, such as the vital petroleum sector, through large-scale state enterprises. The country is richly endowed with natural resources - petroleum, hydropower, fish, forests, and minerals - and is highly dependent on its oil production and international oil prices, with oil and gas accounting for one-third of exports. Only Saudi Arabia and Russia export more oil than Norway. Norway opted to stay out of the EU during a referendum in November 1994; nonetheless, as a member of the European Economic Area, it contributes sizably to the EU budget. The government has moved ahead with privatization. Although Norwegian oil production peaked in 2000, natural gas production is still rising. Norwegians realize that once their gas production peaks they will eventually face declining oil and gas revenues; accordingly, Norway has been saving its oil-and-gas-boosted budget surpluses in a Government Petroleum Fund, which is invested abroad and now is valued at more than \$250 billion. After lackluster growth of less than 1% in 2002-03, GDP growth picked up to 3-5% in 2004-07, partly due to higher oil prices. Norway's economy remains buoyant. Domestic economic activity is, and will continue to be, the main driver of growth, supported by high consumer confidence and strong investment spending in the offshore oil and gas sector. Norway's record high budget surplus and upswing in the labor market in 2007 highlight the strength of its economic position going into 2008.</p>	<p>France is in the midst of transition from a well-to-do modern economy that has featured extensive government ownership and intervention to one that relies more on market mechanisms. The government has partially or fully privatized many large companies, banks, and insurers, and has ceded stakes in such leading firms as Air France, France Telecom, Renault, and Thales. It maintains a strong presence in some sectors, particularly power, public transport, and defense industries. The telecommunications sector is gradually being opened to competition. France's leaders remain committed to a capitalism in which they maintain social equity by means of laws, tax policies, and social spending that reduce income disparity and the impact of free markets on public health and welfare. Widespread opposition to labor reform has in recent years hampered the government's ability to revitalize the economy. In 2007, the government launched divisive labor reform efforts that will continue into 2008. France's tax burden remains one of the highest in Europe (nearly 50% of GDP in 2005). France brought the budget deficit within the eurozone's 3%-of-GDP limit for the first time in 2007 and has reduced unemployment to roughly 8%. With at least 75 million foreign tourists per year, France is the most visited country in the world and maintains the third largest income in the world from tourism.</p>
<i>GDP – per capita (PPP)</i>	\$53,300	\$32,600
<i>Labor Force</i>	2.507 million	27.91 million
<i>Labor Force – by occupation</i>	<i>agriculture: 4%</i> <i>industry: 22%</i>	<i>agriculture: 4.1%</i> <i>industry: 24.4%</i>

	<i>services: 74% (1995)</i>	<i>services: 71.5% (1999)</i>
<i>Unemployment rate</i>	2.5% (2007 est.)	7.9% (2007 est.)
<i>Budget</i>	<i>revenues: \$226.3 billion expenditures: \$158.7 billion</i>	<i>revenues: \$1.287 trillion expenditures: \$1.356 trillion</i>
<i>Industries</i>	petroleum and gas, food processing, shipbuilding, pulp and paper products, metals, chemicals, timber, mining, textiles, fishing	machinery, chemicals, automobiles, metallurgy, aircraft, electronics, textiles, food processing, tourism
<i>Export</i>	\$140.3 billion f.o.b.	\$546 billion f.o.b.
<i>Export Partners</i>	UK 26.3%, Germany 12.3%, Netherlands 10.2%, France 8%, Sweden 6.5%, US 6.2%	Germany 14.9%, Spain 9.3%, Italy 8.9%, UK 8.1%, Belgium 7.3%, US 6.1%, Netherlands 4.1%
<i>Imports</i>	\$77.24 billion f.o.b.	\$600.9 billion f.o.b.
<i>Import Partners</i>	Sweden 14.7%, Germany 13.6%, UK 6.9%, Denmark 6.4%, China 6.1%, US 4.8%, Canada 4.3%	Germany 18.9%, Belgium 11.4%, Italy 8.4%, Spain 7.1%, Netherlands 7%, UK 5.6%, US 4.4%, China 4%
<i>Dept - external</i>	\$469.1 billion; note - Norway is a net external creditor	\$4.396 trillion
<i>Currency</i>	Norwegian kroner (NOK)	euro (EUR)

## APPENDIX 8

### Characteristics of the four corporate cultures

	<b>Family</b>	<b>Eiffel Tower</b>	<b>Guided missile</b>	<b>Incubator</b>
<b>Relationships between employees</b>	Diffuse relationships to organic whole to which one is bonded.	Specific role in mechanical system of required interactions.	Specific tasks in cybernetic system targeted upon shared objectives.	Diffuse, spontaneous relationships growing out of shared creative process.
<b>Attitude to authority</b>	Status is ascribed to parent figures who are close and powerful.	Status is ascribed to superior roles who are distant yet powerful.	Status is achieved by project group members who contribute to targeted goal.	Status is achieved by individuals exemplifying creativity and growth.
<b>Ways of thinking and learning</b>	Intuitive, holistic, lateral and error-correcting.	Logical, analytical, vertical and rationally efficient.	Problem-centered, professional, practical, cross-disciplinary.	Process-oriented, creative, ad hoc, inspirational.
<b>Attitudes to people</b>	Family members.	Human resources.	Specialists and experts.	Co-creators.
<b>Ways of changing</b>	"Father" changes course.	Change rules and procedures.	Shift aim as target moves.	Improvise and attune.
<b>Ways of motivating and rewarding</b>	Intrinsic satisfaction in being loved and respected. Management by subjectives.	Promotion to greater position, larger role. Management by job description.	Pay or credit for performance and problems solved. Management by objectives.	Participating in the process of creating new realities. Management by enthusiasm.
<b>Criticism and conflict resolution</b>	Turn other cheek, save others' faces, do not lose power game.	Criticism is accusation of irrationality unless there are procedures to arbitrate conflicts.	Constructive task-related only, then admit error and correct fast.	Must improve creative idea, not negate it.

## APPENDIX 9

### *Hofstede's Five Dimensions of National Culture*<sup>5</sup>

Professor Geert Hofstede conducted perhaps the most comprehensive study of how values in the workplace are influenced by culture

Geert Hofstede analyzed a large data base of employee values scores collected by IBM between 1967 and 1973 covering more than 70 countries, from which he first used the 40 largest only and afterwards extended the analysis to 50 countries and three regions. In the editions of Geert Hofstede's work since 2001, scores are listed for 74 countries and regions, partly based on replications and extensions of the IBM study on different international populations.

Subsequent studies validating the earlier results have included commercial airline pilots and students in 23 countries, civil service managers in 14 countries, "up-market" consumers in 15 countries and "elites" in 19 countries.

From the initial results, and later additions, Hofstede developed a model that identifies four primary dimensions to assist in differentiating cultures:

- Power Distance – PDI
- Individualism – IDV
- Masculinity – MAS
- Uncertainty Avoidance – UAI

Geert Hofstede added a fifth dimension after conducting an additional international study with a survey instrument developed with Chinese employees and managers.

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<sup>5</sup> <http://www.geert-hofstede.com/>

That dimension, based on Confucian dynamics, is Long-Term Orientation – LTO and was applied to 23 countries

These five Hofstede dimensions can also be found to correlate with other country, cultural, and religious paradigms.

## APPENDIX 10

### *Questions in the in-depth interview*

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?
2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?
3. What do you think about the choice between: team achievement vs your own achievement?
4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate
6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

#### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?
8. To which extent do you use indirect speech codes to avoid conflict with others? What kind of codes may that potentially be?
9. When you disagree with others in work, do you express your feelings and emotions to show it?
10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate
11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

#### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?
13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?
14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility.  
Elaborate
15. How do you confront issues when dealing with your subordinates?
16. How do you feel if a subordinate disagrees or fails to respect your decisions?
17. How do you treat your subordinates?

#### Power relationships: Dealing with clients and authorities



18. Do you prefer a strong hierarchy or a flat structure with your subcontractors?  
What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?
19. How do you consider the client? Boss of the project or provider of the funds?  
Elaborate
20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?
21. What kind of relationship do you prefer in client/authority cooperation?
22. How important is it to protect the “face” of your client/authority?
23. How do you behave when you disagree with your client/authority?

EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

## APPENDIX 11

### INTERVIEW WITH FMC TECHNOLOGIES PROJECT MANAGER 1

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*It is not my leadership style to hand out single work tasks. In the projects that we have, we operate with a clearly defined scope for the project and we design an organization structure with work task descriptions to everybody. That means that everybody has a clear understanding of what their role and responsibilities are in the project. Every person in the project is usually very self-driven when it comes to their work tasks, and do not need me as a project manager to involve myself in every single task. This is a leadership style that gives better results with higher quality.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*I am not a fan of having a close relationship with my project colleagues in my spare time, but I think it is very important to have a good relationship at work. I do not want to use a term like close relationship, but I will rather use good relationship. When you are going to lead a group of people in a project, you are not supposed to be an emotional adviser for everyone. That will just take too much time. I do not involve myself too much in the emotional problems that my project colleagues may have, but sometimes when I see that certain people have a stressful period and seem very exhausted, I will talk to them about the emotional aspects and how they are reacting to their work task from a psychological point of view.*

3. What do you think about the choice between: team achievement vs your own achievement?

*It is always important for me to have a team spirit and to achieve goals through team work. You should also tolerate individual achievements, but the success of the project is definitely dependent on the achievement of the team and what it can accomplish.*

4. Do you prefer to be self-reliant or dependent on others to get your work done?  
Elaborate

*I am totally dependent on a competent project staff. I delegate a lot, and am dependent on that my staff is self-driven. I try my best to guide my colleagues to be self-driven.*

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*My role is to be a Project Manager. The way I interpret that role is that everything that is happening, or not happening, is my responsibility. I am both very dependent on the project group and the matrix organization in FMC, to get this project running as smooth as possible. Even if I have project responsibility, I feel now and then that my authority is compromised because a department in FMC does something that is beside and not relevant for the project. This can often influence on the project's interests and goals. If that happens I have to take certain actions to insure that the project is running as it suppose to. FMC is organized in a way that every project is managed by a "core project team" that is again organized as a "task force". In the Pazflor project we are depended on many different departments. They deliver products and services to us according to a plan and specifications, and it is very important that the matrix organization helps us by coordinating all the different departments into the Pazflor project.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*I have been very lucky to have a good connection between my own job satisfaction and the work I have been delegated to do for my employers. I have not been feeling that it has been any big gaps between them. I think that is because I have a pragmatic attitude towards the work tasks I have had during my career. I always try to concentrate and do my best in the present work tasks that I have. I have as a basic philosophy that it is me that is hired from FMC to do a job, not FMC that exist for my sake.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*My experience is that 90 % of all misunderstandings is because, two or more people, do not have the same information. That means that they are not on the same information level when discussing the specific case. For that reason I use a lot of time to get everybody up to the same information level. This is they key to avoid misunderstandings. One important aspect is that everybody has the same understanding of the information, and therefore I think it is very important to discuss it verbally.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*I think that using indirect speech codes is not very smart. I strongly believe that honesty will reward itself over time. The only situation as I see it, is when you feel that you have to protect peoples personally integrity or something like that. In work related situations I do not think that you should use indirect speech codes to avoid conflicts with others*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*It is said that I have a very easy body language to read. Therefore, people may in some cases, interpret my body language different from what I am saying verbally. It is definitely clear that in a big project as Pazflor and a company like FMC, you will not always agree with every decision that is being taken. Ideally you should be loyal to every decision that is being taken, but I have to admit that sometime my mouth says something and my heart another. This is something that my body language often will reveal.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*I think that I do little bit of both. But I have as a ground rule that if there is a conflict between two persons/groups, I discuss the case in plenary. I always try to focus on the case, not the persons in the conflict. If we manage to discuss the conflict based on the case and not the person, I have not a problem by taking big and difficult discussions. I have experience when it comes to discussing difficult cases with both men and women. In my experience both can express strong emotions, but woman tends to express their frustration a little more clearly.*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*It is very important not to exclude anyone in the information flow. If you withhold information to certain people it could easily arise suspicion within the group. When there is a conflict it is very important to discuss the case, not the persons involved in the conflict. It happens once in a while that you have a team member that after multiple conversations, do not fit into the group. When that happens there is only one thing to do, and that is to replace him with someone else.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*I prefer to have an organization structure that does not have a too large span of control. A golden rule that I learned some years ago was that if you have approximately seven persons reporting to you, it will be okay. If you have 12 it is too many, but if you have two it is too few. You could never have a completely flat structure because that will make it almost impossible to control the information and you will have an insufficient overview. I think that a hierarchy with five to 10 groups reporting ~~to~~ directly to me, will be the ideal solution.*

13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?

*Regular project meetings, invite everybody to these meetings, keep everybody in the group informed, and be open for a discussion. When you are discussing a conflict keep the focus on the case, not the person. Watch out to not speak negative about people that is not present. Keep focus on the team, not the individual. I am not a fan of “divide and rule”.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*I believe in consensus. I probably let the discussion go on a little bit too far. I think that it is important to have an agreement internally in the group, but it must not take too much time to get it. I often delegate discussions and decisions to people on a lower level in the hierarchy, just so that I do not have to be a participant in all minor discussions. If there is growing an attitude amongst the project participant that the top management will always handle every detail, the initiative to each individual will be reduced.*

15. How do you confront issues when dealing with your subordinates?

*I run regular management meetings. On this meeting we have an agenda, which is often a little bit too long so we do not have time to get thought the whole thing. I do not see that as a problem because that keeps us on an edge to get things done.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*If that happens I will take the discussion up again. This could of course be irritating if this is an issue we already have discussed, and agreed on. It is not irritating if the basis for the conclusion have been changed. Then it is okay to have the discussion again. But if the same discussion comes up because one single person do not agree with the rest of the group and on what I have concluded with, it could be very irritating and this will in some cases contribute to an argument.*

17. How do you treat your subordinates?

*I try to be open to everything that has to do something with the project. I try to have an informal tone with my colleagues, but I do not involve myself into a colleague's private life and spare time. I can small talk, but I try not to get personally involved with my colleague's private life. I do not mix the terms personal friends and friends at work. If I register that a person has practical problems to do his work tasks because of problems in his private life like kindergarten issues, divorce or death, I take considerations to that. That could be for instance giving that person some extra time to deal with his problems and so on. I usually am very careful about asking and digging too much in the problems, and let the person, on his own, decide the level of details. So, I will give the person some slack to solve his private problems, but I will not attend a role as a “psychologist”*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*I prefer a strong hierarchy when dealing with subcontractors. I believe that a flat structure will just give you a low degree of control and an unsatisfactory overview. With our biggest subcontractors we use a "single point of contact". That means that there is only one person having direct contact with our subcontractor. This makes it easier to control all communication between our organization and our subcontractor. But this could also be in some cases a disadvantage because short messages and so on, have to go through a specific person. I do not see any positive aspects with a flat structure when it comes to interact with subcontractors, it will just give you a mess.*

19. How do you consider the client? Boss of the project or provider of the funds? Elaborate

*I would have to say both. It is the customer that hires us, pays us and that have to live with our solutions for many years. The products that we deliver are dependent on functioning in the context that the customer defines. It could be different opinions to how we meet the customers requirement, but it is the customer that have the final word. In this context I mean that the customer can be regarded as the boss of the project. When it comes to the provider of the funds, one thing is certain, the customer will never say to us; here is our problem, here is some money, you have completely freedom to do whatever you want, can we come back in two years and get our solution? This is not how the oil and gas industry works. In the Pazflor project I treat TOTAL as the boss of the project.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*On this matter I have a golden rule. If we do not inform the customer about a critical problem, he will never be happy. This is something that I have experienced through many years and through many projects. When you detect a potential problem that is on its way to escalate, it is better to inform the customer about this as early as possible. You can approach this by saying; this is the problem, we recommend these actions to fix it, is this ok okay for you? It is much easier to solve problems at an early stage, in stead of waiting to it have grown so big that it is very difficult to fix. If you do this the customer will feel that he is involved and that makes him happy. If you withdraw information just to keep him happy, it will just make him feel screwed. In my experience; a well-informed customer is a happy customer.*

21. What kind of relationship do you prefer in client/authority cooperation?

*When it comes to work descriptions, authorities, contracts, reports and other documentations, it must be a formal relationship. If you do not have this on this matter, it*



*will just give you an unsatisfactory overview and control. When it comes to team work, meeting, and social interactions, I think it is important to have an informal and friendly atmosphere. This will contribute to have a more enjoyable day at work. I think it is important to have both a formal and informal atmosphere in projects. I also think that you once in a while should invite the customer to dinner and other social settings, to speak about other things than just work.*

22. How important is it to protect the “face” of your client/authority?

*I do not have a problem with “losing my face” towards of a customer. I do not have a problem by admitting to a customer that I have done something wrong. The reason for this is because there is generally reason to why error has occurred. It could be a situation that has suddenly appeared or that the premises for the project have changed. If is the case, I do not have a problem with admitting errors. It is not me personally that is important, it is the project. You have to have a pragmatic attitude toward your work.*

23. How do you behave when you disagree with your client/authority?

*Now and then my body language tells people when I do not agree with them. But again, I like to emphasis that it is very important to discuss the case and not the person. In a conflict I always try to bring the customer up on the same information level. Then you have the same starting point for discussing the case. For me this is very important. I think it is important to discuss issues with the customer because both you and the customer will possibly see the conflict from both sides, and this will potentially give a better and constructive discussion that is possible to come with a solution to.*

#### EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*In my opinion the cultural differences starts with the attitudes towards education. The difficulty level regarding completing a high school is much higher in France versus Norway. The individual performance is much more appreciated in the French culture also. The people that have been recruited to the Pazflor project through TOTAL, have an exceptional good education and experience with this types of projects. In some cases our people can tend to be a little bit frustrated because of that. The Norwegian project participants notice that the French participants are more focused on details than themselves. I would say that the factor with education and work experience is something that lies under the surface the whole time.*

*Then you have one of the strengths regarding the Norwegian culture. We do not emphasis so strongly on the hierarchy in the organization. For instance, an engineer that is placed lower down in the hierarchy do not have any problems by telling his superiors that the*

*solutions they are using is just rubbish. He/she will not hesitate to come up with new suggestions and try to convince the superiors to change a decision. This is not a good approach in the French culture. The same engineer at TOTAL's side in the organization would never do this. This is a major difference between the Norwegian and French culture. We experience often that decisions could take some time because subordinates do not fear to challenge their superiors when it comes to the profession nor authority. For instance, under project meetings subordinates would never show that they disagree with their superiors.*

*The French usually takes a lot of time when they are discussing and solving a problem. In the French business culture it is quite common to stay at work long past their core working time to discuss different matters to a problem. The Norwegians are not that interested in doing so. A lot of Norwegians have a lot of obligations after work, like picking up their children in the kindergarten, so they do not want to spend too much time on work when they are past their core time.*

*Another difference that I have noticed is that the French never shows anger and irrational behavior etc, in a business context. They always seem to keep their calmness and manners. I have through my career experienced to be "verbally abused" by counterparts in a project from many different cultures, but that have never happened from the French. All discussions and social interactions are always very friendly and with a nice atmosphere. You will never experience abusive language from French people. Somebody does even have a humoristic approach to the arguments that is taking place. Especially if there is a woman present, they will behave even more refined and playing their role as gentlemen.*

*The French does not like to be told things by surprise. The biggest mistake you can make, is to write a letter to a French and tell him about a certain problem, without telling him for instance on the telephone on beforehand. If you tell him about the problem on beforehand and then send him the letter, it would go much more smoother. If you do not give them a notice on beforehand, you will get a letter back which is twice as harsh as you sent them.*

*One thing that took a little bit time to adjust to, was that they could after a pleasant and friendly meeting with a common solution to a problem, suddenly send you a harsh letter afterwards with a discussion regarding if the solution was the right one to make after all. When it comes to social meeting they are very friendly and pleasant (soft approach), but when it comes to communication by writing, they have a very tough approach. In Norway you often have the opposite.*

*The French is also very focused to keep track on every little detail in the project. This is probably something that can irritate the Norwegian. FMC run their projects according to international standards like NORSOK, but the French run their projects according to their own standards. They are very proud and they keep a very high loyalty to their own standard. TOTAL have people working with supervision on how the projects is run, and they try to reveal any deviations between their standard and for instance NORSOK. If we*



*do something that does not correspond with the French standard, we have to apply TOTAL if that is okay. You should really come up with good arguments and references if they are going to allow you to do something that is not according to their standards. If that happens, the whole thing must go through a major decision process in the company. This could take quite a while.*

## APPENDIX 12

### INTERVIEW WITH FMC TECHNOLOGIES PROJECT MANAGER 2

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*I see a difference in the tradition that FMC have regarding a "give and take" relationship between a customer and a client, versus a more formal method of work used by the French. The French communicates more often by letters. We in FMC once in a while get the impression that it is important for TOTAL to have support by their head office. This is now and then contributing to a little bit of frustration.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*It is very important that we have good relationship, but they must not be too close. It always turns up elements in a project that requires that you are able to think a little bit outside "the box". To understand both parties it is very important to have a relationship that enables you to understand your counterpart. So, to have a good relationship internally in the project and towards the customer is very important, but it must not interfere with a rational thinking and action.*

3. What do you think about the choice between: team achievement vs your own achievement?

*My basic attitude is that I do a good job if my team is doing a good job. So, if my team does a good job - I am doing a good job, and then I feel that I have succeeded.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*That is of course depending on the person you are referring to, but basically I want an organization where I could do my work through others. In some situations it is acquired that you take the matters into your own hands because things do not run as they should, or that you do not get the response that you were expecting to get. In those cases I tend to be more self-reliant but in general I want to do my work through others.*

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*I see myself as a little bit of both. FMC have assigned me a task were I have a lead role in a project, but at the same time I am also an FMC employee. The challenge is that once in a while the company can have goals that interfere with the project's goals. This could for instance be allocation of resources. If that is the case you should think as an employee of the company and do what is overall best. To balance out what is best for the company versus the role in a specific project is often difficult. In projects you have very specific goals whereas the company has broader goals. I think it is very important that the company appreciate people that think on a broader level despite the fact that it may interfere on the role you have in the project.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*In a long time perspective I of course want to work for my own achievement, but that might at the same time be a trade-off with working for the company's goals. The most important thing for me is that the company understands when I do something that is not in my own interest and that they give me credit for it when I do it. My view on this matter is that in a short time perspective the company goes first, but in a long time perspective I go first. I do not think about my CV, but I want a job that is satisfactory to me.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*I try to have a very open dialog with my colleagues. I have a strong believe that honesty will pay off in the long run. I like to rephrase that; honesty within certain boundaries. As a leader you cannot say everything in every situation. Within these boundaries I try to have a very open dialog, I try to be available to my colleagues and if I manage to spend 80 % of my time downwards in the hierarchy and 20 % upwards, I am very pleased. I hope that this is philosophy that my superiors see and agree upon is a very successful way of managing. My job in this project is not to work upwards but rather downwards in the hierarchy.*

*When it comes to the French, and of course with other customers too, it is very important with predictability to get trust. If they get an impression that you are not predictable or try to hide things from them, that will generate a lot of distrust and you will get a very difficult communication.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*When there have been conflicts, I usually tend to speak to the involved parties at an individual level. When I do that I use a very direct communication. If for instance a colleague starts talking about an inappropriate topic in front of the customer, I use*

*indirect speech codes to smoothen the inappropriateness. After an episode like that I would try to speak to the person alone. Then I usually use a direct speech code.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*That is entirely up to the situation. Sometimes I express my feeling and emotions in work. I have got feedback that I sometime am a bit to direct, and that is also shown in my emotions. I think that showing your emotions directly is a good thing, but sometimes the context does not allow it. Sometimes you must be a little more political correct. In these situations I do not show my feeling and emotions so directly.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*I certainly not try to avoid a conflict. I rather take initiative to solve a conflict, and one way of doing that is to enlighten the different parties in the conflict about the different aspects. In my experience it is very effective to sit down with the different parties and have a constructive debate on the conflict. It is important that everybody have the chance to present their case. When everybody in the conflict is brought up to the same information level, it is much easier to see the other party's point of view on the conflict. This will very often contribute to solve the conflict*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*The ability to understand why people act as they do is often a prerequisite to tolerate what they do. It is very important to have a precautionary approach to a potentially conflict before it becomes a specific conflict. If you have an open dialog with your colleagues and take a dialog before the conflict escalades, it contributes to prevent new conflicts.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*I prefer a more flat structure as long as that is possible within the time limit you have to manage it. A flatter hierarchy, the more people gets involved. But there are limits to how much time you have to embody more people, and there is a limit to how much time you have to look after it. Sometime you must have a stronger hierarchy, but this is dependent in what kind of project phase you are in. When you are entering a project phase which requires fast thinking and quick decisions, it is more suitable with a stronger hierarchy. Generally, I prefer a flat structure.*

13. What kind of cooperation and relationship do you emphasis for maintaining harmony with your subordinates?

*If you are going to have harmony with your subordinates you have to show that you are able and willing to delegate responsibility, authority and decision power to them. I have got feedback that I in certain situations might tend to micro manage my subordinates. This is something that I am aware of. I get focused on details when I feel that there is an uncertainty associated with a task I have delegated. If that happens I use my right as a leader to micro manage the tasks. If you see this from the other side, I do not micro manage when I feel that the task is taken care of in a satisfactory way.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you have the final word and responsibility. Elaborate

*I think that I as a leader do not always have the final word, but rather the final responsibility. I prefer consensus, but when that is not possible I have the final word because I have the final responsibility.*

15. How do you confront issues when dealing with your subordinates?

*When I feel that there is a need for a discussion on an issue that clearly is difficult for the other person, I usually give him a "warning" (e.g. I would like to discuss this topic with you tomorrow) up front before talking about it. When doing so I give him time to prepare himself. I never take these talks at the end of the day, the end of the week or the last day before a vacation because I think it is very important to have enough time to these kinds of talks. I believe it is the best way to discuss it thoroughly and be finished with it, instead of going around and irritate each other. By doing so you show that you are taking the other person seriously.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*If there has been made a decision and a person had to go against it, because the situation acquired it, and did not get hold of me, I feel that it is okay. But if that person did not try to contact me for a consultation and just did what he felt was the best, then I would not like it. Once in a while you just have to realize that things could easily change in a big project. You just have to trust that your colleagues make the right decisions and that they just want what is best for the project team and the company.*

17. How do you treat your subordinates?

*I treat them with respect and I expect respect in return. Nobody knows everything. When I go to a colleague to seek advice I expect that this person have more knowledge of the topic than I have. I have a lot of respect for people's profession and competence, but I also expect that they have respect for me.*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*When it comes to the subcontractors we have a hierarchy that is given by the contract. Generally we can not have a flat structure with our subcontractors because we then might lose some of our control. So, when it comes to contractual matters like finances and delivery time, we have to have a strong hierarchy through a contract, but at the same time we need a structure that enables us to work effectively. I think this is very important.*

*If you have a flat structure you get more flexible, but you might lose some of the control. It is then too easy to lose the overall goal of the project because we then might have too many minor goals that are not incorporated in a satisfactory way into the project.*

19. How do you consider the client? Boss of the project or provider of the funds? Elaborate

*The client has always the final word – that is given through the contract. When we get a contract we are given a responsibility within certain frames given by the client. I think that the client then has to keep a certain distance, and let us work without interfering with all the minor details that possibly turn up during the project. I feel that Total have a tendency to be too much involved in the details in the project. In my mind there is a conflict between Total's view on that matter and the EPC contract that we have been awarded. To give a comparison; there is a major difference between how Total micro manage us in Pazflor, and how other customers normally delegates responsibility to FMC within the agreed framework in other projects. Total gives us a responsibility but they also want to be involved in the details in the project.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*I think it is important in the long run to keep the client well informed and through the trust we then achieve by doing so, we are making them happy. I believe more in happiness in the long run instead of happiness in the short run by just giving them what they want to hear. I strongly believe that it is important to have a loyalty principle in your communication and there through give the client an assurance that the project is running properly.*

21. What kind of relationship do you prefer in client/authority cooperation?

*I prefer to have an open relationship with the client with a clear definition of our responsibility. It is also important that we have, within this frame, a freedom to do our work in the way that we think is the correct and right one.*

22. How important is it to protect the “face” of your client/authority?

*I have noticed that in Total it is not very popular to come up with new problems in a meeting were their superiors are present. They do not like surprises in meetings. This is different from the Norwegian culture were we communicate more directly in the meetings. I do not have any problems be adjusting to the French culture on this matter because we will always have an opportunity to bring up problems in other arenas. We just have to adjust to the French way of doing it. This is okay as long as it does not limit us in discussing problems. I also see advantages by doing this in the French way. You will have longer time to reflect on the matter and to prepare yourself to a discussion. The change of saying something you later on will regret is less.*

23. How do you behave when you disagree with your client/authority?

*We must have an open relationship and we must have trust in each other. We have had a lot of disagreements in this project, but we have never argued on a personal level. We have been very good at just stating our disagreement and then taken a constructive discussion on the matter. I have to say, in spite that we have had a lot of disagreements we have a good relationship. We have a very professional relationship.*

#### EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*We have had situations were Total is arguing based on instructions from their top management, whereas we in FMC are defending our position based on the written contract. I believe that this is based on different cultures with respect to loyalty to the hierarchy. Total will have examples were FMC is arguing for solutions, which in their opinion are outside the contract, based on how we are used to do it. This is probably as strange to them as using management decision as an argument for us.*

*It is okay for Norwegians to act a little bit differently from what the top management is thinking as long as you can give good arguments for it. It is also accepted to state your disagreements with the top management. That is not common in the French culture I believe. They tend to have a stronger hierarchy than we in Norway have. That has both positive and negative effects.*

*The French also tends to use longer time to come to a decision than we in FMC do. They use longer time, but in return they also get a decision they usually stick with. In the Norwegian culture we can easily change our decision if we see that others have good arguments for doing so. If we compare the time spend on a decision process we could see that the time Norwegians use to take a quick decision and change it afterwards, versus taking a longer time and not change it, gives approximately the same time. French do never say definitely NO. They would most certainly say; we will most likely not say yes. They keep the door a little bit open when it comes to change their decision. They might do so because they do not want to lose their "face" if they make a change in their decision.*



*In Norway we can say NO, and then we easily change it afterward without feeling that we are losing “face”.*

*I can easily accept that I do not know everything about everything. If for instance you tell me something I would most probably believe you if you have credibility with me. I experience that the French have to know all the details by them self before they make a decision and hand it over to their superior. That could be because when they are making a decision they have to be a 100 % certain it is the right one based on the given facts.*

*I seldom see the French acting as individuals. For me they are seen as a group. They most certainly have discussions internally but they never show it to us. It seems that it is very important to Total to have acceptance for the decision in the whole Total system. I believe that the French more easily accept that decisions have been made on a higher level in the hierarchy. We Norwegian have a stronger urge to discuss the matters revolving the decision.*

*I have an impression that in France it is important at which university you have studied. But that impression is just general, that is not related to the Pazflor Project. In Norway we have more of the mentality; do not tell me what you are, but rather what you can do. I have the impression that it is important in the French culture to have the “correct” background to have an opportunity to come into certain positions in the hierarchy. In Norway you could get almost every position you want if you have showed good results in earlier jobs.*



## APPENDIX 13

### INTERVIEW WITH FMC TECHNOLOGIES PROJECT MANAGER 3

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*I interpret the question that by colleagues, you mean my colleagues in FMC. It is clear that communication is very important. It influences the way we work and how we get the project to run as effectively as possible. Communication happens on different levels and with different methods like face to face discussions, emails, telephone, presentations, technical documentation and so on. By having an effective dialog in projects it influence on how the projects are run and how we as project participants behave toward each other.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*To have good relationships with your co-workers are important but you do not have to be close friends. It is okay to know each other besides the job but it is necessary to also be professional so that our work is effective.*

3. What do you think about the choice between: team achievement vs your own achievement?

*I think it is important in all types of leadership that you try to adjust your own goals towards the project goals. In that way you prevent having suboptimization. But off course, you will experience at some point to have goals that are not the same as the project. My own goals are not always the same as for instance the customer's goals.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*By that very fact that I work as a Project Manager, most of the work that I do is dependent on others. I can not do everything myself. To achieve things through others can be very valuable and rewarding but also sometimes a little bit frustrating. It is very valuable for a project to have others to come up with solutions that you would never have come up with yourself. But it could also be frustrating because you cannot do things the way you would prefer to do it yourself.*

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*As both a Project Manager and a member of the company I occasionally experience that there are conflicts between the different goals in the projects and the company. As a Project Manager I have access to a lot of resources (e.g. personnel) that others also want to get a hold of. In those cases it could arise some conflicts. It could also be conflicts related to ranking of priorities between the different projects that the company is running. As a Project Manager for one specific project I naturally want my project to be prioritized, but that is not always in accordance to the company's overall goals. The company often wants what is best for all the projects in total.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*As a Project Manager I am evaluated on how I deliver the project. I have to deliver the project within the time, cost and resource frames that I have been given. That is what I focus on the most. At the same time I see, both for myself and the people that work for me, that it is very important with your own job satisfaction or else I do not think you are able to do a good job. At the same time I think it is very important with our own development and that there are always people evaluating your performance. Hopefully there is not any conflict between doing what is best for the company and what I see as the best for my own career achievements.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*In most companies it is sent many email and made a lot of documentation. Often you may experience that all this documents can contribute to some misunderstandings. Often to be sure that everybody is having the same understanding I ask control questions a long the way. By doing so, I can see if people are having the same understanding of the issues that may develop during the project. I often experience that the communication have been misunderstood. That is very easy to detect if it is written down for instance like in emails.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*I try to present the case so that I avoid unnecessary provocation. In Norway we are more direct in how we talk to each other compared to the French. The French are somewhat more "elegant" in the way they are expressing themselves. Norwegians often say things very direct and it seldom interpreted to be offending to a Norwegian, but it could easily been offending to a French. I usually think about the way that I am expressing myself, but that is usually more directed towards people from other cultures or companies.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*Yes I think I do. My feelings are usually showing but I try to keep a calm manner. I think that this is quiet common for Norwegians. It is usually difficult to avoid showing feelings when you are enthusiastic.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*We take the discussions that are coming up during the project. It happens that we postpone some discussions to a more suitable time, but eventually we are discussing each matter. When we experience that some discussion are somewhat difficult to come to an agreement on, we try to tone it down to avoid arguments and conflicts. It is more constructive to have a discussing in stead of an argument.*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*It is important to communicate and to have everything brought into daylight. It happens once in a while that we have conflicts that it nearly impossible to solve. Those conflicts usually ends with us agreeing that we just are not coming to a mutual solution. But usually we try to come to an agreement to continue our collaboration anyway.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*Personally I prefer a relative flat structure. This is also something that I think is most suitable for the Norwegian mentality and culture. In a project you have many levels and a lot of participants in the hierarchy. Generally we are delegating responsibilities in the hierarchy but the communication is kept relatively flat. The way we are discussing matters in a project are not influenced by authority or titles. Everybody is free to express their meanings.*

13. What kind of cooperation and relationship do you emphasis for maintaining harmony with your subordinates?

*I try to have an open dialog with the people that are working under me. It is important that my co-workers understand that they can discuss and collaborate both with their colleagues and directly with me if they want to.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*As a Project Manager you have to make a decision if the project group can not come to a decision as a team. I think that the best decisions are those that are taken in consensus, but if that is not possible I as a Project Manager have to take responsibility and make it anyway.*

15. How do you confront issues when dealing with your subordinates?

*That is off course dependent on the case. Most of the conflicts could be more constructive when you take the discussion as soon as the issues arise. It is important to find the underlying causes to the issue. We can not agree on everything, but we try to take the discussions right away before they become a problem.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*I try to find the reason way he/she disagree with my decision and way he/she do not act as we agreed on earlier. One of the reasons could be that the person does not understand the importance of the order that has been given to him/her. But, in most cases the reason why a subordinate disagree with a decision is based on the available capacity and resources. I experience very little direct lack of respect or disagreement to carry out my orders. If it is a case of capacity and resources we have to sit down and plan how we can release the necessary time and resources towards the action that is planed.*

17. How do you treat your subordinates?

*I hope that I treat them well. I try to treat others the way I want them to treat me. In other words; I treat them with respect and good manners. I invite them to come and speak with me if they have something they want to discuss.*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*We usually have a "single point of contact" with our subcontractors. The point of having this is to make it easier for our subcontractor to get the necessary information they want quickly and that they do not have to deal with a lot of different people. Seen in that perspective we have a relatively strong hierarchy. At the same time we often have contact with our subcontractor's technical expertise. Then we have an informal communication on different levels in their organization. This type of communication has often relevance directly to the commercial aspect of the project. The formal approach to our subcontractor is strongly hierarchic and the informal approach is to use a flat structure.*

*The positive side of having an informal approach is that we have the chance to communicate with a lot of experts on different levels in our subcontractor's organization. This makes it easier for all of us to understand each other.*

19. How do you consider the client? Boss of the project or provider of the funds?  
Elaborate

*Total is the Boss of the project and they have a very clear presence. They participate in project meetings and have a very active role on a day to day basis in the project. In other projects with other clients, I have seldom experienced this kind of presence from a project owner. Total seems to like to look after things so that they are done in "the right way". That is something they do on every level in the project organization actually. They are absolutely not just a provider of the funds.*

*I have to say that I understand why Total is doing what they do. They are the ones that are going to live with our solutions for many years. I think that Total's active ownership is a good thing. I think the quality of the project's outcome is getting better with their presence. But I have to say that it could also once in a while create some frustration since they are very focused on knowing all the details. The backside of Total's active ownership is that it influences the time schedule and resources (manpower) within FMC. Things tend to take a bit more time.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*I think that keeping an authority well-informed is also keeping him happy. I do not think that hiding sensitive information from an authority because you want to keep him happy is a good approach. In a project like Pazflor every party involved are very serious and professional and everybody is able to handle problems that might develop during a project.*

21. What kind of relationship do you prefer in client/authority cooperation?

*We have had a much more hierarchic contact with Total than with other clients in other projects. We wish to have Total as a long-term customer and our collaboration and attitude in Pazflor is influenced by that focus. I think that the whole FMC organization is very focused on that.*

22. How important is it to protect the "face" of your client/authority?

*Most people do not like to "lose face" in front of others. In some cultures that is more important in others. I think that in Norway that is not very important, but I have a feeling that maybe it is a bit more important in France. I think that behaving polite and not "rubbing it in" if you have right in a discussion is important to not create a bad atmosphere.*

23. How do you behave when you disagree with your client/authority?

*I try to act constructive and to give a clear message if I disagree. I always try to give good reasons and arguments why I disagree. Sometimes it could be necessary to take a little time-out in meetings if the “temperature” in the discussions is getting to high. Then we can meet later on to have a constructive discussion when things have cooled down a little bit.*

EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*As I experience it, I think that maybe the French leadership style is a bit more hierarchic than the Norwegian. The French also tends to be a little more focused on details than we Norwegians are. Off course there are differences between both the individuals on the Norwegian and the French side, but overall I think that the French are a little more hierarchic and detailed focused then Norwegians. But I have to fill in that it could be difficult to register what is corporate culture, national culture or just personal attitude that decides their behavior.*

*I think that Norwegians generally have a more flat structure and it is more common for co-workers to disagree and discuss issues with their superiors than the case is for the French. When we have project meeting we experience sometimes that the French can argue for their opinions before the meeting, and under the meeting suddenly change their opinion to adjust to their supervisor’s if they are present. It seems that it is fraud upon to show disagreement with their supervisors in public.*

*When it comes to similarities I think that both FMC and Total have a great deal of respect for competencies and technological knowledge. If that is a similarity because of national culture or organizational culture I do not know. When it comes to education I have not registered any differences when it comes to having the “right” education from the “right” university. As I experience it I do not think that it is important in Norway, but I am a little bit uncertain if that is the case in France. I feel that it is a bit more important for the French to have the “right” acquaintances than it is in the Norwegian culture.*

*I do not feel that the French involve themselves very much on the social arena with the Norwegians. It seems that they like to keep the client-contractor relationship. That is probably deliberate since one part is here to carry out the project and the other part is here to supervise.*

*I think that both the Norwegians and the French are quite similar on the matter regarding consensus in project management, but it seems that it gives a different outcome.*

*One thing that I have experienced is that the French do not like surprises, and especially not if it is in an official document/letter. They like to have an informal and verbally warning before they receive the document. In my experience it seems that they are not comfortable with uncertainties.*



## APPENDIX 14

### INTERVIEW WITH FMC TECHNOLOGIES PROJECT MANAGER 4

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*This is always divided. In projects you have a lot of task performance. Everything is constructed around milestone and therefore you have to run the tasks effectively. To think that you can run the project by just being friendly is very unlikely. But at the same time you have to create an atmosphere that is pleasant to work in. To sum up; you have to have a friendly atmosphere but you also need to be very focused on clear defined milestones and execution plans.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*This is totally necessary to get a project completed. You are totally depended on that every project participant is contributing and pulling in the same direction. So one of the most important things that you do during the project is to build a project team that are functioning. You have to have everybody on board.*

3. What do you think about the choice between: team achievement vs your own achievement?

*In projects you need as a project member to perform. There is no room for non-performers. In projects I think that you should reward the project team and not the individuals. You can not hide behind others when it comes to responsibility and achievements. Individual achievement need also to be noted in order to keep the members energized.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*A project is constructed so that you may have many different kinds of responsibilities and work tasks. If you have responsibilities that cover several commodities, you cannot go directly in and do all the tasks yourself. You have to let the process take care of all the different tasks. With the process I mean every project participants that have been delegated a task and responsibility that are linked to all the others in a logical way.*

#### Leadership: Relationship with the company



5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*This is clearly a two-divided role. We can not free our selves from the FMC organization. We have to have the organization with us all the time. But at the same time, in front of the customer, we have to appear as the one that is solving the problems. We can not blame the FMC organization if anything goes wrong. We have to give an impression that we can manage all the problems our selves. So when you are facing the customer as a representative for the project, you have to do this as a FMC employee. It is very very important to be a reflection of what FMC stands for. This is also something that the management of FMC is reminding us of the whole time.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*I definitely work for the company's benefits. I understand that this could vary from person to person depended on were you are in your career or how old you are. If you have a project were the members are focusing more on their own career achievements instead of the benefit of the project, I strongly believe that the project will fail. When we as project managers evaluate each individuals performance and have a conversation on that matter later on, I believe that this is the thing that is influencing your career the most. If you have too much focus on telling everybody what you are doing or bragging about it, this is something that is going to be noticed and will backfire negative on you later on. It is very easy to detect if somebody is not working for the project's or company's benefit. By trying to solve your work task as good as possible is the beat way of having a good career.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*In a project were things happen very fast it is extremely important to have a multitype-communication. This is something that we have seen here in Pazflor. Often you take decisions that involve people outside your own responsibility area, work tasks and division. These kinds of decisions you sometimes have to take as soon as the problems that need to be solved appear. Often you have to explain to the involved parties why you made a certain decision and argue for it so that people accept it. It is very important that people that are affected by your decision understand why you took a certain decisions.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*I use a very direct way of speaking to others. This could in some cases be problematic. Not necessary because I offend somebody but because someone interpret this like there is no room for discussions. This is not something that I have tried to change because this is my personality. It is therefore important that I give others an understanding of that I am*

*not interested in “getting someone”, but rather because I think it is the best for the project. My leadership style is being direct and I experience that this is something that many of my colleagues appreciate because then they know how to behave in front of me. Instead of trying to change my personality I sometimes try to adjust it a little bit if I talk to people that have problems with me being so directly.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*Yes, I do this to a great extent. In Pazflor I think that most of the people are doing so. The challenges in the project often need to be addressed in a relatively limited time frame and decisions and solutions have to be made quickly. It is no time to go around and being indirect and vague. When everybody is having a good enthusiasm there is a lot of emotions showing.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*If we avoid problems then they will just pile up as the project goes on. After a while they may have grown so big that they are very difficult to solve and demands a lot of time and resources. I think that a discussion is often better to more input you have. The foundation of your decision is better.*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*When there is a decision that has been taken by me or another person, it is very important that everybody understand both the content and the background for that decision. I think it is important to emphasize that I am working for the project's interests not my own. For me it is important to be informal and humble. It is so much competence in the project and to go around and think that if you as a project member resign, the whole project will resign, is very unrealistic. Usually there will always be somebody that could replace you. Therefore it is important to be humble to others. The most important thing is that you have focus on the project and not on your self.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*I definitely prefer a flat structure. This has to do something with how our projects are organized. You need the project participant to understand the different problems and challenges that may occur during the project. It is also important for the participants to understand that they could communicate both vertical and horizontal.*

*As a Project Manager I cannot be present all the time. This is because I have to attend meetings at different locations and so on. Therefore it is very important to design roles in*

*the project which is clearly defined so that people know what to do when I am not present. Further on, we have a hierarchy that shows us which persons to report to. On the day to day basis in terms of project development, there exists no hierarchy level in the project organization*

*When you have a flat structure it is very important to have check point that detects possible errors that may occur. This is a very suitable way of following up others work without breathing down their neck. This check point is not only for me as a manager but also for the project participants to control their own work. In my opinion; the flatter the structure, the more check point you need. I never go in and micromanage the project.*

13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?

*When you start up a project you recruit very competent people. They are usually much more competent than me on their special field. This means that if I designed a hierarchy that were depended on that all the results or work instructions were coming from me, the project would presumably be suffering from it because I am not as competent as the specialist that work in the project. But the most important thing for insuring harmony in the project is that everybody feels some kind of responsibility. They need to feel that the project's success is depended on their work.*

*To be a manager does not mean that you lose control if you delegate responsibility to others. In my opinion; the more you delegate the more control you gain. This is because when you delegate the different work task you have more time to get an overview over all the work task instead of just focusing on some few.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*There is one and only one person that have the real power in the project and that is the Project Director. We as his subordinates can discuss with him whatever we want but it is he that eventually has the real power when it comes to decisions. This is something that is very clear in Total as well. We can discuss issues with the representatives from Total, but when it comes to a decision that needs to be made there is only the SSPS Manager that has the power to make it. That is a decision model that Total expects us to have as well. T*

*That does not mean that we as a project team do not try to achieve consensus. We discuss problems internally in our organization and if we cannot come to an agreement, I as a Project Manager have to make the decision on behalf of the whole team. In my opinion you cannot be afraid of conflicts when you are a Project Manager. When you take this kind of job you are also taking a responsibility to ensure that the milestone in the project is achieved. If you see that one of this milestone is difficult to reach within the given resource frame, you have to make corrections and decisions to ensure that you reach*

*them. When you make a decision it is very important that everybody accepts it and follows it.*

*We take all our discussions and disagreements internally before we meet with Total.*

15. How do you confront issues when dealing with your subordinates?

*Every issue needs their own approach. I concentrate on the issue and not on how it has been handle by that subordinate. It is important to make the subordinate understand that the issue is related to a task that need attention and not how the individual has executed the issue. The difference between managing a project compared to a management role in the company organization is that you do not have so much responsibility with the staff in the project. In FMC we as Project Managers do not have personell responsibility for anybody in the project. When we start up a project we send a "competence order" to the company and it is their job to find the suitable person to us.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*If we have a specific case that is arising and we as a project team decides how we are going to approach it and if there is disagreement to that approach, we discuss it with an open dialog. If there is a disagreement in the team after a decision is made and certain people do not follow the decisions that has been taken, that is a problem we have to deal with immediately. If there are rapture on the process that is well established in the project that is a serious matter that needs instant corrections.*

17. How do you treat your subordinates?

*In a project context it is very important to have a really good working environment. In a project there is a lot of specialist that have been recruited to do a specific work task and they are backed up from the company organization. Therefore it is important for me as a Project Manager to treat them as the competence persons that they are.*

*In a company organization you hire people that you want to develop seen in a long-term perspective. In a project you are also going to develop people, but not to that extent. It is the company organization that is responsible for putting the right people in the right positions in the project. We as Project Managers only have them for a relatively short period to do a specific work task, and seen in that perspective we have little responsibility for developing them as employees. If a person has been recruited to a certain project to do a certain work task, he or her is supposed to do that work task during the whole project period. It is very uncommon to be promoted during the project.*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*There need to be a clear role and structure in the relationship between the FMC and their subcontractors. One must however strive to maintain a friendly atmosphere. The direct contracts that are handled by the project is managed in a strong hierarchy with clearly defined roles and responsibilities. The other purchasing is done in the Operations Department in FMC and there is the same although it is not that clear role definition. In the contracts that we have with our subcontractors it is our duty to make the management in those companies understand the importance of them delivering their products to us within the specifications in the contract. Because of that I maintain a very close contact with the management in our subcontractors.*

*It is important that I as a Project Manager does not micromanage our purchaser etc, but rather try to help them if they run in to problems. I like to remain as a communication channel for the project directly towards the management to our subcontractors. In this situation we prefer a very strong hierarchy. That means when I approach the management to our subcontractors with some problems, they take it further down in their own organization.*

19. How do you consider the client? Boss of the project or provider of the funds?  
Elaborate

*We experience Total as the Boss of the project far outside the EPC concept. They appear to be the ones that are taking most of the decisions that influence the outcome of the project in all areas that are somewhat unclear. . I think that Total has a too strong hierarchy and tends to micromanage their employees to much. Total's hierarchy contains of a lot of people and guidelines that makes them drift a little bit away from a standard EPC structure, that we are used to, and more towards a reimbursable contract. This is something that we notice when it comes to interpreting specifications and contracts. But, it is very important for us to remember to operate within the given specifications that the contract is giving. If we do that we experience Total more of a provider of the funds then the boss of the project. I feel that their role should not be to micromanage us, but rather let us finish the project as we think is the best way of doing it.*

*It is very important to remember that we during Pazflor are evaluated for future contracts. We have to keep in mind that Pazflor will make the foundation for our possibilities of getting more contracts from Total. Therefore it is important not to just do things that way we want to, offend people and not listening to the opinions to Total. We use a lot of time to ensure that we do not do that. As Project Managers we also have a responsibility to present FMC as a serious and competent organization and to be good ambassadors for the company as a whole. This is very important for a future collaboration with Total as a client.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?



*This is really not so different. I think that Total and other companies for that matter are very focused in being well-informed. To Total it is extremely important for their representatives here in Asker to be well-informed in a way that they could keep their headquarters in Paris up to date all the way.*

*It is also very important to have clarified the conflicts before sending letters to Total. We do not discuss exactly what is going to be written in the letter, but rather what the content frame is allowing. When we have agreed on that we write the official letter.*

*I do not think that you are going to be able to make your client happy in the long run if you only serve him positive information. If you make them a part of your problems and try to solve them together, I think that this is creating trust. Delivering as expected and within time is at the end the only thing that will make them happy together with the ability to manage problems and issues in a professional and timely manner*

21. What kind of relationship do you prefer in client/authority cooperation?

*One must have a formal but friendly relationship. Like I said earlier; I feel that the clients role should not be to micromanage us, but rather support us to finish the project as we think is the best way of doing it.*

22. How important is it to protect the “face” of your client/authority?

*It is always in a contractor’s interest to avoid “nailing” a client and you must be sensitive to their cultural differences. On this matter there is a big difference between our customers. It is much worse for a French to lose face than it is for a Norwegian. By loosing face I mean for instance to be confronted with a wrong decision in front of others. This is something that we never do. We never approach a problem by trying to push Total to make a decision on an early stage of the problem and than later on trying to negotiate for a solution. If you do that they will never cave and they will fight it almost to the end just to keep their face. Therefore it is very important to take a more diplomatic approach by keeping the door open for changes to a decision that is being made. By doing so you could negotiate a compromise without letting them sit back with a feeling that they have lost their face in front of others. In Pazflor I experience most of the French like this.*

23. How do you behave when you disagree with your client/authority?

*I disagree on areas were I feel that interpretations of the contract are wrong. Interpretations of the contract are done all the time since there exists a lot of grey areas that have not been well defined. Sometimes these uncertainties go in favor of Total and sometimes to FMC.*

EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*The difference between French and Norwegian oil and gas companies used to be much bigger before. Budget overrun in Norwegian project is somewhat known for most people in the industry. I would not say that this was because of a different leadership style, but the project managers for these projects were often engineers that were very focused on technology. When these engineers met their like-minded customers on the other side of the table that also were eager to have focus on technology, the projects tended to be little more expensive than they originally was budgeted to be. This was a typically way of running projects in the old days.*

*We do not run basic research projects but we run technology improvement and development project for known technology. In the Total organization they have now constructed a regime that exists of individuals sitting around in different departments and owing their own specs. They have very clear defined roles and responsibilities. The representatives from Total which is working in Pazflor do not have any possibility to make any changes to the specs. Total is extremely controlled by their hierarchy.*

*In my experience and opinion I believe that the Norwegian projects are being more and more alike the French model on this matter. I do not think that this is positive seen from a technology company's view.*

*Further on there is a big difference when it comes to the issue of not loosing face. In Norway we are not very concerned on that matter, but it in France this is seen as very important. It clearly influence on how the French is working in Pazflor.*

*In addition to that I experience that Total is very restricted by their hierarchy. When they are attending project meetings they have a very limited freedom of speech compared to their superior when he is present.*

*I think that Total is too concerned about micromanaging the project and this is something that could slow the project down and result in very heavy processes internally.*

*The last point I would like to mention is that the French do not like conflicts. They often just let time work for them and hope either that we will cave or that the issues will just fade out themselves.*

## APPENDIX 15

### INTERVIEW WITH TOTAL E&P PROJECT MANAGER 1

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*I think that both aspects are important. In efficient task performance it is very important with a clear defined job description. With maintaining a friendly and supportive relationship is it very important to work as a team. So, both are equally important and complementary.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*This question is much related to the previous one. I think it is very important that we work as a team to get the best out of every individual. Close relationships allows us to ensure that the team progress in a good way. I think it is important to strengthen our relationships by using team building activities. It is preferable to have a close relationship especially when we are in a foreign country so that we can understand each other better. It is not appropriate to leave somebody alone. I think it is important to have everybody on board.*

3. What do you think about the choice between: team achievement vs your own achievement?

*Team achievement is first priority. We are here to do a mission, to use the resources that we are given in a way that the project is run in the best way. And to achieve that we have to focus on team achievement. But it is also important to not forget your own achievement.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*The Pazflor Project is a multi-discipline project. Therefore it is very important to rely on other's work to do your own. You cannot be an expert on everything yourself. Everybody in the project has role that we as project managers are totally dependent on. If one individual fail the whole project can fail. For me to succeed I have to have very competent colleagues working for me.*

#### Leadership: Relationship with the company



5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*I would say both. My mission is first of all to be a project manager in Pazflor. Here I have clearly defined responsibilities. But, I have also to keep in mind that I am an employee of the company. I feel that I am split between these two aspects when it comes to my role.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*Again it is always a compromise between these aspects. Company's benefit is probably the first priority. The career achievements are totally dependent on where you are in your career. If for instance you are in the beginning of your career, that would be more important for you. Job satisfaction is also important because you then would be motivated to do a better job.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*The best way to that is to have direct contact. It is important to have a face-to-face discussion.*

8. To which extent do you use indirect speech codes to avoid conflict with others? What kind of codes may that potentially be?

*I try to use a more diplomatic approach when I talk to other persons in public when there is a risk of offending other people.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*I try to remain diplomatic. If a colleague does a lousy job I will talk to him face-to-face. In those situations I could show emotions like frustration and so on. When I talk to someone in private I could be a little bit hard. But again, it is not necessary to do that to a person in public.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*I will take a discussion and argument when I have a strong disagreement towards another person. I like to take the discussion as soon as possible before the disagreement becomes a problem.*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*I think it is important to have regular discussion with my colleagues. In this project we have weekly meetings where everybody could put things on the agenda.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*We need a hierarchy. We need to clearly define the responsibilities, and a strong hierarchy is a good way of insuring that this is done properly. It is also important to have a strong hierarchy to insure that we have control over the project. But we also need to work in a team and as a result of that we need to be flexible. It is important to not get confused about our roles. We need to have clearly defined roles.*

13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?

*I think it is important to have a good working atmosphere. We try to have a good team spirit. Again, it is also important to have clear defined roles and responsibilities.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*Majority rule can be a danger. I think it is good to try to get a consensus. It is important to discuss the pros and cons in a decision. If we do that we could in an easier way get a consensus in the team. But, I as a project manager have the final word in the decisions that are being made.*

15. How do you confront issues when dealing with your subordinates?

*I try to confront an issue before it becomes a problem. We discuss the issue as soon as possible. I try to avoid that an issue escalates into a problem as soon as possible.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*I will talk to the subordinate in a direct way and say that this is not allowed, unless he has really strong arguments. I will not appreciate if a subordinate disobey a decision in front of the contractor. It is important that everybody adhere to the decision. If somebody after a while without good arguments wants to disagree, we have a problem. At some point we have to stick with our decision. We cannot discuss the problems forever because we have a schedule to follow. But if it turns up certain factors change the basis for our decision, it is important to not have closed the door completely.*

17. How do you treat your subordinates?

*I hope that I treat them well. I try to always discuss things with them. I also try to take consideration to their feelings and respect them. I expect certain quality from my colleagues.*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*I would prefer a strong hierarchy. The positive thing regarding that, is that we have a clear overview and control over the project. It contributes to a clear communication line. I do not believe there are so many positive aspects with a flat structure.*

19. How do you consider the client? Boss of the project or provider of the funds? Elaborate

*It is not about just giving money to people to have them deliver a successful project. We feel that we have to be present to ensure that the desirable quality is achieved. It is us that are going to live with our contractors solutions and therefore we need to be involved in getting it as we want. We want to be strongly involved in our projects.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*This is a conflict. My authority wants everything to run as nice and clean as possible. I try to inform my authority about the main concerns on weekly basis. I think it is important to inform my authority about problems as soon as possible, because eventually problems that are not solved will come up to the surface. Then the problem may be more difficult to solve.*

21. What kind of relationship do you prefer in client/authority cooperation?

*I think it is important to have an open dialog. If there are problems we have to discuss them and try to understand each other views. Dialog and anticipation is very important in the cooperation.*

22. How important is it to protect the “face” of your client/authority?

*I think it is very important that authorities in the company are respected.*

23. How do you behave when you disagree with your client/authority?

*On small disagreements I will try to adapt to my authorities point of view. But if there is a strong disagreement I will discuss the matter with him when I have good arguments. I am not afraid of discussing problems and decisions with my superior.*

### EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*Maybe we want to have more details before we discuss issues.*

*When it comes to contracts I think that we are equally focusing on the content of it. The problem is that we can have different interpretations to the content.*

*Sometimes we feel that the Norwegians are working in a less logical way than the French's (as we see it). It seems that Norwegians work in a more randomly way and order. They are not so focused as us to take things step by step in a certain sequence. Sometimes it can be a little bit challenging to progress certain aspects. This is why we are here, to follow up all aspects of the project and to see that everything is running according to schedule.*

*I feel that the Norwegians are very direct in their approach. Maybe they are a little bit like us. The Norwegians are not so focused in politeness as other cultures (eg british).*

*I do not think Norwegians are that much alike the French. The main point, already mentioned, is that we probably are different in approaching things in a more rational way. With that I mean, we are to a greater extent more interested in finding proof and understand things completely. The Norwegians are probably more satisfied with just accepting things the way they are.*

## APPENDIX 16

### INTERVIEW WITH TOTAL E&P PROJECT MANAGER 2

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*I think that it is important with both. Friendly relationships to my colleagues are important to me. When it comes to task performance, everybody has been given tasks and responsibilities. I trust that my colleagues will fulfill their responsibilities and I therefore focus on being supportive to them as they are dealing with their tasks. I only intervene if I see that they are not able to accomplish their tasks.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*A project in itself is a big team. We have to focus on the common target that the project has. Every sub teams within the project are different but it is important that we are linked together and communicate as much as possible with each others. Any issues or concerns are important to communicate to the others in the project. If not, we will just stagnate and the project will have no progress.*

3. What do you think about the choice between: team achievement vs your own achievement?

*The project's achievements will be recognized as my own achievements. I think that they are closely linked together. The most important thing for your company is to have team achievement. If the team do not succeed that means that I as a Project Manager have done a poor job.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*In a big project as Pazflor it is very difficult to be self-reliant to get your own work done. I have to depend on others.*

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*When I am working and communicating with my colleagues in Pazflor I see my role as a Project Manager. But when I am working and communicating with people outside the*

*project I will take the role as an employee of the company. My opinions in different matters could change depending on which people I am communicating with.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*They are closely linked together. It is obvious that if you do not work for the company's benefit you will not have a very good career achievement.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*All communication is beneficial to the project. The worst thing for the project is if nobody communicates. For me the most important communication channel is to talk to people...often face-to-face.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*I have to try to get my colleagues to understand what my message really means. It is important to do so or else my colleagues may misinterpret my message. Therefore it is often necessary to rephrase your message so that everybody understands it. It is important to double check that you have done this, especially with people from other cultures. I do not want to use indirect speech code. I try to speak as clear and precisely as possible and use simple words that do not contribute to misunderstandings.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*Yes, most of the time I express my feelings.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*If we have a strong disagreement then we have to discuss the problem. If we have a conflict situation, that is not good for me as a Project Manager. If the conflict is too big for us to solve, then we have to bring it up to a higher level in the hierarchy and that is definitely not good for me as a Manager. So, it is very important to take the discussion and try to come up with a solution that everybody is happy with*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*In Pazflor we try to participate in social events that are organized by the Project Management. This is good for the relationships to your colleagues but do not necessary*

*affect how good your professional relationship is. I believe that you have to have social events to get to know your colleague on a personal level.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*I prefer a flat structure. But the fact is most of time we are facing a strong hierarchy. On my level in the organization that is something that I have to deal with on a daily basis.*

13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?

*It is all about communication. We need to discuss both professional aspects regarding the project and also personal stuff during the work day. You have to build a good relationship with your colleagues on a daily basis.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*I believe in consensus in the project team. But in our culture the Project Manager always have the final word. So it does not matter how strong the disagreement towards a decision is...it is always the Project Manager that makes the final decision. However, it is not good as already mentioned if we do not bring alternatives to the Project Director in order for him to take the final decision.*

15. How do you confront issues when dealing with your subordinates?

*We need to have a discussion. If we do not seem to get a compromise to the issue, we have to bring the case up on a higher level in the hierarchy. That is not very good but sometimes it is necessary.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*If the decision has been taken after discussing the issue with this subordinate and he/she still do not respect it...I will be irritated. But I think that most of all I will be sad since this person eventually has been disloyal to me. In some cases I must act according to that.*

17. How do you treat your subordinates?

*I hope I treat them good. I try to consider them as being on the same level in the hierarchy. As I said earlier I prefer a flat structure. I try to consider them as equals. I think that the typical French approach is..I am the boss, do as I say.*



### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*We try to have similar positions on both sides on the project. That means that a person with a certain title in TOTAL can communicate directly with a counterpart in FMC. I think it is very important that everybody knows how to talk to. I think FMC have adapted to our organization structure.*

*I believe that a strong hierarchy is necessary in a project like Pazflor. Sometimes we have to make quick decisions and therefore we need persons that can make these decisions without having to discuss it with everybody. The negative aspect is that people might feel as they can not say their opinion.*

19. How do you consider the client? Boss of the project or provider of the funds?  
Elaborate

*TOTAL is definitely provider of the funds. I as a Project Manager am just a little brick and the big Pazflor puzzle.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*You always have to keep your authority well-informed on every aspects of the project. Every information is necessary information. We also try to tell that to FMC. We have experienced that some issues has not been told to us. Maybe tried to be hidden from us.*

21. What kind of relationship do you prefer in client/authority cooperation?

*I think that it is very important to have as much contact and face-to-face discussions as possible. If it is only communication by emails, that is not good enough. We have to be close physically on the same location...like here in Asker. It is very important to have the possibility to just visit a person in his/hers office and have a chat. I always prefer a relationship with a lot of social contacts.*

22. How important is it to protect the “face” of your client/authority?

*The boss is the boss and we have to respect him. Obviously if we are not in agreement with him, we have to stay quiet in public until we have the opportunity to discuss it with him in private. When we are communicating towards FMC we do not show disagreement with our boss. We wish to appear as a team with a united decision.*

23. How do you behave when you disagree with your client/authority?



*If it is in a situation with FMC present I will stay quiet and not show my disagreement. It is very important for us as a team to stay united in our decision.*

### EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*In the French culture we are not used to have as much social interaction besides work as in the Norwegian culture.*

*The Norwegian leadership style is more based on consensus within the team. In the French culture we are more based on the hierarchy.*

*I think that in the Norwegian culture it is more common to be self-reliant rather than being depended on others. In the French culture we are more controlled by the hierarchy.*

*The Norwegians are more punctual than the French. For instance if we have a project meeting, Norwegians want to start and end the meeting as agreed upon upfront. The French do not necessary do that and have a more relaxed approach to it. The Norwegians are usually stricter when it comes to the limits and framework in their work compared to the French.*

*When we have social events I see that the Norwegian and the French culture are a little bit different when it comes to how to behave in front of your boss. In the Norwegian culture you behave as equals in a social context, like for instance a barbeque, independed of how your roles are at work. It seems that the Norwegians lose their hierarchic roles when they are socializing. That is not really possible in the French culture. We try to maintain our hierarchical roles still outside work.*

## APPENDIX 17

### INTERVIEW WITH TOTAL E&P PROJECT MANAGER 3

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*Personally I want to keep a friendly environment. I think this is important for the project participant to do a good job. If you are just handing out tasks without having a friendly atmosphere you will not have efficient tasks performance. Therefore I have to say that efficient task performance and maintain a friendly relationship with your colleagues are somewhat conflicting...both aspects are important.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*This is obvious for me; close relationships are totally necessary. This is a success factor for the project.*

3. What do you think about the choice between: team achievement vs your own achievement?

*I am fulfilled when the team's achievements are satisfactory. I work for the team, not myself.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*If the team have different opinions and suggestions to solutions, and if you do not agree with the team...sometimes you have to rely on yourself to get the things done in the way you think is the right one. Most of the times the team comes to terms and I therefore rather depend on others to get the job done.*

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*When I am in a Pazflor context I will have 100 % focus on the role as a Project Manager.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*First of all I work for the company's benefit but I also have in mind my own career achievements and job satisfaction. I have a thought about regardless of the job I am given, I can learn something new every day and that is very satisfying to me. I think that it is easy to both work for the company's benefit and your own job satisfaction at the same time.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*I have a very direct approach in my communication with others. I use a direct dialog. When I have something to say I say it. No hidden messages. I do not like for instance to repeat my instructions. I always try to achieve a clear understanding of my message towards others.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*I think that I do not use indirect speech codes. I rather use a direct communication because that eliminates misunderstandings. Depending on the context you are in you have to adjust your behavior and communication style to fit your environment, so that you do not offend others. For me that is not the same as using indirect speech codes but rather trying to behave appropriate.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*Yes, I show my feelings. I think that this also have to do something with me using a direct approach when I am communicating with others.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*I take the discussion and try to solve the problem. When you are trying to avoid a conflict you only postpone the problem.*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*I try to stay close to the team on a daily basis. I also think that socializing outside work could be a good thing to maintaining a good relationship. It is also important to discuss things with each other to get an understanding on have we think.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?

*In the French culture it is common with a strong hierarchy. I do not know if this is a preference for me personally but it is just the way we work. I think that a strong hierarchy could be a good thing if it is used with a good manner. It is important that you still have a friendly a supportive atmosphere when using a strong hierarchy. When you have a flat structure everybody is more or less on the same level which can work as well. But in situations with confusions or disagreements, you as a Project Manager have to have the final word or else the progress in the project will stop.*

*To sum up; I prefer a strong hierarchy with a strong cooperation between all the team members.*

13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?

*I like to have close contact with my subordinates on a daily basis. I like to have a face-to-face contact. When this is not possible I use telephone or other communication methods.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*When you have a big project like Pazflor I think that it is important with consensus. You can not have everything the way you want, so you have to try to compromise and further on achieve consensus.*

15. How do you confront issues when dealing with your subordinates?

*I will use a direct dialog and discuss the issue.*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*That is not something that I like and I do not feel very happy. First I try to understand the reason why the decision has not been followed. I also have to check if it is only a result of misunderstandings. I check if there is something that I can do so that this problem does not come up again.*

17. How do you treat your subordinates?

*I like to treat them in a friendly way. I like to have direct contact with my subordinates.*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*I prefer a strong hierarchy with some modifications like having a good cooperation with the project participants. In Pazflor we have mirrored the TOTAL organization structure with FMC's structure. That means that everybody in each company has their counterpart in the project. We like to have a single point of contact on both sides. Therefore we in practice have somewhat of a flat structure.*

19. How do you consider the client? Boss of the project or provider of the funds? Elaborate

*TOTAL as a project owner is the boss of the project. Off course we are also provider of the funds.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*I need to keep my authority well informed to keep him happy. My subordinates have the same understanding of this towards me. Any information is important..bad or good does not matter.*

21. What kind of relationship do you prefer in client/authority cooperation?

*TOTAL in this project is the project owner. We like to get involved in every important decision that needs to be made. That is why we are located here in Asker. We want to have a daily contact and dialog with FMC so that we can ensure that the work is conducted in a way that TOTAL is pleased with. We like to use our competence and experience to get the job done in a success full way. TOTAL is not here to be a police, but rather want to shear our experience so that Pazflor will be a success. It was a little difficult to get FMC to understand that we are not here as "police" but rather "collaborators".*

22. How important is it to protect the "face" of your client/authority?

*I deal with disagreements face-to-face and not in public. Some minor disagreements in public can be shown once and a while but we definitely prefer to take this in private.*

23. How do you behave when you disagree with your client/authority?

*<See question above>*

### EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*There is a big difference between the Norwegian and the French culture when it comes to having focus on solving a problem. Personally I will spend about 12 hours a day to solve problems as soon as possible. That means; I want to solve them today and not next week. I feel that Norwegians have a tendency to postpone problems and not dealing with them imminently. I often experience that Norwegians are not willing to spend much time on work after regular working time. That means if I want to discuss something at 5 p.m. I often have to wait until the next day.*

*I have experienced several times that Norwegians do not admit mistakes. It seems like Norwegians gets very offended if somebody tells them that they have done wrong. If you for instance accuse somebody of not doing their job properly this could result in a conflict. In the French culture I feel that this is not a problem. I think that the French takes critics in a more constructive way. In the French culture we are used to both critics and credits.*

*Another difference that I have noticed is that a French engineer is more concerned about how his task is influencing on other tasks. The Norwegian engineer seems to only focus on his own tasks, and not how it affects others. The French focus more on interfaces than the Norwegians.*

*I also want to say that I do not think the French and the Norwegian culture is that much alike. I have worked with a lot of cultures all over the world and the French and the Norwegian culture can be seen as both European. Off course we have differences but in a broad view we have more similarities. We have for instance many similarities in how we organize our work.*

## APPENDIX 18

### *INTERVIEW WITH TOTAL E&P PROJECT MANAGER 4*

#### Leadership: General Leadership Styles

1. What are your opinions concerning efficient task performance vs maintaining a friendly and supportive relationship with your colleagues?

*My leadership style is to be friendly and supportive.*

2. What do you think about close relationships in project teams, how important are they for accomplishing project tasks?

*It is very important with good relationship to your colleagues because you spend a lot of time with them. It is important to keep a friendly atmosphere because you then cooperate much better and this will affect the project positive.*

*But I do not think that it is necessary with close relationship. You do not necessary need to be close friends to have a good relationship. I like to have a good and professional relationship within the project team.*

3. What do you think about the choice between: team achievement vs your own achievement?

*Since I am a manager my achievements will be good if the team achievements are good.*

4. Do you prefer to be self-reliant or depended on others to get your work done?  
Elaborate

*Working in a project is team work. I am very depended on others to get my job done. I need specialist to do certain work task because I do not have the necessary competence myself. Therefore I am very depended on others and I also think that they are depended on me. A project is team work and everybody is important.*

#### Leadership: Relationship with the company

5. How do you see your own role; a manager of the project or an employee of the company organization? Elaborate

*I have to say both.*

6. To what extent do you work for the company's benefit compared to your own career achievements and job satisfaction? Elaborate

*My own career achievements are not very important. I am more focused on working for the company's benefit. I am usually satisfied with the job that is handed to me. If I am not satisfied I will ask for a new one.*

### Leadership: Communication and conflict resolution

7. How do you communicate with your colleagues to avoid misunderstandings?

*I always try to listen to my colleagues. I do not think that I have been misunderstood in my career. I also try to always express my opinion to my colleagues.*

8. To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?

*I will, if the situation requires it, be a little bit discrete so that nobody gets offended. I will still state my opinion, but I will say it in a nice way.*

9. When you disagree with others in work, do you express your feelings and emotions to show it?

*No, I do not show feelings or emotions when I disagree with others in work.*

10. When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate

*If I have a strong disagreement I will suggest that we wait a little bit before we discuss it. I think it is important to wait a little bit until people have calmed down so that we can have a constructive discussion and not just an argument.*

11. In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?

*I am trying to be friendly and that gives very often a good relationship. For me a good relationship is not necessarily a close relationship. I make sure to spend time with my colleagues, talking to them, visiting them at their site and so on. I do not like to socialize too much.*

### Power relationships: Dealing with subordinates and project teams

12. Do you prefer a strong hierarchy or a flat structure with your subordinates?



*To me everybody in the team is on the same level. We are discussing things together and taking decisions together. I do not personally like a strong hierarchy with my team members.*

13. What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?

*I listen to them.*

14. Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate

*I believe in consensus but in the end I have the final responsibility.*

15. How do you confront issues when dealing with your subordinates?

*<see question 10>*

16. How do you feel if a subordinate disagree or fail to respect your decisions?

*I will tell them that my decision is final and tell them to follow it. I do not show emotions like anger and so on...*

17. How do you treat your subordinates?

*I treat them with respect. I treat them more as colleagues on the same level rather than subordinates.*

### Power relationships: Dealing with clients and authorities

18. Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?

*When it comes to the subcontractor I prefer a strong hierarchy. If we have a flat structure towards our subcontractor we will lose control. That is never positive.*

19. How do you consider the client? Boss of the project or provider of the funds? Elaborate

*Both. But we are probably more the boss of the project.*

20. What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?

*I need to keep him well informed. But I will not bother him with all the necessary details if I do not see them as relevant. I like to emphasize, I do never hide anything from my authority. I do not care if my authority is unhappy, but I care if he is not well informed.*

21. What kind of relationship do you prefer in client/authority cooperation?

*I want strong hierarchy with honesty. It is very important for me to have trust.*

22. How important is it to protect the “face” of your client/authority?

*It is very important. I will never show my disagreements with my boss in public.*

23. How do you behave when you disagree with your client/authority?

*If I have a disagreement I will confront this by talking to my authority in private.*

#### EXTRA:

24. What are the biggest differences, as you see it, in project management when comparing Norwegian and French leadership? Which similarities do you think they have?

*When it comes to roles in projects, Norwegians are more like “provider of the funds” rather than the French which is more “boss of the project”. It seems like we want to get more involved in projects than Norwegian project owners.*

*It seems like French have a stronger focus on understanding every aspects of a problems.*

*The French have more interest than Norwegians to discuss things.*

*I feel that the Norwegians are less humble than the French.*

*I think that Norwegians are less logic than the French*

*I think that the French is more open and listens more than the Norwegians when they are discussing problems.*

*I think that the French is more polite than Norwegians*

## APPENDIX 19

### *Analysis of the in-depth interviews – Leadership and Power Relationships*

	<b>Question</b>	<b>FMC Technologies</b>	<b>TOTAL E&amp;P</b>	<b>Differences?</b>
1	What are your opinions concerning efficient task performance vs. maintaining a friendly and supportive relationship with your colleges?	Two of the PM <sup>6</sup> seem to think that it is important to have both an effective task performance and a friendly and supportive relationship with their colleagues. One PM seems to only have focus on efficient task performance.	Two of the PM claims that both aspects are important. One PM claims that a friendly atmosphere promotes a efficient task performance. Another PM is focused on having friendly atmosphere.	TOTAL have a slightly more focus on maintaining a friendly relationship with their colleagues
2	What do you think about close relationships in project teams, how important are they for accomplishing project tasks?	Every PM says it is very important to have good and professional relationship, but it seems like they do not want to get too close and personal	Two PM claims that close relationships are needed. One PM prefer good relationships before close one. One PM limits the relationship to be all about communication	TOTAL have slightly more focus on close relationships
3	What do you think about the choice between: team achievement vs. your own achievement?	All the PMs claims that the most important thing is to have team achievement. But it should also be room for individual achievements	All the PMs think that the team achievements are the most important ones. One PM mentions that you must also keep your own ones in mind.	No difference
4	Do you prefer to be self-reliant or depended on others to get your work done? Elaborate	All the PMs say they are depended on others to get their work done. One of the PMs mentions that he once in while	All the PMs are depended on others. One PM also mentions that he once in a while like to be self-	No difference

<sup>6</sup> PM= Project Manager

		have to go in and adjust how things is done to get it done the “right” way.	reliant.	
5	How do you see your own role; a manager of the project or an employee of the company organization? Elaborate	All the PMs besides one see themselves as both a manager of the project and an employee of the company organization. One PM see himself mostly as a manager of the project and do not emphasize to much on being a employee of the company organization as the other ones	Two of the PMs are claiming that they consider themselves both as manager of the project and an employee of the company’s organization. Two of the PMs claims that this is depending on the situation and whom they are speaking with	No difference
6	To what extent do you work for the company’s benefit compared to your own career achievements and job satisfaction? Elaborate	All the PM are somewhat divided on this matter. Some work just for the company’s benefit while others also work for their own career achievements and job satisfaction.	All the PMs work first of all for the company’s benefit, but some of them also have a certain focus on own career achievements	No difference
7	How do you communicate with your colleagues to avoid misunderstandings?	All the PMs have different prioritizing of communication methods. The methods that are mentioned is ensuring that everybody have the same information, have an open dialog and being available to others, ensure that everybody interpret the information the same way, and ensure that people understand why and how you took a certain decision	Three of the PMs have a very direct approach when communicating and like to have face-to-face conversations. One PM emphasise more on listening, but will not hesitate to express his opinion.	No difference
8	To which extent do you use indirect speech codes to avoid conflict with other? What kind of codes may that potentially be?	All the PMs are somewhat divided on this matter. Two of the PMs claims	All the PMs adjust their communication to the situation.	TOTAL have a stronger emphasis in not offending people when they are

		that they speak very directly independent of the situation and the two others say that they have a more adaptable approach, but that they prefer to be direct.	They have a focus on not offending people. Most of them still communicate with a direct approach	communicating. They will still try to have a direct approach
9	When you disagree with others in work, do you express your feelings and emotions to show it?	All the PMs claims that they to some extent show emotions. Some say that they try to reduce it when the situation does not allow it, and others say that they show it anyway. It is mentioned that enthusiasm is difficult to hide.	Two of the PMs claims that they show emotions to show disagreement. Two of the PMs will not show emotions in public, but one PM could show it in private face-to-face conversations	FMC will show emotions and feelings to some greater extent than TOTAL
10	When/if you strongly disagree with your team members, do you take a discussion/argument or do you try to avoid the conflict? Elaborate	Every PM takes a discussion if it is necessary. Some are more focused on taking the initiative than other, which again could be better at gathering information before they discuss the matter. One PM points out that it is important to focus on the case and not at the person in the discussion.	All the PMs takes the discussion instead of avoiding the conflict. They are somewhat different in how fast they attend the discussion.	No difference
11	In order to maintain a good relationship and to avoid conflicts with your colleagues, what do you do?	Three of the PMs are focusing on having a good communication and including everybody in the information flow. One PM is focusing on having an open dialog and discuss the matters before it escalades.	Most of the PMs think it is important to have discussions. Two of the PMs points out that it is important to stay close to the their colleagues on daily basis. Two of the PMs points out that they like to socialize	No difference
12	Do you prefer a strong hierarchy or a flat structure with your	Two of the PMs prefer a flat	The PMs are split in this question.	No difference

	subordinates?	structure. The two others also prefer a flat structure but mentions that sometimes the situation demands a steeper hierarchy.	But they are all aware of that they have a strong hierarchy	
13	What kind of cooperation and relationship do you emphasize for maintaining harmony with your subordinates?	Two of the PMs emphasize that it is important to delegate responsibility and decision power. The two others claim that having an open dialog and keeping them well-informed is vital.	Two of the PMs are emphasizing the importance of contact with each other on a daily basis with discussions. Two PMs emphasize a good working atmosphere and team spirit. One PM is very focused on listening. One PM states that it is important with defined roles and responsibilities	TOTAL is a little bit more focused on the working atmosphere
14	Do you believe in consensus in the project team (the majority rules), or do you believe that you as a project leader have the final word and responsibility. Elaborate	All the PMs prefer consensus. But at the same time they point out that they have the final word and responsibility if the project group does not come to an agreement.	Most of the PMs prefer consensus but they all states that the Project Manager has the final word when taking a decision.	No difference
15	How do you confront issues when dealing with your subordinates?	All of the PMs are divided. <i>One</i> run regular meetings were he both delegate single work tasks and discuss things in plenary, <i>another one</i> discuss issues thoroughly and finish them but give him/her a notice up front so he can prepare himself for the discussion, a <i>third one</i> takes the discussion as soon as the issue arise and tries to find the underlying causes to	All the PMs states that they need to have a discussion. Some wants it right away others want to wait a little bit.	No difference

		the issue. The fourth PM misinterpreted the question.		
16	How do you feel if a subordinate disagree or fail to respect your decisions?	Two PMs claimed that they needed to have a good reason for not following their orders or else they would get irritated and upset. The two others emphasize in finding reasons and dealing with the problems by making corrections.	Two of the PM will react with strong emotions. Two of the PMs will try to find out the reason. One PM will remain calm and give the same order again	No difference
17	How do you treat your subordinates?	Three of the PMs focus on showing their subordinates respect. Two of the PMs also points out the importance of having an open dialog. One of the PMs emphasize having a informal tone, but try not to get personally involved in others private life.	All the PMs state that they treat them with respect. Two of the PMs states that they treat them as if they were on the same hierarchal level.	No difference
18	Do you prefer a strong hierarchy or a flat structure with your subcontractors? What are the positive and negative aspects of your preference for the structure and the structure you have not chosen?	Every PM prefers a strong hierarchy towards subcontractors. One of the PMs claims that a flat structure has no positive aspects. Another PM points out that when having an informal contact with the subcontractor they use a more flat structure.	Every PM prefers a strong hierarchy towards their subcontractor. One states that an influence of a flatter communication could be positive.	No difference
19	How do you consider the client? Boss of the project or provider of the funds? Elaborate	Two of the PMs consider the client as both a boss of the project and a provider of the funds. The two other ones consider the client as boss of the project.	Three of the PMs are claiming that they are both boss of the project and provider of the funds, but probably more of the boss. One PM is stating that they	No difference

			are only provider of the founds.	
20	What are your thoughts regarding the conflict of keeping an authority happy or keeping him well informed?	Every PM agrees that keeping an authority well informed is keeping him happy	All the PMs will keep their authority well informed	No difference
21	What kind of relationship do you prefer in client/authority cooperation?	Two of the PMs prefer a formal relationship with a friendly atmosphere. Another one wants an open relationship with a freedom to do things his own way. One PM wants a long-term relationship with the client.	Three of the PMs states that it is very important with an open dialog with discussions. One PM states that he wants to be involved in all the decisions and another PM claims that it is important with a strong hierarchy with honesty because that generates trust between all the parties.	Difficult to compare
22	How important is it to protect the "face" of your client/authority?	Three of the PMs agree that the most suitable way is to adjust the culture of the client/authority. The last PM misinterpreted the question.	All the PMs claims that this is very important. They will not show disagreement in public, but can discuss face-to-face with the authority in private.	It is very important for TOTAL not to let the authority lose his "face" in public
23	How do you behave when you disagree with your client/authority?	Two of the PMs likes to focus on the case and not the person. A third one likes to be constructive and to give clear messages. The last one has misinterpreted the question.	All the PMs states that they will not show disagreements in public. They can on the other hand take the discussion in private.	It is much more important to TOTAL not to disagree with their authority in public. They rather discuss in private



## APPENDIX 20

### *Analysis of the in-depth interviews – The Project Managers own elaborations*

24. What are the biggest differences, as you see it, in Project Management when comparing Norwegian and French leadership? Which similarities do you think they have?		
	Norway	France
<b>Differences (confirmed by both companies)</b>	(1)	
	<p>*The French are more focused on details in the project</p> <p>*It seems that the French always has to know every detail before making a decision. Norwegians can make decisions on a thinner base.</p>	<p>*The French want to have more details before we discuss issues.</p> <p>*The French are more focused than the Norwegians in finding proof for a decision and get the whole understanding of a problem. Norwegians seems more satisfied with just accepting things the way they are.</p>
	(2)	
	<p>*The French have a stronger organization hierarchy. The individuals are also more controlled by the hierarchy</p> <p>*It seems that the French needs to have acceptance for their decisions in the whole organization.</p>	<p>*The Norwegian leadership style is more based on consensus within the team. In the French culture we are more based on the hierarchy.</p> <p>*In the French culture we are more controlled by the hierarchy.</p> <p>*The Norwegians lose their hierarchic roles when they are socializing. That is not common in the French culture</p>
	(3)	

	<p>*The French has a tendency to not challenge their superior's decision and authority, and do not show disagreement with him in public</p> <p>*The French do not show irrational behavior in a business context.</p> <p>*The French never use abusive language in public</p> <p>*When the French appear in a social context they are very friendly and pleasant, but when they communicate in writing they have a very tough approach. That is opposite to what is done in the Norwegian culture</p> <p>*The French are more concerned about loosing "face" in public</p>	<p>*I feel that the Norwegians are less humble than the Norwegians</p> <p>*I think that the French are more polite than the Norwegians</p>
(4)		
	<p>*The French uses more time when they are discussing and solving problems</p>	<p>*The French have a stronger interests in discussing things</p>
(5)		
	<p>*The French stays longer at work past their core working time to discuss different matters to a problem.</p>	<p>*The Norwegians are not willing to spend much time on work after regular/core working time.</p>
(6)		
	<p>*The French do not involve themselves, to the same extent that Norwegians do, in social activities with each other besides work</p>	<p>*The French are not used to have as much social interaction besides work as the Norwegians do.</p>
(7)		
<p><b>Differences (no confirmation)</b></p>	<p>*FMC run their projects according to international standards like NORSOK, but the French run their projects according to their own standards. They do not follow the international agreement. They are very proud and they keep a very high loyalty to their own standard.</p> <p>*It seems that it is more important for the French to have the "correct" background and acquaintances to get into certain positions in the hierarchy</p>	<p>*The Norwegian culture is more focused in being self-reliant rather than being depended on others</p> <p>*The French focus more on the interface between the different project work task</p> <p>*When it comes to roles in projects, Norwegians are more like "provider of the funds" rather than the French which is more "boss of the project". It seems like we want to get more involved in projects than</p>

<b>Conflicting statements</b>	(8)	
	*The individual performance is much more appreciated in the French culture.	
	*The French often act more as group instead of as individuals.	
	(9)	
*In FMC we base our decision on the content in the contract. In TOTAL they will also defend their decision based on their loyalty to the hierarchy in the TOTAL organization.	*Both The French and Norwegians are equally focused on the content of the contract.	